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COUNTY FUNDS TO LOCAL NON PROFITS

A SURVEY OF MARYLAND COUNTIES

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(MACo)**

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Introduction

The Maryland Governor's Grants Office (GGO) has built a strong network among county government officials working on grants and grant related issues. During the Spring of 2007, multiple counties contacted the Grants Office with questions on how other counties provided grants for their local non-profit organizations. This was culminated by a formal request to Governor Martin O'Malley from the Anne Arundel County Executive, John Leopold, asking for the assistance of the Grants Office in surveying how different counties make grants to non-profits.

The Grants Office contacted the Maryland Association of Counties (MACo) and the two organizations agreed to work together on a survey of the counties. The goal was to gather information about if and how individual counties fund nonprofits. The GGO and MACo submitted the following questions to a list of contacts in each county.

1. Does your county have a program that specifically budgets local funds to community non-profits? This is separate from any fee-for-service funding that may go to these organizations as part of your human services activities. If your county has a Grants Program: how much money was allocated during the FY 2007/current budget cycle, and; in how many separate grants?
2. How are decisions made on which groups receive funding?
3. Do grant recipients have to apply or fill out request forms? If so, what information is requested?
4. How is performance measured once a non-profit receives a grant?
5. After funding decisions are made, what implementation steps are made before funds are distributed?
6. What involvement, if any, does the local community foundation have in this process?
7. Please provide any additional information that may assist other counties that has not been addressed in the previous questions.

By July 24, 18 counties had responded. A short executive summary follows but the purpose of this report is to compile responses from the counties, in their own words, with no editorial comment or analysis. By listing the contacts who submitted the responses it is possible for anyone to request additional information or clarifications. By compiling this information quickly, the hope is that county officials can learn from their peers prior to beginning their budget work for the next fiscal year.

Melissa Wabnik provided the majority of the work in compiling the information submitted by the counties. We hope this information is useful for anyone interested in the topic of grants being made by counties to local nonprofit organizations.



Eric Brenner, Director
Governor's Grants Office

Executive Summary

Out of the 23 counties in the State of Maryland, 19 counties responded to the survey. This survey asked questions related to the County grants process, focusing on decision-making, implementation, and performance measurement.

Of the 19 responding counties, 12 reported having some kind of program that specifically budgets local grant funds to community non-profits, separate from any fee-for-service funding that may go to these organizations as part of their human services activities. Three of the counties, Caroline, Garrett, and Kent, reported that they allocate funds to non-profits through line items in the annual budget process, and these entities request funds in a manner similar to county agencies and departments. All of the reporting counties had some kind of application requirements that largely focused on gathering information about the requesting organization, its financials, and the proposed use of funds.

In terms of process, seven counties have an advisory or application review committee as a preliminary stage before requests are sent to the County Executive or County Council for final decisions. These committees are typically made up of some combination of representatives from the County, local non-profits, and County residents. In Anne Arundel County the applications first go through the grant administrator who reads the applications for completeness and confirmation that the submitting organization is registered as a 501(c)(3) with the Secretary of State's office. The complete application then goes to an advisory panel, before going to an Executive Committee that makes the final recommendations.

Three counties, Frederick, Montgomery, and Howard indicated that the local community foundation play a role in either the review and/or decision-making. Harford County has a Community Development Review Board made up entirely of County residents that provides the initial application review and reports to the Department of Community Services.

In general, and as expected, final decision-making authority rests with the County Council or County Executive. In Montgomery County, there are two processes, one for the Council and one for the County Executive, run along separate lines with separate funding sources.

Few counties have stringent implementation requirements. Six counties reported some sort of requirement that usually had the grantee sign a contract and establish a payment schedule. Fewer counties have mandatory performance measurement. Four counties reported that they ask for progress and outcome reports from their grantees. A typical example is Anne Arundel County, which requires that grantees complete a detailed mid-year report, and an end-of-the year report, both of which include a financial report and a narrative report using a logic model that will measure outcome measurements. At least once a year the grant administrator performs a site visit.

Other counties request similar information and encourage the non-profits they fund to collect performance data, but they do not mandate it. Several counties are in the process of implementing more stringent requirements. In FY 2008, Howard County will require outcome-based measurements in addition to the progress reports already required.

County	Grant Program	FY 2007 Allocation	No. of Grants	Application	Advisory Committee?	Decision made by:	Implementation Requirements?	Performance Measurements?	Local community foundation play a role?
Anne Arundel	Yes	\$4.7 million	48	Yes	Yes	Executive Committee	Yes	Yes	No
Calvert	Yes	\$1.12 million	30	Yes	No	Board of County Commissioners	No	No	No
Caroline	No*	N/A	N/A	No	No	Board of County Commissioners	No	No	No
Carroll	Yes	\$3.33 million	30	Yes	No	Board of County Commissioners	Yes	No	No
Cecil	No	N/A	N/A	No	No	No	No	No	No
Charles	Yes	\$1.48 million	33	Yes	Yes	Board of County Commissioners	No	No	No
Dorchester	No	N/A	N/A	No	No	No	No	No	No
Frederick	Yes	\$2.6 million	28	Yes	Yes	Several	Yes	Yes	Yes
Garrett	No*	N/A	N/A	No	No	No	No	No	No
Harford	Yes	\$1.55 million	37	Yes	Yes	County Executive	Yes	Yes	No
Howard	Yes	\$2.87 million	32	Yes	Yes	County Executive	Yes	Yes	Yes
Kent	No ¹	N/A	N/A	No	No	No	No	No	No
Montgomery	Yes	\$9.89 million ⁴	198 ⁴	Yes	Yes	County Executive/Council	Yes	Yes	Yes
Prince George's	Yes	\$1.71 million	479	Yes	Yes	County Executive	Yes	No ²	No
Queen Anne's	No	N/A	N/A	No	No	No	No	No	No
St. Mary's	Yes	\$1.49 million	37	Yes	No	Board of County Commissioners	No	No ²	No
Talbot	Yes	\$400,000	15	Yes	No	County Council	No	Agency Dependent	No
Worcester	Yes ¹	\$2.07 million	41	Yes	No	County Council	No	No	No
Wicomico	No ³	N/A	N/A	No	No	No	No	No	No

¹ funds allocated to non-profits through line items in budget
² organizations encouraged to submit performance data
³ will have grant funds in FY2008
⁴ FY 2008 data

Anne Arundel County

The Anne Arundel County Executive's office allocated \$4.7 million in 48 grants during FY 2007.

Process:

Each potential grantee fills out a grant application. The grant administrator reads each proposal, verifies that the organization is in good standing with the state and that it has the appropriate documentation to be grant eligible. After this first screening, the grant administrator presents the information along with recommendations to the Executive Committee, which makes the final recommendations. In the next fiscal year a grant committee, including the grant administrator, will be created and this body will make recommendations to the Executive Committee who will then make the final decision. There is no involvement with the local community foundation.

Decisions about funding are based on a grant application and supporting documentation including: Articles of Incorporation, By-Laws, 501 (c)(3) certification/evidence of tax-exempt status, current resolution authorizing signatory of legal documents (if the President of the Board of Directors is not signing the Grant Agreement), listing of names, titles, addresses and phone numbers of the Executive Director, Officers, and Board of Directors legally responsible for the organization's affairs (current list), annual report/annual audit or review for the previous fiscal year, work program for the fiscal year that they are requesting the funding, board adopted budget for previous fiscal year to include all public support and corporate revenues and proposed budget with estimated public support and approximate corporate revenue, if the grant is applying to support a position they need to send a job description and a logic model (with the exception of capital grants.)

Implementation and Performance Measurement:

Anne Arundel County has an involved implementation and performance measurement process. On the implementation side, a grant agreement is sent to the grantee for signature. Once the agreement is returned to the grant office it is forwarded to the Law office, Finance, Purchasing and CEO for approval. Each of the grant agreements must be approved in both hard and electronic copy. Each of the grantees must provide an insurance certificate, except for capital grants, before funds are distributed.

In terms of performance measurement, the grantee must submit a detailed mid-year report, covering the period of July 1 through December 31, and an end-of-the year report, covering the period of July 1 through June 30. Both reports must include a financial report and a narrative report using the logic model that will measure outcome measurements. At least once a year the grant administrator performs a site visit.

To provide additional information and support to non-profits seeking grants, the grant administrator partnered with the United Way of Central Maryland two years ago to help implement the logic model to measure outcomes. During FY 2007, she contacted the Klompus

Family Foundation and Anne Arundel Giving Together (Women's Circle) and was able to pass information about their grant process to grantees as best practices models.

In addition to providing grant funds to non-profits during FY 2007, Anne Arundel County facilitates opportunities for these organizations to improve management skills through the sponsorship of non-profit leadership courses (non-credit) at Anne Arundel Community College, including grant writing, board development, budget, strategic planning, fundraising, special event planning and volunteer management. The county was able to provide a free workshop on the Raising More Money model, founded by Terry Axelrod. The County actively looks for opportunities to assist nonprofit organizations in raising more private funding.

Calvert County

Calvert County distributed \$1,124,365 in 30 separate grants during FY2007.

Process:

Decisions about which non-county organizations receive funding are based on a variety of factors including the status of the county's general fund budget, the purpose of the funding and whether it is supported by the Board of County Commissioners, the percentage of county residents served by the organization's initiative and mission, and whether other funding sources are available to the organization.

The Calvert County Family Network (Local Management Board) does not play an active role in the decision making of the county's general funded grants to organizations.

Requesting organizations must fill out an application that includes the amount requested for the fiscal year in question and its intended purpose, along with the benefit to Calvert County resulting from approving the request and the consequences of denying the request. Additionally, the application must also submit details about the organization, including function and goals, overall funding and staffing, and a copy of the latest independent audit of the applicant's organization. If the organization serves the tri-county area, applicant must note the number of citizens served in each area and the sources of funding. Information about any new programs must also be included in the request.

Implementation and Performance Measurement:

Currently, notification of the grant award is made specifying that the disbursement of funds will be as requested during the course of the fiscal year, up to a quarterly disbursement if the award is in excess of \$15,000, and semi-annually if less than \$15,000.

At present, performance is not measured on the current year's appropriations. However, use of the prior year's appropriations is taken into consideration prior to the approval of future grants. Therefore, information on past performance has a bearing on the receipt of future funds.

Caroline County

Caroline County does not have a separate program budget for non-profits. Funding that is allocated to non-profits is done through the budget process, and those groups requesting funding from the county justify their requests in the same manner as County departments.

Process:

Funding decisions are made by the Caroline County Commissioners. The Commissioners review funding applications, hear short presentations from all requesting agencies, and then make decisions about which organizations and in what amount to invest County resources.

Applications require information about the requesting organization's purpose, an overview of its budget, along with a pie chart detailing the budget request as a percentage of the total County budget. The organization also must present all its funding sources, an organizational performance history and budget history, and benchmark comparisons with similar organizations.

Implementation and Performance Measurement:

To receive allocated money, the organization makes a request in writing to the County. If it is a small dollar amount, then the disbursement will be made directly to the organization in full. If the dollar amount is large, then payments are made to the agency on a quarterly basis as the County is invoiced.

Some organizations, such as the Economic Development Corporation and the Humane Society have agreements with the County that they are to perform a specific function. Therefore, they are required to provide operating data and review statements.

Carroll County

Carroll County allocated \$3,332,068 in 30 separate grants during the FY 2007 budget cycle.

Process:

Grant decisions are made by the County Commissioners. Non-profits identify community needs, and then request County dollars to fill those needs. The Commissioners evaluate and prioritize requests for new funding and then allocate those dollars. In general, cost of living increases are considered and are usually given unless something changes in the relationship between the County and the non-profit. The local community foundation does not play a decision-making role.

Grant recipients are required to fill out an application that includes the organization's mission and description, goals and program highlights, and statistical data program measures. Additionally, the organization must list the amount requested and how it plans to use the funding.

Implementation and Performance Measurement:

After funding decisions are made, a written agreement between the organization and County is executed in concurrence with the grant year. The budget appropriation is uploaded in the County's Financial Management System and a payment schedule is determined for each agency.

The County currently does not require performance measurement, but it does receive reports on the services and programs specified in the non-profit agreement.

Cecil County

Cecil County does not distribute grants, according to the Executive Office Administrator at the County Board of Commissioners.

Charles County

During the current budget cycle (FY 2007), Charles County allocated \$1,487,600 in 33 separate grants. The grant process is administered by the County Board of Commissioners.

Process:

The grants process in Charles County changed from FY 2007 to FY 2008. In FY 2007, potential grantees submitted applications to the county, which were then reviewed by the County Commissioners. The Board made final decisions on award and amount. In FY 2008, a Grants Advisory Panel was established to review the FY 2008 applications and make recommendations about awards to the County Commissioners who then, in turn, vote to approve the panel's recommendations. Local community foundations currently do not play a decision-making role.

Applications require information about the requesting agency, including basic agency information, details on experience, capability, and funding, along with tax and budget-related documents. For FY2008, all recipients of grant funds have been required to enter into an agreement with the county. The County shall make four equal quarterly payments to the Grantee. Initial payment is contingent upon a fully executed grant agreement. Third quarter payment is contingent upon the submission of a budget, no later than December 31, 2007. At the County's sole discretion, disbursement of funds can be made early, in part, or in its entirety. As part of the agreement, the grantee is also required to submit an exhibit which outlines the following: Deliverable(s), Type of Performance Measure, Target for Year, and Annual Totals. This will be used to evaluate whether the non-profit has met the targeted deliverables with the funding supplied.

Links to both the budget (Attachment A) and the Performance Measures (Exhibit A) can be found on the county's website at <http://www.charlescounty.org/commissioners/grants/default.htm>. Scroll down to Link to Exhibit A and Attach A Forms - Grant Award Agreement. In addition, the application can be downloaded at

<http://www.charlescounty.org/apps/workgroups/publicview/listPDFs.jsp?groupCode=142&pdfType=GRFM&reset=Y>.

Implementation and Performance Measurement:

Funds are distributed once the fiscal year's budget is adopted and the fiscal year begins, either as a one-time payment, biannually, quarterly, or as a monthly distribution. A small grant is usually distributed with one payment based on the submittal of a payment request.

Charles County currently does not directly measure grant performance. Grantees are requested to identify the services they provided compared to what they had planned to provide with prior years' funds. Additionally, they are asked to explain any modifications of the scope or type of services offered, evaluate their success to date and determine who has benefited from the services. There are future plans by the Grants Advisory Panel to include greater accountability.

Dorchester County

Dorchester does not have a program that administers grants to local nonprofits.

Frederick County

During FY 2007, the Frederick County Board of County Commissioners allocated \$2,623,408 in 28 separate grants to nonprofit grantees. Approximately 75 percent was granted directly by the BOCC, while the remaining 25 percent was granted by the County's Affordable Housing Council.

Process:

Frederick County offers several avenues for non-profits to receive grants. The bulk of grant funding is available directly from the Board of County Commissioners through a competitive process. Applications are solicited in December, and then reviewed by a panel that includes representatives from the County Finance Department, the Citizen Services Division, and the non-profit sector. This includes representation from the local community foundation, though this is not mandated.

Submitted applications are reviewed according to set criteria and then scored and ranked by the panel. Application criteria include a detailed request for funding explaining how the funds will be used, and information regarding the organization. This consists of a synopsis of the organization or program, the amount of funding requested, number of individuals served, budget information, and reason for the need. These recommendations are first submitted to the budget office and then brought to the Board of County Commissioners for review and approval. In the Spring, there is an opportunity for nonprofits to appeal recommendations in a public work session. At this time, the BOCC makes a final ruling on awards and amounts. The entire grant packet including application, deadlines, and report templates, can be found online at <http://www.co.frederick.md.us/index.asp?nid=165>

As stated above, the Affordable Housing Council also distributes grant funds, along with several other county entities. The Housing Department makes grants and loans for rental assistance, subsidies, and home ownership programs. Municipalities submit projects for funding to the Emergency Management Division and are awarded based on need as well as importance. The Department on Aging has some funds available for Meals on Wheels and Respite Care. The Office of Economic Development/Workforce Services manages the Maryland Business Works grant and has been able to fund approximately \$42,000 in training for employees to upgrade their skills and credentials.

Nonprofits are free to appeal for financial support directly to the Budget Office or to the Board at any point during the fiscal year.

Implementation and Performance Measurement (Compliance):

The Citizens Services Division allows organizations to receive funds immediately. The Emergency Management Division distributes funds on a reimbursement basis. Grantees are required to submit periodic program and budget reports. In addition, County staff provides an annual on-site monitoring of programs.

Garrett County

In FY 2007, Garrett County allocated \$38,000 in seven separate line items. The county does not have a specific "Grant Program," however, as part of the annual budget process, various groups will request funds from the county. If the funds are approved, they are listed as a budget line item.

Process:

Although Garrett County does not have a separate grant program, the county does support certain nonprofit entities through the budgeting process. For example, both the Garrett County Arts Council and Historical Society have line items in the County's budget. The County also provides a line item for the Volunteer Fire Departments for grant matching needed for equipment purchases. The Community Action Agency serves as the County's Housing Department and so is allocated funds. The numbers above are for those specified line items, not for yearly operating costs and are not reflective of the funds allocated to various nonprofit entities that function in a quasi-governmental function for the County, i.e. Community Action Agency, Dove Center Domestic Violence Shelter. The local community foundation is not involved in this process.

The county does not use a specific grant application form, per se, but rather requires an explanation or presentation of the need for the funds requested. As noted previously, this is done during the annual budget process.

Implementation and Performance Measurement:

In many cases, distribution is made on a reimbursement basis, which requires that the entity provide invoices and proof of payment.

There are no formal reports required, but funding requests made as part of the budget process usually indicate how funds have been used in the past year.

Harford County

During the FY 2007 budget cycle, Harford County allocated \$1,550,000 in 37 separate grants.

Process:

Harford County places an ad in the local paper and notifies its mailing list of the availability of funds. The grant application process in Harford County is competitive and applications are made available on the first working day in November each year. Training sessions on the application process are held in late October. Applicants attending the training receive the application a week earlier than anyone else. The application is extensive and requests information about the organization, its mission, the activity it would like to fund, the documented need, who and how they will be served, expected outcomes and how it will be measured, financial information on the organization, its ability to leverage resources and partner with other organizations and identification of existing programs in their service area. Supporting documentation, such as items collected by Anne Arundel County, are also a requirement of the application package. Completed applications are due on the first working day of December each year.

Community Development staff provide an initial application review for completeness and threshold eligibility. Applications are grouped based on subject matter – i.e. youth programs, housing programs, homeless services, etc. The intent is to review and compare similar programs to each other instead of comparing unrelated programs against each other for competitive funding. It is also grouped into committees to review applications by subject matter. The Community Development Review Board is made up of individuals representing the following areas: each municipality, youth programs, housing programs, homeless services, local funders – including the United Way & local foundations, the Disabilities Commission, Women's Commission, Human Relations Commission, law enforcement, local businesses, social services, public health, and local citizens. Each member is asked to serve a minimum of a three-year term.

Members review applications in a two-part process. First, Review Board members use a numeric point system to score the applications individually. During this time period, the Review Board meets to hear priorities for the County, an update on the annual budget process and its prognosis, receive performance data on existing grantees, and discuss applicant packets. Also during this process, Review Board members can request additional information from the applicant through the Community Development staff, who then forwards the request to the applicant. The applicant is requested to respond in writing and the response is forwarded to all Review Board members. The intent is to maintain the anonymity of the reviewer. During the second part, the Review Board meets again in committees to complete a group score, using the same numeric point system, for each applicant and to recommend a funding level. The group score, on a scale of 100, must be consistent with the recommended funding level. For example an applicant that scores 96 should not be recommended for a decrease in funding. A Community Development staff person is assigned to each committee with the responsibility of providing performance data

on the applicant, noting any reviewer comments and documenting the scoring process. Group scores are then shared with the entire Review Board for final review and recommendation. All individual and group scores, along with reviewer comments are collected for the applicant file. Community Development will notify the applicant, upon their request, of all scoring and comments. This information is provided in writing and does not release the names of the Review Board members.

The Harford County Consolidated Plan, a five-year strategic plan on how the County will address the needs of the low to moderate income, is used as the framework to make funding decisions. Applicants must describe how their program/service meets a need identified in the consolidated plan. The Harford County Continuum of Care, outlining how homeless services are provided, is also used to direct funding decisions. Applicants providing homeless services must participate in the Harford Roundtable, the planning group for the County's Continuum of Care process. Bonus points are awarded to applicants delivering services directly to areas targeted in the plan, most notably services delivered along the Route 40 corridor. All recommendations for funding, as well as previous year's funding levels and comments made by the reviewers, are presented to the County Executive and the Budget Office. The County Executive makes the final funding recommendation for the annual budget. The Harford County Budget Office then places these recommendations as line items in the annual budget for Council review and approval.

Implementation and Performance Measurement:

Applicants are sent a letter informing them of the recommended level of funding or non-funding. Upon passage of the annual budget by County Council, the applicants are sent award letters and grant packets containing grant agreements, report forms, and program instructions. Once the agreement is returned, it is forwarded to Treasury, Law Department, Procurement, and County Executive for sign-off and execution. Funding becomes available upon execution of a grant agreement. Harford County will advance up to 25% of the grant award for eligible expenses. The remaining amount is reimbursed to the organization as narrative and financial reports are submitted.

The grantee can either submit monthly or quarterly reports depending upon their cash flow needs. Funding is not released unless narrative reports are with the financial request. Narrative reports detail progress on outcomes, including beneficiary data, and also track the grantee's ability to develop linkages, collaborations, and partnerships with other providers. The grantee's ability to submit timely financial and narrative reports is reported to the Community Development Review Board annually. The Review Board actively uses performance data in its decision-making. At times, the Review Board will recommend that an applicant use a portion of its award amount to attend grant writing or non-profit leadership training courses with the intent of increasing capacity within the applicant organization. Harford County has initiated performance measurements with some of its applicants, most notably organizations serving the homeless and at-risk of homelessness and it is continuing its efforts to increase performance measurement by offering training to nonprofits throughout the next fiscal year.

Additional information can be found at:

<http://www.harfordcountymd.gov/services/community/?Resc=DeptDrop>

Howard County

Howard County handles grant requests through their Community Services Partnership, a key component in the provision of Human Services and a way of leveraging scarce resources. This partnership represents county contributions to community service agencies and community groups within Howard County. Human Service agencies provide services to the homeless, abused, children, the elderly and a variety of other groups. In light of this, the County completed its first Human Services Master Plan in 2006 and is using it as the framework to make funding decisions for these services. In FY 2007, the County Executive's Office approved 32 grants, totaling \$2,870,820.

Process:

The Department of Citizen Services administers Howard County's Community Services Partnership. A Grant Review Committee evaluates all applications received. Applications are evaluated using a numeric point system allowing the reviewers to consider applications in an objective and equitable manner. Following committee review and funding recommendations to the County Executive, each applicant is provided feedback on how their application scored and advice on grant writing techniques that may help improve their scores in subsequent years. The County collaborates with two local community foundations, the Columbia and Horizon Foundations, through regular meetings throughout the year, which include a discussion of priorities. Joint funding collaboration occurs, such as the funding for the North Laurel-Savage Multi-Service Center for FY 2008.

There are four criteria to be eligible for funding. An agency must be a 501 (c)(3) or 501 (c)(4) nonprofit, provide a service that addresses at least one of the results or overarching issues in the Human Services Master Plan 2005-2010, Human Services Master Plan Updated April 2006, serve the residents of Howard County (if the agency serves a larger geographic area, funding may only be requested for those services that are offered within Howard County), and make their services available to eligible residents in conformance with federal, state, local housing and human rights laws.

The grant application requests several different kinds of information. Applicants must include basic organizational contact information, federal identification number, non-profit status, and background information including agency structure, mission, program, services provided, a detailed budget, populations served and time in existence. They must describe how the agency ensures that services are provided in an accessible and timely manner. They also must include information about the specific type of grant requested (i.e. operating funds, program funds for a new project, program funds to expand a current project), and its certification. The applicant also must provide a project description that lists the population served and specific needs to be addressed. This also should include a detailed explanation of program or services and reasoning as to why the specific approach was chosen, the expected outcomes and identification of metrics to measure performance, and linkage and coordination with existing services available in the county targeting the same population. The organization should describe how the funds requested

would ensure the agency's capacity to deliver and sustain identified services and program outcomes and any matching funds, if applicable.

Implementation and Performance Measurement:

There are several steps that must be taken to receive grant funds. There is an official file for each grantee, which includes a signed copy of the grant agreement, periodic progress reports and any other pertinent documents. Files are established in the internal automated tracking system as well as in the County's financial system.

Each agency must complete quarterly reports if they receive more than \$10,000 and agencies receiving less than \$10,000 must complete semi-annual reports, which include measures of programmatic goals and revenues and operating expenses. Outcome-based measurements will be required in FY 2008 for the first time. Programmatic goals are those established and approved as part of the review and approval process identifying proposed outcomes and timelines.

Kent County

Kent County allocated \$1,038,490 during FY 2007 in 12 separate budget line items. The process is administered by the Kent County Board of Commissioners.

Process:

All requests for funds are considered individually by the County Commissioners during the budget cycle. There are minimal application requirements. Potential recipients provide a written request accompanied by a current financial statement and agency budget. There is no involvement from the local community foundation.

Implementation and Performance Measurement:

Funds are allocated for the fiscal year and are distributed at the beginning of the fiscal year. Because the funding is through an allocation and not a grant, there is no monitoring.

Montgomery County

Montgomery County has two separate funds for grant money, one run through the County Executive and one through the County Council. In FY 2008, the Council approved 59 grants totaling \$1,928,840; the Executive approved approximately 139 grant requests totaling \$7,962,590. There is a separate selection and approval process for each.

County Council process:

For the past several years, the Montgomery County Council has adopted a formal resolution that establishes the grant application and review process for that particular fiscal year. Currently, they are considering the funding approach for FY 2009, which may include changes in the current process. Today, there are three parties involved in the process. The first step is the

Grants Advisory Group that reviews all applications and evaluates the requests. There is no formal role for the local community foundation, though a representative sits on the Grants Advisory Group. In conjunction with this group, Council staff then prepares a list of highly recommended grants that is submitted to the Council. The Council prepares a President's List based on limited revenue, budget priorities and council member recommendations. Arts and Humanities grants, and Adult English Literacy grants are reviewed in a separate process by relevant organizations.

Applicants must submit a Council grant application by the resolution-established deadline. The grant application requires information on mission of agency, project description, any barriers to service delivery and how they will be addressed, outcomes to be achieved, mechanisms for measuring outcomes, budget information, financial statement, proof of incorporation and nonprofit status, and list of current Board of Directors.

County Executive:

The Montgomery County Executive awards grants both through a committee review process, and on a discretionary basis. Most grants are awarded after reviews by various selection committees make recommendations to the County Executive. Almost 40 percent of grants awarded were discretionary. To apply for a grant from the Executive, the potential grantee must provide basic information about the organization, the purpose for which the money is requested, and the expected outcomes of the project.

Implementation and Performance Measurement (Compliance):

In Montgomery County, grants are treated as a contractual relationship between the county and the recipient non-profit. The contract includes a scope of service, budget items eligible for payment, usually as a reimbursement by the county, and reporting requirements which are overseen by a contract monitor. If the Council awarded the grant, the grantee must submit one-page reports twice a year about the results achieved with the grant funding. Grants awarded by the Executive have more variable requirements, depending on the purpose of the grant.

Montgomery County submitted additional documents, which may be found on the Governor's Grants Office website.

Prince George's County

Prince George's County administers County contributions to various community organizations via Non-Departmental-Grants and Transfer Accounts. In FY 2007, the County allocated \$1,710,000 in 479 separate grants.

Process:

Various local community organizations submit applications throughout each fiscal year to solicit support for various community projects and programs. Prince George's County currently uses a slightly modified version of the Common Grant Application (CGA) format used by the Regional

Association of Grantmakers. Internal committees and/or grant coordinators are then convened to review applicant requests. Currently, the local community foundation is not involved in the decision-making or county grant-making process.

Implementation and Performance Measurement:

Award levels are verified and transmitted via memorandum to the Office of Management and Budget. Payment requests and application documents are submitted to the Office of Finance. Finance verifies tax identification and tax-status of applicant organization. Checks are processed and returned for distribution and/or presentation.

In terms of performance measurement, grantees are encouraged to submit final programmatic and/or Annual Reports. However, they are not required to submit these documents.

Queen Anne's County

In Queen Anne's County, funding to nonprofits is awarded on a "per request" basis; there is no specific program or activity to cover this area.

Saint Mary's County

In FY 2007, St. Mary's County allocated \$1,496,934 in 37 separate grants.

Process:

Each organization is required to submit a budget proposal as a part of the annual budget process. The proposal contains both historical (i.e. past performance) data and its current year information.

Potential grantees are given an instruction packet that details the process and requirements. Organizations must submit financial and budgetary statements, information on mission, purpose and goals, how the organization used county funds in the past, along with a summary of changes, the upcoming fiscal year's request and justification, and selected statistics.

The local management board has been involved in helping to train the nonprofits on performance expectations and dovetailing the County requirements with the kind of information that they would have to provide other grantors. At this time, the decision to fund is made by the Board of County Commissioners. There is no "recommendation" type activity performed by the LMB or County departments, though some limited consideration is being given to such an approach.

Additionally, part of the County's consideration is the extent to which the organization serves St. Mary's constituents versus other counties' citizens. The County asks whether there is disproportionate service to another county compared to the funding that that county provides. For example, St. Mary's County has a number of entities that receive funding from all three Southern Maryland counties. The County looks for a reasonably matched trend in funding and constituents served.

Implementation and Performance Measurement:

The county does not have grant performance/disbursement requirements. Its approach is that once funding is allocated, depending upon the amount and the organization, the organization receives a periodic distribution - some are quarterly, some are two equal installments made semi-annually, and some are made once a year based on amount as well as use. The County issues letters to each organization in June advising it of its allocation and when it will receive its distributions. As indicated previously, the County is considering a more formal reporting process, similar to federal or state grants. Currently, the funding received by these organizations is viewed more as "operational" support rather than as "grants." For several years, for most of the entities, funding has remained at a flat amount.

Some organizations provide annual reports during the year, but in all cases their next year budget submission includes actual performance data. This data is narrative as well as statistical addressing number constituents served, programs, staffing and fiscal. The County began this year to work more closely with the Local Management Board to strengthen the reporting requirements and expectations.

St. Mary's County submitted additional documents, which can be found on the Governor's Grants Office website.

Talbot County

Talbot County distributed \$400,000 in FY 2007 in 15 separate grants. The grant process is run through the Talbot County Council.

Process:

Talbot County accepts funding requests as part of the annual budget process. The Council determines which agencies receive funding based on availability of funds and the merits of the activity as a "public service." The local community foundation does not have a role in grant decisions.

The grant application includes the amount of request, its specific purpose, what the agency or program accomplished in the previous year, and how the program fits into the overall budget of the requesting agency.

Implementation and Performance Measurement:

Most grant awards are provided on a recurring basis. Depending on the size of the award, funds are distributed monthly, quarterly, or one time after the budget has been enacted.

Performance measurement and compliance requirements are largely agency dependent, though typically the information requested by the County includes the number of people served, units provided, etc.

Wicomico County

Since the revenue cap was instituted in 2002, Wicomico County government has made no community grants. However, in the FY 2008 budget, there was \$50,000 approved as a Community Chest Fund. This fund will be managed by the County Executive's Office under Rick Pollitt and Sharon Morris, Assistant Director of Administration. A Citizen's Advisory Team will be involved in making decisions on awards. Policies and procedures for distribution are forthcoming - interested organizations may contact the County Executive's Office or the Local Management Board who works for the county in coordination of grant activities.

Worcester County

In FY 2007, Worcester County allocated \$2,074,057 in 41 separate grants through the County Board of Commissioners. Worcester County accepts funding requests as part of the annual budget process and if funds are approved, they are listed as a budget line item. Funding decisions are made based on two overriding factors, if there are available funds in the annual budget and if new programs are going to be approved County-wide for the fiscal year. Most recipients have had grant relationships with Worcester County for more than 15 years.

Process:

Recipients must complete a two-page County grant application. Information requested includes application information, project budget, project information, recent financials and a summary of anticipated expenses for the coming year. Worcester County does not have a community foundation. Non-profits are encouraged to attend the annual public hearing for the County budget and make a brief presentation to the County Commissioners.

Implementation and Performance Measurement:

Most grant funds are distributed annually in late July. A small percentage of approved grants are matching funds for capital expenditures and the recipient must provide proof of their expenses and request reimbursement from the County. There is no performance measurement component to the grants process in Worcester County, since most annual grants to non-profits help to defray their operating expenses.

Appendix
1-1 County Contacts

County	Contact Name	Title	Address	Phone No.	Email
Alleghany	Jim Stevenson	County School System		301-759-2047	jstevenson@allconet.org
Anne Arundel	Vanessa Morales	Grants Administrator	County Executive Office 44 Calvert Street Room 429 Annapolis, MD 21404	410-222-1879	vmorales@aacounty.org
Baltimore Co.	Meg Ferguson	Grant Writer		410-887-4420	mferguson@co.ba.md.us
Calvert	Tammy McCourt	Deputy Director, Finance and Budget	County Board of Commissioners 175 Main Street, Prince Frederick, MD 20678	410-535-1600 x2539	mccourts@co.cal.md.us
Carroll	Robin Hooper	Management and Budget Analyst	Carroll County Government 225 N. Center Street Westminister, MD 21157	410-386-2311	rhooper@ccg.carr.org
Cecil	Vicky Rinkerman	Executive Office Administrator	County Board of Commissioners 107 North Street, Elkton, MD 21921	410-996-5202	vrinkerman@ccgov.org
Charles	Debra Posey	Grant Analyst	County Board of Commissioners P.O. Box 2150 La Plata, MD 20646	301-638-2404	poseyd@charlescounty.org
Dorchester	Michael J. Spears	Director of Finance	County Council 501 Court Lane, P.O. Box 26, Cambridge, MD 21613	301-600-1918	mspears@docogonet.com
Frederick	Carol Abramson	Accounting Teamleader	County Board of Commissioners 12 E. Church Street, Frederick, MD 21701	301-600-1120	cabramson@fredco-md.net
Garrett	Peggy Jamison	Grant Resource Developer	Garrett County Government 203 South Fourth Street, Courthouse, Oakland, Maryland 21550	301-334-8970	peggyj@garrettcounty.org
Harford	Beth Hendrix	Deputy Director, Department of Community Services	220 South Main Street Bel Air, MD 21014	410-638-3389	bhendrix@co.ha.md.us
Howard	Peter Brunner	Grants Coordinator	Department of Finance 3430 Court House Drive Ellicott City, MD 21043	410-313-2085	pbrunner@howardcountymd.gov
Howard	Tim Betts	Grants Oversight Manager	County Executive office 3430 Court House Drive Ellicott City, MD 21043	410-313-4339	tbetts@howardcountymd.gov

Kent	Bill Kerbin	Housing Planner	400 High Street Chestertown, MD 21620	410- 778-7426	bkerbin@kentgov.org
Montgomery	Beryl Feinberg	Manager, Office of Management and Budget	County Executive office 101 Monroe Street Rockville, Md. 20850	240-777-2768	Beryl.Feinberg@montgomerycountymd.gov
Prince George's	Deanna Baker- Mims	Office of Management and Budget	County Administration Building Room 3000 14741 Governor Oden Bowie Drive Upper Marlboro, MD 20774- 3050	301-952-3056	DMBaker-Mims@co.pg.md.us
Queen Anne's	Michael Clark	Director, Local Management Board	County Board of Commissioners P.O. Box 418 Centreville, MD 21617	410-758-6677	mclark@qac.org
St. Mary's	Elaine Kramer	Chief Financial Officer	Board of County Commissioners Joseph D. Carter Bldg. 23115 Leonard Hall Drive Leonardtown MD 20650	301-475-4200 X1201	elaine.kramer@co.saint-marys.md.us
Somerset	Rocky Burnett	Director, Local Management Board		410-623-2906	rockyburnett@intercom.net
Talbot	John Lehner	Finance Director	County Council 11 N. Washington Street Easton, Maryland 21601	410-770-8021	jlehner@talbotcountymd.gov
Washington	Steve Goodrich	Chief Planner	County Administrative Annex 80 West Baltimore Street Hagerstown, MD 21740	240-313-2438	sgoodrich@washco-med.net
Wicomico	Linda Hardman	Executive Director, Local Management Board	921 Mt. Hermon Road P.O.Box 870 Salisbury MD 21801	410-548-4840	lhardman@wicomicocounty.org
Worcester	Kathy Whited As of 8/13: Kimberly Johnson	Budget Officer	County Board of Commissioners 1 West Market Street, Room 1103, Government Center, Snow Hill, Maryland 21863	410-632-3001	kwhited@co.worcester.md.us

- end official report -

Montgomery and St. Mary's counties submitted supplemental information as part of their responses to the county grant funding of local non-profits survey in August, 2007:

Montgomery County Supplementary Documents

EXECUTIVE SUMMARY

The Grants Advisory Group reviewed a total of 208 applications from 151 different organizations totaling \$16,088,241.

On January 30, 2007, the Montgomery County Council adopted Resolution #16-40 which established for FY2008 an application and review process for funding requests from non-profit agencies. This resolution is attached as *Appendix 1* (©A1-A5).

As part of the FY08 grants process the Council appointed a Grants Advisory Group to review applications and provide evaluative comments on the proposals. This is the final report of the Grants Advisory Group to the Council, and completes the group's work for this fiscal year.

The Council appointed 36 members to the Grants Advisory Group. Three members withdrew and 33 members participated in the review of applications. The Grants Advisory Group met a total of seven times between the end of January and April 9, three meetings of the full Grants Advisory Group, and four meetings in teams of three members each. For the grants submitted to the Council, staff organized the Grants Advisory Group into 10 Teams with each team reviewing similar applications. Three members of the Grants Advisory Group reviewed each application. During the month of March each grant applicant was invited to attend a brief Question and Answer session with the Grants Advisory Team reviewing their application. Almost all applicants accepted this invitation. In addition, a separate team reviewed the County-Executive-recommended Community Grants that were not previously submitted to the Council and which did not go through a competitive process in the Executive Branch. Because of the constrained time frame for review of these Executive-recommended grants, the Grants Advisory Group was not able to have Q&A sessions with the applicants.

Collectively, the Grants Advisory Group spent over 100 hours in meetings with applicants and in reviewing applications, plus approximately an equal amount of time reviewing applications individually.

The Council directed that grant applications should be sorted according to the program area of the application (community development, economic development, education, health and human services, and recreation). The applications were to be compared within the following five categories:

- Category I: Operating Support for Emerging Organizations (non-profit status for fewer than five years).
- Category II: Small Capital (less than \$50,000) for Emerging Organizations (non-profit status for fewer than five years).

- Category III: Operating Support for Established Organizations (non-profit status for five or more years).
- Category IV: Small Capital (less than \$50,000) for Established Organizations (non-profit status for five or more years).
- Category V: Large Capital: \$50,000 or greater.

Almost two-thirds of the applications received were requests in the area of health and human services. Accordingly, staff further subdivided this area into the following 5 subcategories: 1) Emergency Services/Shelter/Legal, 2) Family Services, 3) Health/Mental Health, 4) Services to People with Disabilities/Seniors, 5) Youth Prevention. The summary tables in the next section and the comments section of the attached summary spreadsheet reflect these designations.

This report consists of three parts:

- I. Summary Information and Tables and Summary Spreadsheet
- II. Evaluative Comments
- III. Appendices

I. Summary Information and Tables and Summary Worksheet

The attached summary spreadsheet beginning on ©1B has three parts:

1. **Council grant applications reviewed by the Grants Advisory Group.** The summary spreadsheet for these applications begins on ©1B. Evaluative comments for these applications begin on ©1. (On the summary spreadsheet, those recommended for full funding by the Executive are noted in **bold**; those recommended for partial funding are identified in *italics* with the amount recommended by the Executive in the CE column)
2. **Executive-recommended Community Grants not previously submitted to the Council and reviewed by the Grants Advisory Group.** The Grants Advisory Group reviewed 16 Executive-recommended Community Grants not previously submitted to the Council. The summary spreadsheet for these 16 grants not previously submitted to the Council begins on ©12B. Evaluative comments for these grants begins on ©193

The Executive recommended a total of 51 discretionary Community Grants in the Community Grants Non-Departmental Account, plus six more that are contained in the capital budget. (These figures do not include Arts and Humanities Grants) Those submitted previously to the Council are identified either in **bold** or *italics* in the summary spreadsheet. For a complete listing of all Executive-recommended discretionary Community Grants, and competitive Community Development Block Grants, Community Empowerment Grants, and Community Service Grants, see *Appendix 4*

3. **Council Grant Requests not reviewed by the Grants Advisory Group.** These requests include those received at the Council but reviewed by the Arts and Humanities Council, MCAEL (adult ESOL), Council Committees, and those grants recommended for full funding by the Executive that underwent a competitive process in the Executive Branch (Community Development Block Grants, Community Service Grants, and Community Empowerment grants.) The summary spreadsheet for these grants begins on ©13B. There are no corresponding evaluative comments for these grants.

SUMMARY INFORMATION

Categories

As directed by the Council, staff first sorted the applications into the following five categories:

- Category I: Operating Support for Emerging Organizations (non-profit status for fewer than five years).
- Category II: Small Capital (less than \$50,000) for Emerging Organizations (non-profit status for fewer than five years).
- Category III: Operating Support for Established Organizations (non-profit status for five or more years).
- Category IV: Small Capital (less than \$50,000) for Established Organizations (non-profit status for five or more years).
- Category V: Large Capital: \$50,000 or greater.

The table below shows the number of applications in each category and the total amount of requested funding in that category.

Table 1: Categories

Category	Number of Applications	Total Amount
Large Capital	14	\$ 2,871,655
Small Capital/ < 5 years	3	\$ 36,030
Operating/< 5 years	15	\$ 793,373
Small Capital/ ≥ 5 years	16	\$ 362,723
Operating/ ≥ 5 years	160	\$12,024,460

Program Areas

The Council directed that grant applications should be sorted according to the following program areas: community development, economic development, education, health and human services, and recreation. Almost two-thirds of the applications received were requests in the area of health and human services. Accordingly, staff further subdivided this area into the following 5 subcategories: 1) Emergency Services/Shelter/Legal, 2) Family Services, 3) Health/Mental Health, 4) Services to People with Disabilities/Seniors, 5) Youth Prevention. The summary table below and the comments section of the attached summary spreadsheet reflect these designations.

The table below shows the number of applications in each program area and the total amount of requested funding in each program area.

Table 2: Program Area

Program Area	Number of Applications	Total Amount
Community Development	20	\$ 897,529
Economic Development	8	\$ 583,650
Education	35	\$4,243,616
HHS: Emergency/shelter/legal	21	\$1,343,387
HHS: Family Services	23	\$2,075,670
HHS: Health/Mental Health	33	\$2,549,317
HHS: Svs.to Seniors/People with Disabilities	35	\$1,745,368
HHS: Youth Prevention	20	\$1,259,532
Other:	5	\$1,095,400
Recreation	8	\$ 294,772

For Table 2, the “Other” category refers to applications that did not fall into one of the identified groups. They were all for capital purchases.

II. Evaluative Comments

The Grants Advisory Group compiled one-page summaries of evaluative comments for each application reviewed. The summaries are attached on ©1-©208. The Council did not designate specific priorities for funding and requested that the group provide evaluative comments for the proposals. As directed by the Council, the report of the Grants Advisory Group does not rank, score, or tier the applications. As previously noted, on the summary spreadsheet those grants recommended for full funding by the Executive are noted in **bold**; those recommended for partial funding are identified in *italics* with the amount recommended by the Executive in the CE column. An asterisk beside the name of the organization denotes an application submitted to the Council that was a duplicate of an application to one of three County Government competitive grant programs: Community Development Block Grant, Community Empowerment Grant, or Community Service Grant.

The group evaluated each application on the following criteria established by the Council:

Cost-benefit analysis

What is the per unit cost of the service or activity?
What is the impact on the recipient relative to the cost?

Public benefit

Is the need clearly identified and demonstrated?
Is the target population well served by this proposal?
Is there justification for the program?

Strength of organization

How long have these services been delivered by this agency and for how long has this program been receiving public funds?
What is the number of volunteers and full time staff involved in the program?
What other partner organizations is the applicant working with to address the needs of those served?
Based on the budgetary information, does the organization have the capacity to carry out the proposed program?

Strength of proposal

Does the proposal reflect an understanding of potential barriers to effective implementation of the program and the plan to address the barriers?
Does the proposal outline the anticipated outcomes of the program and are the outcomes measurable and relevant?
Does the proposal discuss the activities and timeline to achieve the anticipated outcome?
Are there specific plans for integration/coordination with other existing nonprofit organizations and County services?
Are there any major concerns with the budget?

III. Appendices

The following documents are attached for reference and review:

- Appendix 1: Resolution # 16-40, Establishing FY2008 Community Grant process (©A1-A5)
- Appendix 2: Letter to Community Partners announcing FY 2008 Council Grant process (©A6-A7)
- Appendix 3: Council grant application form and instructions (©A8-A14)
- Appendix 4: Complete list of Executive-recommended Community Grants and competitive Community Development Block Grants, Community Empowerment Grants, and Community Service Grants (©A15-A18)

MONTGOMERY COUNTY COUNCIL FY 2008 Council Grant Application

The Montgomery County Council believes that a strong partnership with non-profit organizations is critical to meeting County objectives. Each organization must complete and submit one of the following for each funding request:

- County Council's application form;
- a copy of the FY08 Community Services Grant;
- a copy of the FY08 Community Empowerment Grant; or
- a copy of the FY08 Community Development Block Grant application.

I. PURPOSE

The Council will fund projects that advance the County's services, goals and objectives in areas such as the following: community development, economic development, education, health and human services, and recreation.

If you are interested in applying for an arts and humanities grant, please contact Ms. Fran Abrams of the Arts and Humanities Council at 301 565-3805 or grants@creativemoco.com

If you are interested in applying for an adult literacy or ESOL grant, please contact Ms. Laura Lester of McCALESOL at 301-562-5517.

II. ELIGIBILITY

Any organization, institution or association incorporated as a private, not-for-profit organization designated under 501 (c)(3) of the Internal Revenue Service that provides services or activities in Montgomery County is eligible to apply.

An organization may seek funding from the Council regardless of whether it has previously applied for County grant funds from programs such as the Community Development Block Grant or Community Services Grant programs.

All funded projects must begin and be completed between July 1, 2007 and June 30, 2008. Grant funds are allocated to an organization through a sole-source contract in the form of a reimbursement, only after the organization provides documentation verifying that it has purchased the items or provided the services delineated in the grant award. The goods should not be purchased or services provided prior to the execution of the contract with the County even if this is after July 1, 2007.

Funds to apply to prior year deficits will not be considered eligible under this grants program.

III. DEADLINE AND CALENDAR

- A. **Deadline for application is 4:00 p.m. Thursday, February 1, 2007.**
- B. **Applications may be hand-delivered or sent by postal mail.** Hand-deliver or mail applications to the Legislative Information Services Office of the Montgomery County Council, 100 Maryland Avenue, 5th floor, Rockville, Maryland 20850. **Organizations must submit five complete copies of each application.** Applications should be stapled or clipped but not bound.

IV. APPLICATION and FUNDING

- A. Applications must be typed and submitted on the appropriate forms with the required attachments.
- B. Inclusion of in-kind services and or matching funds from other non-County sources are encouraged, but not required. These services or matching funds may be defined as any resources that expand the impact of the grant funds.
- C. Required information includes:
 - 1. Proof of applicant's not-for-profit and incorporation status.
 - 2. Financial statement for applicant's last complete fiscal year.
 - 3. Complete budget for applicant's current fiscal year (total organization budget).
 - 4. Current list of applicant's Board of Directors.
 - 5. Lease or letter from facility owner if proposal is for a renovation project.
- D. For capital items, narrative should clearly list all proposed items/services to be purchased, explain nature and purpose of items/services, and provide brief explanation of how purchase will contribute to County objectives.

V. SUPPORT RESTRICTIONS

Grants will be awarded for projects in Montgomery County only. Organizations must provide service or activities for Montgomery County residents. Organization headquarters can be outside of Montgomery County as long as the organization demonstrates that the activities and services supported by grant funds benefit Montgomery County residents.

VI. REVIEW PROCESS

Applications will be reviewed by Council staff for any missing information. Applications will also be reviewed by a Grants Advisory Group appointed by the County Council. Applicants will be asked to respond to any questions from the Grants Advisory Group and allow site visits, if requested. The Grants Advisory Group will provide the County Council with a report by April 25 that will include comments on all grant applications. Grant proposals may be reviewed individually at Council or Council Committee work sessions. Evaluation criteria may include, but are not limited to the following: cost-benefit ratio; degree and extent of public benefit; strength of organization and strength of proposal.

The Council is scheduled to provide additional guidance to the Grants Advisory Group prior to the grant review process.

VII. GRANT CONTRACT

A. Grantees will be required to:

1. Sign a contract detailing terms with Montgomery County.
 2. Assure the County that they intend to comply with Title VII of the Civil Rights Act of 1964, indicating that no person will be excluded from participation or be denied the benefits of any program, activity or service on the basis of race, sex, sexual preference, color, religion, ancestry, age, national origin or handicap.
 3. Acknowledgement must be given to Montgomery County Government in all publicity and in all promotional or informational materials used in connection with the funded project, i.e., programs, handbills, posters, radio and TV spots.
 4. Submit to the County within 30 days of the completion of the project, a brief one-page summary of how the grant monies were used and how their use by the organization has contributed to community outcomes.
 5. If grant is awarded for the purchase of an item(s), the organization must assure item(s) will be used solely for purpose outlined in application for a period up to two years after grant. If the organization does not comply, all items will be returned to Montgomery County.
- B. The County must be made aware of outstanding grant applications currently under consideration or recent awards in connection with the same or similar project.

VIII. OTHER INFORMATION

- A. Questions concerning grant applications should be directed to the Council Grants Coordinator at 240-777-7924 or council.grants@montgomerycountymd.gov
- B. Grant applications will be reviewed and grants announced by June 30, 2007.
- C. Grant funds will be disseminated consistent with the terms of the contract. No funds will be available prior to July 1, 2007. If your agency is funded, you are not permitted to be reimbursed for purchases made prior to July 1, 2007, even if those items are consistent with requests made in your organization's grant application.

**MONTGOMERY COUNTY COUNCIL
FY 2008 Council Grant Application**

APPLICANT/AGENCY INFORMATION:

- A. Organization/Agency Name:
Street Address:
City, State, Zip:
Telephone Number(s):
Fax Number(s):
Executive Director/CEO:
Contact person if different from Executive Director:
Email address for Director and/or Contact:
Website address (URL) for organization:
- B. Amount Requested:
- C. Please check one of the following in each of the 3 categories below: Your response to these questions is for information and categorization purposes only.
 - Non-Profit agency:
 - Non-profit agency in existence 5 or more years
 - Non-profit agency in existence fewer than 5 years
 - Purpose of funding request:
 - Requesting operating funds
 - Requesting capital funds
 - Type of activity to be funded:
 - Community Development
 - Economic Development
 - Education
 - Health and Human Services
 - Recreation

Other: Please specify

D. Give a brief summary of your application in the space below:

Signature

Date

APPLICATION NARRATIVE

Please answer in no more than 5 single-spaced, typed pages using 12 point font. If any questions do not apply to your proposal, indicate not applicable.

Agency information

1. What is the mission of your agency? Please describe the programs and service of your agency which support this mission statement. Please describe how your agency and services fit into the overall priorities for Montgomery County. (Please do not include attachments, annual reports or other supplemental documents.)
2. Describe how these grant funds will be used in collaboration with other agencies, if appropriate.

Project Description

3. Specifically describe the project for which these grant funds will be used. Clearly list all proposed items/services to be purchased, explain nature and purpose of items/services. Provide a timeline for when services will be provided.
4. Describe how this proposal improves or creates access for the population you wish to serve. Include any barriers to service delivery and how you propose to overcome them.
5. Provide information about the number of proposed staff and volunteers and their qualifications.
6. What innovative features, if any, are associated with the use of these funds?

Outcome Measurement

7. Specifically describe the outcomes that will result from the expenditure of these grant funds. Please include information on the numbers of persons to be served and any characteristics of the targeted population (e.g. low-income, frail elderly)
8. Describe the internal mechanisms for measuring outcomes.

Project Budget

9. How does this grant request fit into your overall agency budget? If your grant request is decreased how will you accommodate this decrease to accomplish what you intend to do as described in Question 3? What is the per unit cost of the service or activity?
10. If this is not a new project, how long you have received County funding for this project? Please indicate the amount of funding in each prior year.
11. List all County funding awarded to your agency within the past five years. Please indicate the amount of funding in each prior year.
12. Will this project be completed by the end of FY 08 or is it expected to continue into future years? If the project is expected to continue, what is the plan to sustain the effort?

PROJECT BUDGET

The following budget information pertains to only the project for which you are requesting funds. This should not be your organization's total operational budget. Personnel should have a per hour cost. Operating and capital items should be listed by the number, type and unit cost. Renovation plans should be separately attached.

Items	Requested Grant Funds for this Item	Organization's Funds for this Item (If Applicable)	Total
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

Total Amount Requested: \$_____

ATTACHMENTS – ORGANIZATIONS

1. Proof of applicant’s incorporation status issued by the State Department of Assessment and Taxation.
2. Proof of applicant’s not-for-profit status issued by the Internal Revenue Service, Department of the Treasury.
3. Financial statement for applicant’s last complete fiscal year.
4. Complete budget for applicant’s current fiscal year (total organization budget).
5. Current list of applicant’s Officers and Board.
6. Copy of the lease or letter from the owner of the facility approving any renovation project (if applicable).

ASSURANCES

If the grant is awarded, the applicant assures that:

1. The applicant will administer funds.
3. Funds received will be used solely for the documented activities and that those activities are of a one-time-only nature.
4. The applicant has read and will conform to the program guidelines and any other conditions imposed by the County in connection with the grant.
5. The applicant organization intends to comply with the Title VII of the Civil Rights Act of 1964, indicating that no person will be excluded from participation or be denied the benefits of any program, activity or service on the basis of race, sex, sexual preference, color, religion, ancestry, age, national origin, or handicap. The applicant further agrees to make every attempt to ensure that the program is accessible to persons with disabilities.
6. The filing of this application is made by the undersigned individual, officially authorized to represent the applicant organization by its governing board.

Signature of Person Completing Application:

Date

Typed Name and Title

Appendix
2-3
Montgomery County Supplementary Documents

Re GGO/MACo Survey

1. Does your county have a program that specifically budgets local funds to community non-profits? (separate from fee-for-service funding that may go to organizations as part of your human service activities.) How much money allocated and in how many separate grants?

For Fiscal Year 2008, in addition to approval of requests from Executive (identified in survey information provided by Executive Branch, totaling \$7,962,590) the Council approved an additional 59 grants totaling \$1,928,840 for a grand total of \$9,891,430. This amount varies year to year dependent upon revenues.

2. How are decisions made on which groups receive funds?

For FY08, using Council-established criteria, a community Grants Advisory Group provided written evaluations of grant requests submitted to County Council, as well as County-Executive recommended discretionary grants. In consultation with the Group, Council staff then prepared a list of most highly recommended grants. As part of budget decisions and in consultation with councilmember's, the Council President developed "President's List" of recommended grants which included staff list and other grants identified based on limited revenue, budget priorities and councilmember recommendations. (arts and humanities grant proposals are separately reviewed and funded through the Arts and Humanities Council which receives county funding. Proposals for adult English literacy are separately reviewed by an umbrella nonprofit organization created to promote and coordinate adult English literacy programs.)

3. Do grant recipients have to apply or fill out request forms? If so, what information is requested?

Applicants must submit a Council grant application by established deadline. Grant application requires information on mission of agency, project description, any barriers to service delivery and how will be addressed, outcomes to be achieved, mechanisms for measuring outcomes, budget information, and financial statement, proof of incorporation and nonprofit status, and list of current Board of Directors.

4. How is performance measured once a non-profit receives a grant?

In addition to requirements described in #4 that are included in contract executed with county government, recipients must submit one-page reports twice a year to the County Council on results achieved with funding.

5. After funding decisions are made, what implementation steps are made before funds are distributed?

Grants are actually contractual relationships between the county and non-profits. The contract includes a scope of service, budget items eligible for payment, typically as a reimbursement by county, and reporting requirements which are overseen by a contract monitor.

6. What involvement, if any does the local community foundation have in this process?

A member of the staff of the local community foundation was a member of the Council's community Grants Advisory Group, although there is no formal requirement for participation by the community foundation.

7. Please provide any additional information that may assist other counties that has not been addressed the previous questions.

For the past three years, the Council has adopted a formal resolution to guide the Council's process for reviewing applications and awarding funds, with the goal of establishing a process that is open and fair to the nonprofit community and accountable to the public. The Council will shortly begin to consider the approach it will take for funding services delivered by nonprofit organizations for FY09 and may make changes to process previously outlined.

St. Mary's Supplementary Documents:

MEMORANDUM

TO: Non-County Entities

FROM: Elaine M. Kramer, Chief Financial Officer

SUBJECT: FY2008 Budget
February Presentation Schedule

DATE: January 4, 2007

TIME SENSITIVE

Enclosed please find a revised budget calendar for the FY2008 St. Mary's County budget. You will note that specific dates have been set for presentations by the various non-county entities making a request for County funding in FY2008. Please note the date and time assigned to your organization.

Each "session" is expected to consist of each of the scheduled entities presenting their specific budget presentation/request, and responding to questions by the commissioners. Each session may then wrap up with group discussion.

Please limit your presentation to 20 minutes, using your budget request document that you submit as the basis. This document is due to this office on or before January 31, and will be provided in its entity to each county commissioner, prior to these sessions.

You are asked to tailor your presentation to fit the time allotted and focus specifically on the County funding – its use, its impact, how the citizens of this community benefit. Data to support the effective and beneficial use of public funds is expected.

We understand that it is a challenge to summarize a year's efforts and the mission into a brief period. However, keep in mind that your entity and its work is not totally unknown to the Board of County Commissioners. Thus, we ask that your presentation focus on the information of significance to their funding decision.

The Local Management Board is presenting a "seminar" to both the Board of County Commissioners and the non-profit entities to which they allocate public funds. A 1-hour session will be presented to the Board of County Commissioners the morning of January 30, 2007, as a part of their weekly meeting.

A more detailed seminar is being offered on the afternoon of January 30th, sponsored by the LMB, to which you are invited to attend. This seminar will address performance measures – how to develop them, how to track and measure them, how to use the information in decision-making. The Board of County Commissioners encourages each entity to participate in this training, as we believe that it is not only relevant to County funding deliberations, but can benefit organizations in their search of non-County funding as well. A letter with more details regarding the time and location of the seminar will be forthcoming.

Your organization plays an important role in our county, and the Board of County Commissioners appreciates your efforts. A good budget package, with accompanying meaningful statistics and performance measures will help the Board of County Commissioners make their decision about the allocation of County resources.

We ask that each organization provide a representative to participate in these discussions. The approach is to provide each of the panelists up to 10 minutes to present their organization – its mission, identification of who is served and how, what other organizations you collaborate with, how the County’s funding assists you in fulfilling that mission and our community’s needs. After each panelist presents, there will then be an opportunity for open discussion between the commissioners and the “panel”. We believe that will allow for a focused discussion, but also provide an opportunity for all to participate effectively.

GENERAL REQUIREMENTS – NON-COUNTY AGENCIES

See Timeline for relevant dates, including the date that your package is due to Finance. Strict adherence to the submission dates is critical to ensure consideration of your request. Earlier submission is encouraged.

- Submit one copy of the following:
- The most recent completed fiscal year audit, completed by an independent certified public accountant in accordance with generally accepted auditing standards
- Current and proposed operating budget for your organization signed and certified by the Chief Executive Officer of your organization.

- Provide a narrative description (with associated cost) of how County funds are used during each of the following fiscal years :
 - Actual 2006
 - Intended 2007 (Current Approved Budget)
 - Proposed 2008 (Requested)

- Submit Nine (9) copies of your budget request to the Chief Financial Officer by the date noted on the timeline. It shall bear the signature of the executive officer. The package shall include:

- Table of contents enumerating topic and page number.

- A statement of the organization's functions and objectives, organizational structure, total budget for the current year and total requested budget by source and use of funds. Cite the basic purpose or mission of your organization and what your objectives are going to be during the fiscal year covered by the request. Provide quantifiable objectives when possible. This should be consistent with the narrative that you are updating and the performance/workload indicators.

- SUMMARY OF CHANGES – Form SOC; this should provide a complete reconciliation from the current approved budget to your requested budget, including separate description and cost for significant items.

- SCHEDULE SUMMARIZING YOUR REQUEST FOR FUNDING, INCLUDING JUSTIFICATION, Form NFJ -Requests for funding that have also been submitted to other agencies or organizations must be clearly identified, with a brief discussion of the probability that such funding can be obtained.

- SELECTED STATISTICS (Form SS) – Selected Statistics are mandatory and must be provided. See Form SS for a recommended format. Please note that starting in FY 2008, the first four items are required, please

complete for years indicated. This information is critical to understanding your needs and the impact of your activities on the community. Also, enclosed is the narrative that appears in the current approved budget; please update that narrative and include it with your request.

- Your most recently filed Form 990

Your document should address:

- Collaboration with other entities
- Changes to programs or services and the implication for County funding. How will St. Mary's County funds be used - what programs/activities/clients
- Explain your organization's role in providing a unique service to St. Mary's County and your target population

GUIDELINES PROGRAM DESCRIPTION & SELECTED STATISTICS

Program Description and Selected Statistics must be provided as part of the budget request. Selected Statistics need to be updated and included with your submission and also emailed to budgethelp@co.saint-marys.md.us. This information will provide citizens and decision-makers with a clearer understanding of both the size and scope of services, as well as service and activity trends, and will provide information in a summarized format consistent with other presentations in the County budget.

Why Provide Statistics

- To enable stakeholders to measure performance.
- To demonstrate the results support programmatic and organizational goals.
- To determine what works and what doesn't.
- To promote accountability and justify resource allocations.
- To enhance communication with stakeholders.
- To develop and strengthen partnerships among programs and organizations with similar goals and objectives.

The selection of specific selected statistics is a critical task. The indicators chosen should relate directly to "functions" and should reflect the decision-making processes of the organization. The indicators should permit administrators to evaluate both short and long-term trends that may require the redeployment of existing resources or the application of new resources. While input or output indicators are helpful, statistics that reflect efficiency, productivity, and effectiveness, should be considered as well. This is not intended to be an exhaustive list. Consider the ultimate users of the document-our citizens-and what would be of interest to them.

Further, the statistics must be easily understood by the general public, avoiding highly technical terminology where possible. The indicator should be focused on outcomes and impacts rather than outputs, unless output measures are the only ones available or appropriate to an activity. Rather than focusing simply on workload or pure output measures, you should attempt to achieve a mixture of effectiveness measures, efficiency measures, and productivity measures. Using these types of indicators should provide a more accurate picture of the effectiveness and efficiency of the operations. To the extent that the separate budget document already contains these measures, we request that these be "re-summarized" into the County format provided.

If your organization serves citizens outside of St. Mary's County, please identify measures that clearly identify effort for St. Mary's County citizens vs. others.

St. Mary's County Supplementary Documents

FY 2008 BUDGET REQUEST - SUMMARY OF CHANGES			
NON-COUNTY ORGANIZATIONS			
NON-COUNTY AGENCY:			
AUTHORIZED REPRESENTATIVE:			
	TOTAL	TOTAL	
	<u>BUDGET</u>	<u>ACTUAL</u>	
FY 2005	N/A		
FY 2005 - Number of full time staff			
FY 2006	N/A		
FY 2006 - Number of full time staff			
FY 2007		N/A	
FY 2007 - Number of full time staff		N/A	
FY 2008			
REQUESTED INCREASE		N/A	
REQUESTED INCREASE - Full time staff		N/A	
% REQUESTED INCREASE OVER PRIOR YEAR		N/A	
REVENUE	2006 Actual	2007Budget	2008 Request
Federal Funding			
State Funding			
Charges/fees			
Grants(not the County allocation)			
Contributions & Donations			
Investment income			
County Allocation - St. Mary's			
County Allocation - Charles			
County Allocation - Calvert			
Other			
Total Revenue			
EXPENDITURES			
Personal Services			
Operating Supplies			
Professional Services			
Utilities			
Repairs, maintenance, depreciation			
Equipment			

Vehicles			
Other			
Total Expenditures			

Provide a separate narrative that addresses the use of County funds for the years shown.

St. Mary's County Supplementary Documents

<u>Department/Spending Unit</u>	FY 2006 <u>ACTUAL</u>	FY 2007 <u>BUDGET</u>	FY2008 <u>BUDGET</u>	FY2008 <u>BUDGET</u>	FY2008 <u>BUDGET</u>	INCREASE OVER <u>AMOUNT</u>
Non-County Agency Contributions						
American Red Cross So. MD	0	0	17,000	0	0	
The ARC of Southern Maryland, Inc.	132,150	132,150	138,758	132,150	132,150	
Big Brothers / Big Sisters	2,554	4,000	15,000	4,000	4,000	
Boys & Girls Club of So. MD	0	0	180,000	0	125,000	12
Catholic Charities	15,000	15,000	20,000	15,000	15,000	
Center for Children	0	0	35,000	0	0	
COSMIC	0	0	10,000	0	0	
So. Md. Center for L.I.F.E.	15,000	15,000	25,000	15,000	15,000	
The Center for Life Enrichment	155,908	155,908	165,115	155,908	155,908	
Greenwell Foundation	30,000	30,000	50,000	30,000	42,000	1
Historic St. Mary's City Foundation	1,500	1,500	1,500	1,500	1,500	

St. Mary's Co. Historical Society	12,500	12,500	12,500	12,500	12,500
Hospice of St. Mary's	15,000	15,000	25,000	15,000	15,000
Leah's House	0	0	40,000	0	0
Lexington Park Lions Club	1,500	1,500	1,500	1,500	1,500
Literacy Council of St. Mary's County	12,000	12,000	12,000	12,000	12,000
Maryland Dept. of Agriculture Weed Control	13,160	14,000	17,300	17,300	17,300
Maryland Historical Society	1,000	1,000	1,000	1,000	1,000
Minority Business Alliance	0	10,000	30,000	10,000	10,000
Mental Health Authority of St. Mary's	54,945	54,945	104,945	54,945	54,945
Patuxent River Naval Air Museum	30,000	30,000	45,000	30,000	30,000
Navy Alliance	20,000	30,000	50,000	30,000	30,000
Newtowne Players	0	0	14,300	0	0
Lexington Park Rotary-Oyster Festival	5,000	5,000	5,000	5,000	5,000
St. Mary's Caring, Inc.	3,000	3,000	5,000	3,000	3,000
St. Mary's College River Concert Series	10,000	10,000	15,000	10,000	10,000
St. Mary's College Scholarship Fund	6,000	6,000	6,000	6,000	6,000
Jude House	0	0	21,500	0	0
Seventh District Optimist	10,000	10,000	10,000	10,000	10,000
Sotterley Foundation	50,000	50,000	75,000	50,000	75,000
Southern Md. Higher Education Center	50,000	50,000	75,000	50,000	50,000

SoMD CAN	0	0	10,000	0	0	
So. Md. Child Care Resource Center	7,400	12,400	19,000	12,400	12,400	
Southern Md. Resource Conservation/Dev	5,200	8,054	8,450	8,054	8,054	
Three Oaks Center	59,500	130,000	180,000	130,000	130,000	
Alternatives for Youth & Families, Inc.	26,250	26,250	27,600	26,250	26,250	
Trico Corporation	0	0	20,000	0	0	
Tri-County Community Action (SMTCCAC Inc)	17,751	17,751	31,306	17,751	17,751	
Tri-County Council	94,200	94,200	94,200	94,200	94,200	
Tri-County Youth Services Bureau Unified	116,479	58,240	116,479	58,240	116,479	5
Commission for Afro Americans	5,000	5,000	7,500	5,000	5,000	
Walden/Sierra SMC Forest Conservation District Board	310,853	345,447	409,810	345,447	345,447	
Watermen's Association	1,000	1,000	1,000	1,000	1,000	
The Center for Family Advocacy	15,000	20,000	40,000	20,000	20,000	
St. Mary's Co. Art Council	84,909	108,089	133,089	108,089	108,089	
	2,000	2,000	2,000	2,000	2,000	
Total - Non-County Agencies	1,391,759	1,496,934	2,323,852	1,500,234	1,720,473	22

- end of supplemental reports from Montgomery and St. Mary's counties -