



2017-18 Nonprofit RFP Process

Informational Session
February 23, 2017

Nonprofit RFP Process Application Workshop

10:00 am – 12:00 pm

Agenda

Welcome

Wendell Davis, County Manager

Introduction and Logistics

Andy Miracle, Budget Analyst/Nonprofit Coordinator

Legal Considerations for
Funding Nonprofit Agencies

Willie Darby, Senior Assistant County Attorney

Policy and Target Areas

Andy Miracle, Nonprofit Coordinator

Process and Timeline

Claudia Hager, General Manager

Questions and Adjournment for Returning Applicants

Andy Miracle, Nonprofit Coordinator

Information for First-Time Applicants

Andy Miracle, Nonprofit Coordinator





Durham County Government Nonprofit Funding Program Website

www.dconc.gov



Durham County Government Nonprofit Funding Program Website

The screenshot shows the navigation menu of the Durham County Government website. The top navigation bar includes links for 'I Want To...', 'Government', 'Services', 'Business', 'Residents', 'Visitors', 'Environment', and 'About DCO'. The 'Government' link is highlighted with a white box. Below this, a dropdown menu is visible, divided into two columns: 'Departments A-E' and 'Departments F-Z'. The 'Departments A-E' column lists various entities such as the Board of Commissioners, Board of Elections, Budget & Management Services, City/County Inspections, City/County Planning, Clerk to the Board, Cooperative Extension Service, County Attorney, County Manager, Criminal Justice Resource Center, Deputy County Manager, Emergency Management, Emergency Medical Services, and Engineering and Environmental Services. The 'Departments F-Z' column lists Finance, Fire Marshal, Forest Protection, General Services, Human Resources, Information Services & Technology, Internal Audit, Library, Public Health, Public Information, Register of Deeds, Sheriff's Office, Social Services, Soil & Water Conservation District, Tax Administration, Veteran Services, and Youth Home. To the right of the dropdown menu, there are utility links for 'Font Size' (with plus and minus icons), 'Share & Bookmark', '[+] Feedback', and a 'Print' icon.

I Want To... Government Services Business Residents Visitors Environment About DCO

Government

Departments A-E

Departments F-Z

Board of Commissioners
Board of Elections
Budget & Management Services
City/County Inspections
City/County Planning
Clerk to the Board
Cooperative Extension Service
County Attorney
County Manager
Criminal Justice Resource Center
Deputy County Manager
Emergency Management
Emergency Medical Services
Engineering and Environmental Services

Finance
Fire Marshal
Forest Protection
General Services
Human Resources
Information Services & Technology
Internal Audit
Library
Public Health
Public Information
Register of Deeds
Sheriff's Office
Social Services
Soil & Water Conservation District
Tax Administration
Veteran Services
Youth Home

Font Size: + - + Share & Bookmark [+] Feedback Print



Durham County Government Nonprofit Funding Program Website

- Services
- ▶ Budget Documents
- Capital Improvement Plan Documents
- ▶ **Non-Profit Agency Funding Program**
- ▶ Durham Open Space and Trails Commission Matching Grants Program
- Staff Listing

Nonprofit Agency Funding Program

Font Size: [+](#) [-](#) [+](#) Share & Bookmark [Feedback](#) [Print](#)

If your information is not on file as a recent applicant or your organization's contact has recently changed and you would like to be added to the listserv, please submit your contact information to amiracle@dconc.gov and you will receive notifications related to the 2017-18 Durham County Nonprofit RFP Process.

Durham County is excited to announce new strategic Target Areas for the 2017-18 Nonprofit Request for Proposal (RFP) Process. Traditionally nonprofits were asked to align with a Strategic Plan Goal and Objective, this year we are asking nonprofits that closely align with an appropriate Target Area and Outcome to apply. A Target Area is a more specific subsection of a Durham County Strategic Goal where the County can partner with nonprofits to achieve impactful outcomes. There are three Outcomes per Target Area and one Target Area for Strategic Plan Goals 1-4. Please note that the "Possible Measures" and "Example Strategies" listed in the Target Area matrix are not exclusive, but we are asking that only nonprofits apply that have a direct connection to impacting the listed Target Area Outcomes. Please find the list of Target Areas and Outcomes here: [2017-](#)

Resources:

[2017-18 Target Areas](#)

[Nonprofit Funding Program Policy](#)

[Insurance Requirements](#)

[Managing for Results: Strategic Plan](#)

[County Manager's Memorandum to Nonprofits on Process Changes - December 11, 2015](#)





Legal Considerations for Funding Nonprofits





BEFORE APPLYING MAKE SURE OF THE FOLLOWING:

1. ARTICLES OF INCORPORATION
2. IRS TAX-EXEMPT STATUS -501 (c) (3)
3. ANNUAL REPORT FILED
4. CURRENT IRS 990 FILED
5. NO OVER DUE STATE OR FEDERAL TAXES



THE APPLICATION PROCESS

OBTAIN AND FILE
YOUR APPLICATION
TIMELY



THE GRANT AGREEMENT: KEY TERMS AND PROVISIONS

1. NO GUARANTEE THAT THE GRANT FUNDS WILL BE SUFFICIENT TO PAY THE COST OF YOUR PROGRAM.
2. THE GRANT DOES NOT CREATE A PARTNERSHIP WITH DURHAM COUNTY OR ANY OTHER LEGAL RELATIONSHIP
3. ONCE THE GRANT IS AWARDED THE NON-PROFIT IS OBLIGATED TO PERFORM ABSOLUTE AND UNCONDITIONALLY THE OBLIGATIONS FOR WHICH THE FUNDS WERE GRANTED.



THE GRANT AGREEMENT: KEY TERMS AND PROVISIONS

4. GRANT FUNDS CAN NOT BE USED TO:

- PAY MORTGAGE OR CORPORATE DEBTS
- PAY CONTINGENCIES
- MAKE CONTRIBUTIONS AND DONATIONS
- FUND ENTERTAINMENT COST
- PAY FINES AND PENALTIES
- PAY INTEREST AND OTHER FINANCIAL COST
- PAY FOR LEGISLATIVE EXPENSES
- FUND RELIGIOUS PURPOSES

5. TIME PERIOD OF THE GRANT AGREEMENT IS FOR ONE FISCAL YEAR.



THE GRANT AGREEMENT: KEY TERMS AND PROVISIONS

6. PAYMENTS FROM THE COUNTY ARE MADE QUARTERLY.
7. NON-PAYMENT BY THE COUNTY IS NOT A WAIVER.
8. YOUR NON-PROFIT IS RESPONSIBLE FOR KEEPING ACCURATE FINANCIAL AND PROGRAM RECORDS AND RETAIN THE SAME FOR (3) THREE YEARS AFTER THE FACT.
9. YOU MUST MAKE QUARTERLY REPORTS TO THE COUNTY MANAGER, BOTH FINANCIAL AND PROGRAMING.



THE GRANT AGREEMENT: KEY TERMS AND PROVISIONS

10. THE COUNTY'S INTERNAL AUDITOR SHALL HAVE ACCESS TO YOUR RECORDS.
11. YOU ARE REQUIRED TO HAVE INSURANCE.
12. YOU ARE REQUIRED TO REPAY FUNDS TO THE COUNTY IF THE FUNDS ARE LOST, MISAPPLIED, INADEQUATELY ACCOUNTED FOR OR FOR ANY OTHER VIOLATION OF THE GRANT AGREEMENT.
13. YOU ARE RESPONSIBLE FOR INDEMNIFYING THE COUNTY.



THE GRANT AGREEMENT: KEY TERMS AND PROVISIONS

14. YOU MUST AVOID CONFLICTS OF INTEREST.
15. YOU MUST PRACTICE EQUAL EMPLOYMENT OPPORTUNITY PRACTICES.
16. YOU MAY HAVE AFFORDABLE CARE ACT RESPONSIBILITIES
17. YOU MUST HAVE DIVESTED OF ALL INVESTMENTS IN IRAN.



THE GRANT AGREEMENT: KEY TERMS AND PROVISIONS

18. ANY HIRING VACANCY MUST BE ADVERTIZED THROUGH THE CITY OF DURHAM'S OFFICE OF ECONOMIC AND WORKFORCE DEVELOPMENT AND THE NC DEPARTMENT OF COMMERCE-DIVISION OF EMPLOYMENT SERVICES.
19. YOU MUST COMPLY WITH E-VERIFY.



Durham County Nonprofit Process Review



Durham County Nonprofit Process Review

November, 2015 Board Retreat - Nonprofit Process Review Summary

Peer Review of County's Nonprofit Funding Process

- Compared our process to:



**Guilford County ceased their nonprofit funding program in FY 2016-17*

Nonprofit Process Changes



Durham County Government
Nonprofit RFP Cycle Review

Durham County Government
BOCC Policy Discussion
November 19, 2015

- Use Budget Process to Determine RFP Objectives & Funding Amount
- For FY 2017-18 and beyond, the County will transition to a format that solicits specific services from community service providers by seeking more focused proposals that target specific community issues (Target Areas)
- Modifications include shifting the decision-making authority of the County's nonprofit partnerships to our subject matter experts at the departmental level



Nonprofit Funding Policy





Nonprofit Funding Policy

Eligibility Requirements

- Nonprofit agency must have operated as a 501(c)(3) for two years by December 31st, 2015
- Provide services to Durham County residents
- Clearly contribute to one of the Target Area Outcomes
- Nonprofit agencies must have:
 - No suspended revenue by the NC Department of Revenue
 - No State or Federal overdue taxes

Revenue and tax status can be determined here:

<http://www.sosnc.gov/search/index/corp>



Nonprofit Funding Policy

Eligibility Requirements

- Submit the following documents with application packet:
 - An IRS tax exempt letter confirming 501(c)(3) status
 - An IRS 990 form
 - A current solicitation license from the North Carolina Secretary of State (or if exempt, the exemption letter)

Reporting and Monitoring Updates

- Funded nonprofits will now submit quarterly financial and programmatic reports
- Site visits will be performed annually for funded agencies to verify their data collection methodology

Target Areas



Target Areas

Definition:

- Target Areas are issues of strategic significance where the County will partner with nonprofits to achieve impactful outcomes
- While informed by the Strategic Plan Goals, they are more focused in detail, similar to the Strategic Plan Objectives



Target Areas

Goal 1: Community Enrichment

Target Area: Provide resources and opportunities that increase family success and prosperity

Outcomes:

1. Individuals and families have stable housing
2. Youth and adults seeking workforce opportunities are provided support and resources
3. Children and youth are provided learning and enrichment opportunities that support educational achievement

Goal 1: Community Enrichment - Part 1

| Target Area | Outcomes | Possible Measures | Example Strategies |
|---|---|---|--|
| Provide resources and opportunities that increase family success and prosperity | Individuals and families have stable housing | <ul style="list-style-type: none"> • # of households assisted in exiting homelessness • Households entering shelter system and moving into stable housing in less than 30 days • # of new persons entering the homelessness system/CoC • # of households returning to homelessness • % increase in household income between entry into shelter system and exit into stable housing | <ul style="list-style-type: none"> • Rapid Rehousing (typically for lower support service need households) • Permanent supportive housing placement (for persons with higher support services need level) |
| | Youth and adults seeking workforce opportunities are provided support and resources | <ul style="list-style-type: none"> • #/% of individuals who increase their employment related income • #/% of individuals who enroll in secondary or post-secondary education or training • #/% of who increase their job/vocation/skills • #/% of individuals assisted with job retention and advancement • #/% of unemployed individuals that attain jobs | <ul style="list-style-type: none"> • Workforce development • Vocational guidance and training • Financial literacy • GED preparation • Employment support • Pre-employment support |



Goal 1: Community Enrichment - Part 2

| Target Area | Outcomes | Possible Measures | Example Strategies |
|---|--|--|---|
| Provide resources and opportunities that increase family success and prosperity | Children and youth are provided learning and enrichment opportunities that support educational achievement | <ul style="list-style-type: none"> • #/% of children with access to early education • # of children provided access to hobbies, extracurricular activities and mentors • #/% of children that improve academic performance • #/% of youth that improve school attendance • #/% of youth that graduate high school or obtain a GED • #/% of children that demonstrate grade level proficiency by 3rd | <ul style="list-style-type: none"> • Pre-K activities • Literacy programming • Mentoring • ESL programming • Tutoring • Summer and after-school programming • Parental engagement activities |



Target Areas

Goal 2: Health and Well-being for All

Target Area: Increase the number of healthy years for County residents

Outcomes:

1. Individuals and families have increased access to health care
2. Individuals and families decrease incidence of preventable disease
3. Individuals and families reduce causes of poor physical and mental health

Goal 2: Health and Well-being for All - Part 1

| Target Area | Outcomes | Possible Measures | Example Strategies |
|--|--|---|--|
| Increase the number of healthy years lived | Individuals and families have increased access to health care | <ul style="list-style-type: none"> • #/% of individuals with improved access to physical, mental, substance use or dental health services • #/% of health care services with improved coordination • #/% of adults in case management receiving increased support | <ul style="list-style-type: none"> • Expand access to dental services • Affordable health care services and management • Adult case management • Transportation services • Navigation of health care systems |
| | Individuals and families decrease incidence of preventable disease | <ul style="list-style-type: none"> • #/% of individuals with improved health behaviors and metrics • #/% of individuals with an increase in health knowledge • #/% individuals experiencing an increase in knowledge of healthier food options • #/% individuals experiencing an increase in food safety • #/% of policy or environmental changes created that encourage healthy behaviors | <ul style="list-style-type: none"> • Provision of immunizations • Health education classes • Group exercise activities • Increase access to healthy foods • Food service provider education • Smoking bans/policies • Additional trails created/sidewalks added |

Goal 2: Health and Well-being for All - Part 2

| Target Area | Outcomes | Possible Measures | Example Strategies |
|--|---|---|---|
| Increase the number of healthy years lived | Individuals and families reduce causes of poor physical and mental health | <ul style="list-style-type: none"> • # of domestic violence victims provided a safe environment and counseling services • # of sexual assault victims provided a safe environment and counseling services • #/% of parents learning and practicing nonviolent parenting techniques • #/% of individuals experiencing an increase in food security | <ul style="list-style-type: none"> • Domestic and sexual violence services • Crisis counseling • Legal services for assault victims • Child abuse prevention • Low-income food service providers |



Target Areas

Goal 3: Safe and Secure Community

Target Area: Improve life outcomes for people involved in the criminal justice system

Outcomes:

1. Individuals are provided fair and equitable justice systems
2. Individuals are provided effective diversion services
3. Individuals are provided effective reentry services

Goal 3: Safe and Secure Community

| Target Area | Outcomes | Possible Measures | Example Strategies |
|--|--|---|---|
| Improve life outcomes for people involved in the criminal justice system | Individuals are provided fair and equitable criminal justice systems | <ul style="list-style-type: none"> • Average cost per person served per year • # of persons served by funded programs • # of barriers (needs) addressed per person | <ul style="list-style-type: none"> • Juvenile Crime Prevention and Intervention Services • Juvenile and Adult Mentoring • Diversion Programs • Employment Services • Transitional Housing • Legal Services • Removing legal barriers to employment |
| | Individuals are provided effective diversion services | <ul style="list-style-type: none"> • # of persons in diversion program with no arrest in the 12 months following completion of program • # of persons served • % of clients connected to services | |
| | Individuals are provided effective reentry services | <ul style="list-style-type: none"> • % of individuals who complete vocational training • % of reentry clients who obtain a job • average employment wage of clients exiting program • # of persons served • % of clients connected to services | |



Target Areas

Goal 4: Environmental Stewardship and Community Prosperity

Target Area: Protect Natural Resources through comprehensive compliance and educational programs

Outcomes:

1. Protect and improve water quality
2. Protect and improve air quality
3. Protect open space and preserve rural character

Goal 4: Environmental Stewardship and Community Prosperity

| Target Area | Outcomes | Possible Measures | Example Strategies |
|---|---|---|---|
| Protect natural resources through comprehensive compliance and educational programs | Protect and improve water quality | <ul style="list-style-type: none"> • Stream Quality Index • # lbs of nutrients removed via Stormwater controls • % of total (watershed) sites in compliance with Federal, State and local ordinances • # of Stormwater BMPs implemented | <ul style="list-style-type: none"> • Reduce Greenhouse Gas emissions • Energy saving programs • Environmental Education Programming • Environmental Outreach • Preservation of Open Space • Properly issue permits • Smart land use practices • Smart Growth Implementation |
| | Protect and improve air quality | <ul style="list-style-type: none"> • Reduction of Greenhouse gas emissions from our built environment • # of Air Quality Action Days | |
| | Protect open space and preserve rural character | <ul style="list-style-type: none"> • # of total acres of open space and farmland that have been protected/influenced by Durham County • Total acres enrolled in the Durham farmland VAD program • # of individuals that participate in SWCD educational programs | |



Registration

If your agency's program aligns with one of the Target Area Outcomes, you meet the eligibility requirements and you are interested in applying in the 2017-18 Durham County Nonprofit RFP Process, please send the following information to Andy Miracle at amiracle@dconc.gov:

- Organization's name and address
- Contact's name, email and phone number
- Target Area and Outcome that you will be applying for
- Type/category of service provided (2-5 words)
- Do you meet eligibility requirements? (yes/no)



Application Components

- **Tips for a successful application**
- **Scoring guide review**

Application Components

- Target Area and Outcome Alignment
 - If your program aligns with an Outcome, select the most appropriate one
- Program Information
 - Clear description is highly recommended
 - High-level
- Agency Revenue vs. Program Revenue/Expense Tables

Application Components

- Program Revenue and Expense Tables
 - Include Durham County requested funds in the correct field

| Revenue Sources | Current Funding 2016-2017 | Percent of Total Budget | Proposed Funding 2017- 2018 | Percent of Total Budget |
|-------------------------------------|------------------------------|----------------------------|-----------------------------------|----------------------------|
| Durham County Government Funding | | | | |

| Program Revenues | FY 2015-2016 Actual | FY 2016-2017 Projected | FY 2017-2018 Proposed |
|---|------------------------|---------------------------|--------------------------|
| *Durham County | | | |
| <i>DCG Nonprofit Agency Funding Program</i> | <i>0.00</i> | <i>0.00</i> | <i>0.00</i> |
| <i>Service Contract Through County Department</i> | <i>0.00</i> | <i>0.00</i> | <i>0.00</i> |

Application Components

- Program Revenue and Expense Tables

| Program Expense | Amount Requested from Durham County (FY 2017- 2018) | Remaining Program Expenses (FY 2017-2018) | Total |
|--------------------------|--|--|--------------|
| *Personnel | | | |
| <i>Salaries</i> | | | |
| <i>Employee Benefits</i> | | | |
| *Operating Expenses | | | |
| Other Operating Expenses | | | |
| Total | | | |

Application Components

- Program Performance
 - Success is well measured
 - Data methodology is important
- Target Area and **Outcome** Alignment
 - Identify how program impacts selected **Outcome**
- Partnerships
 - Describe value of partnerships
 - Identify similarities and differences

Application Components

- **Resources**
 - Identify the personnel, equipment, software, vehicles, buildings, etc. that facilitate your program's success
- **Grant Budget Summary**
 - Explain all Durham County requested expense lines and how they contribute to the program's success
 - If the request is funded in full, explain how service delivery levels will be impacted

Application Components

Attachments

1. Scope of Work

- Objective, Activity, Output and Outcomes

2. Performance Measures

- Graphical representation (trending) of program data

Application must be completed in full by the deadline to be considered for funding!

Collective Impact Model



Collaborations

- **Existing nonprofit collaborations are welcome to apply**

“A more durable and pervasive relationship where participants bring separate organizations into a new structure with full commitment to a common mission. These require comprehensive planning and well-defined communication channels at all levels. The collaborative structure determines authority, and risk is much greater because each partner contributes its resources and reputation. Partners pool or jointly secure the resources, and share the results and rewards.”

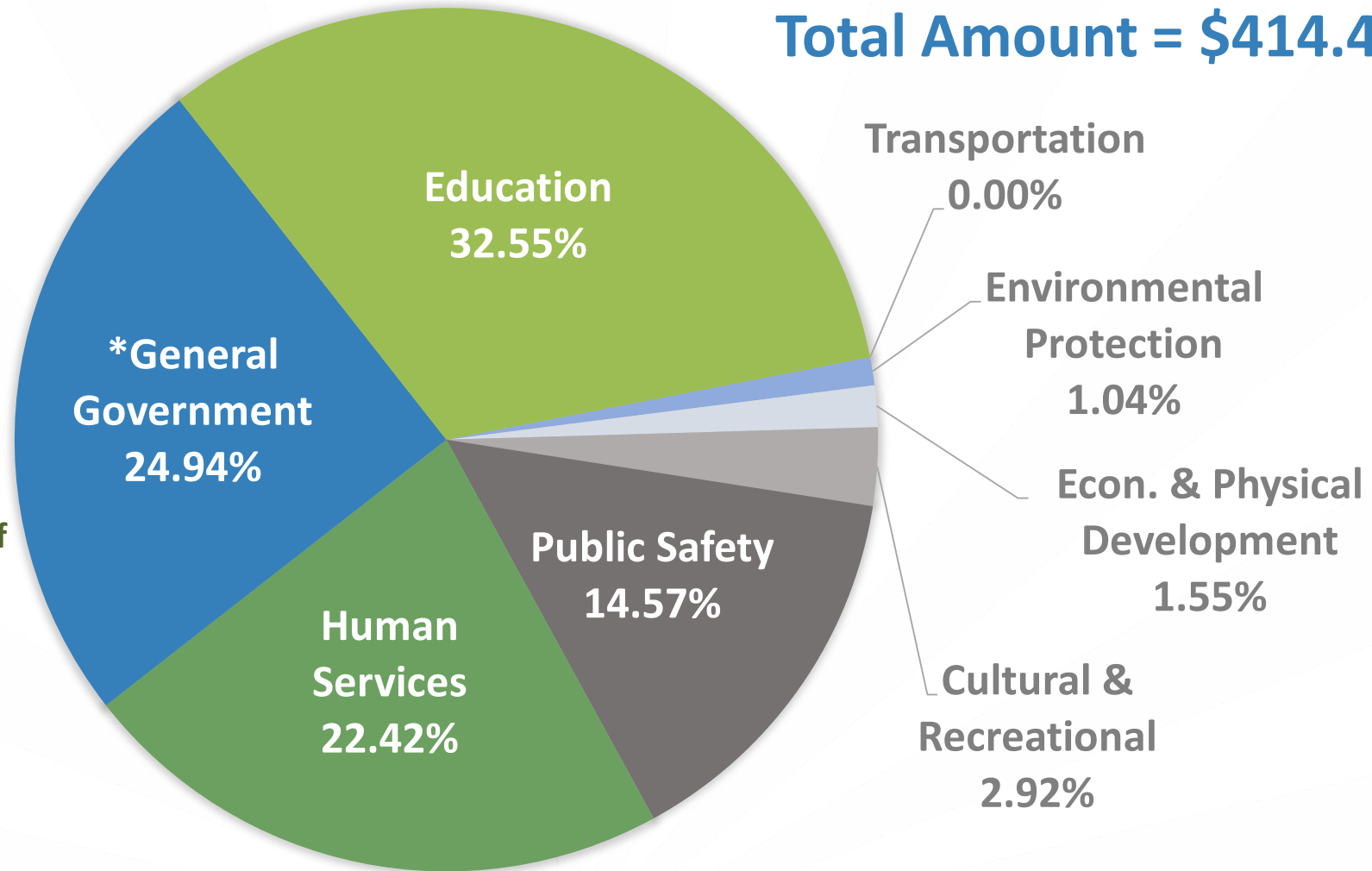
*“Collaboration Handbook: Creating, Sustaining, and Enjoying the Journey” (Amherst H. Wilder Foundation, 1994), Michael Winer and Karen Ray

Process and Timeline



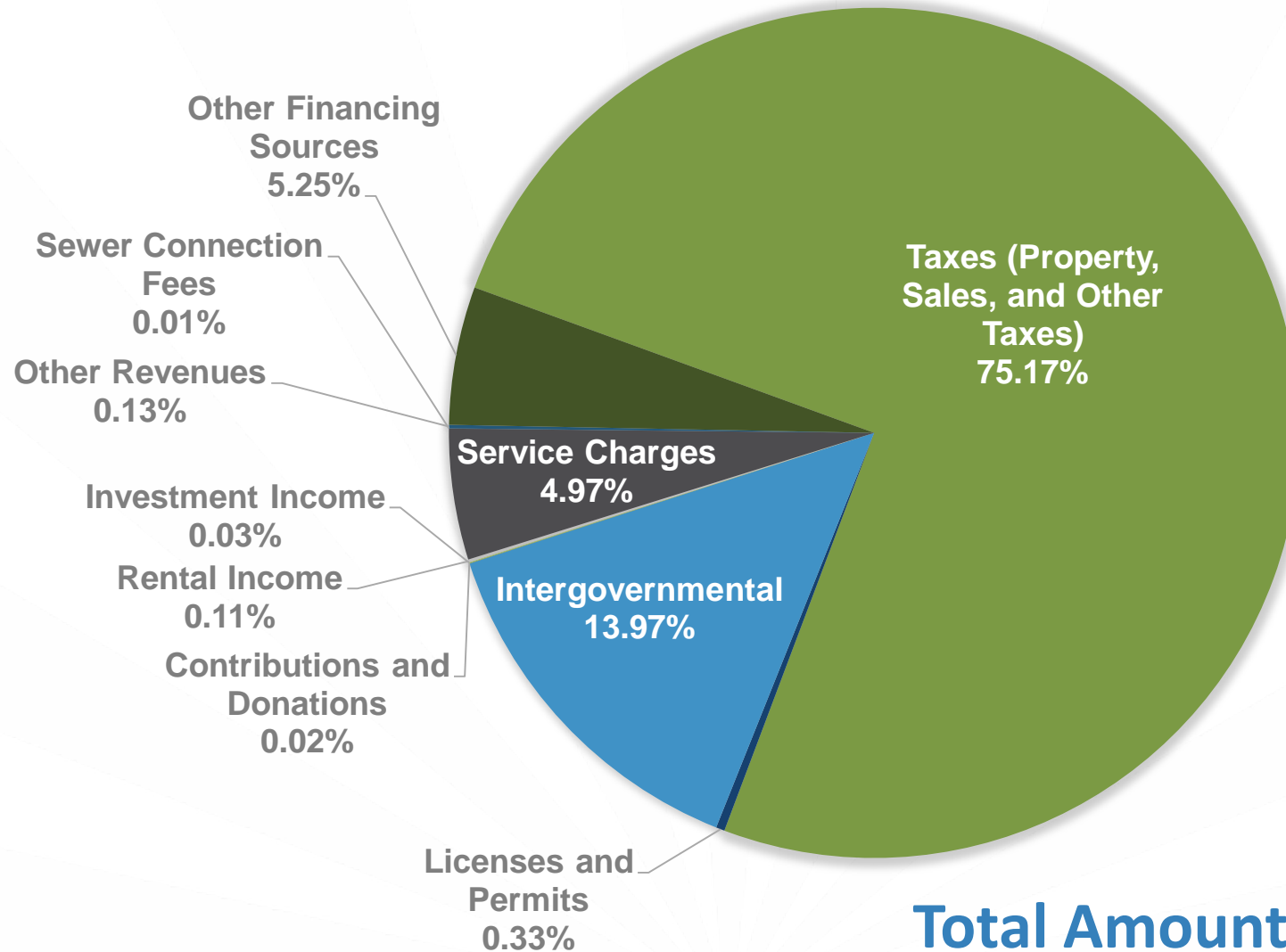
General Fund Expenditures

Total Amount = \$414.4 million



*Note: 52.8% of General Government is made up of “transfers to other funds” to support debt service payments, benefits, and other expenses

General Fund Revenues



Total Amount = \$414.4 million

Managing for Results Model

Strategic Goals



- Community stakeholder engagement strategy
- Employee stakeholder engagement strategy
- Organizational learning through program reviews
- Benchmarking
- Accountability reporting to Commissioners, public and employees

Learning, Evaluation and Accountability

- Results-focused strategic planning
- Effective implementation framework with clear departmental integration
- Operational plans align with Strategic Plan
- Comprehensive internal and external communications strategies

Strategic and Operational Planning

- Real-time performance measures used to manage operations
- Process improvement
- Culture of innovation, leadership, collaboration and employee empowerment
- Improve processes, standards and accountability for employee performance

Managing Service Delivery

- Investments based on Strategic Plan and key articulated priorities
- Program budgeting
- Performance measures and targets

Budgeting for Results

Building on the foundation of exceptional customer service, driven by

Effective Communications and Stakeholder Engagement with Clear Roles

Effective Partnerships and Collaboration that Add Value

Core Values and a High-Performance Culture

Results-Focused Leadership and Governance

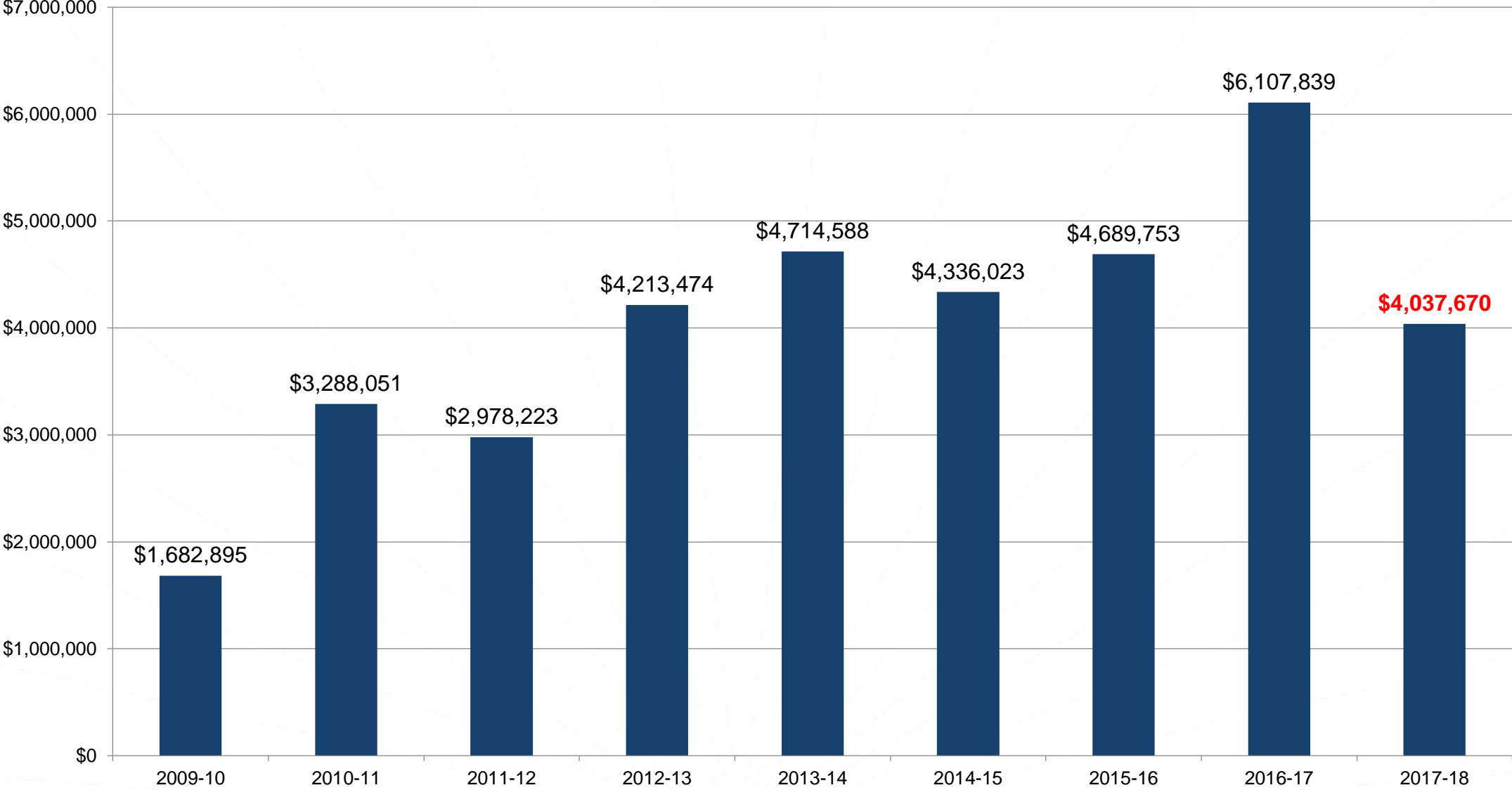
Community and Employee Engagement

MFR Infrastructure

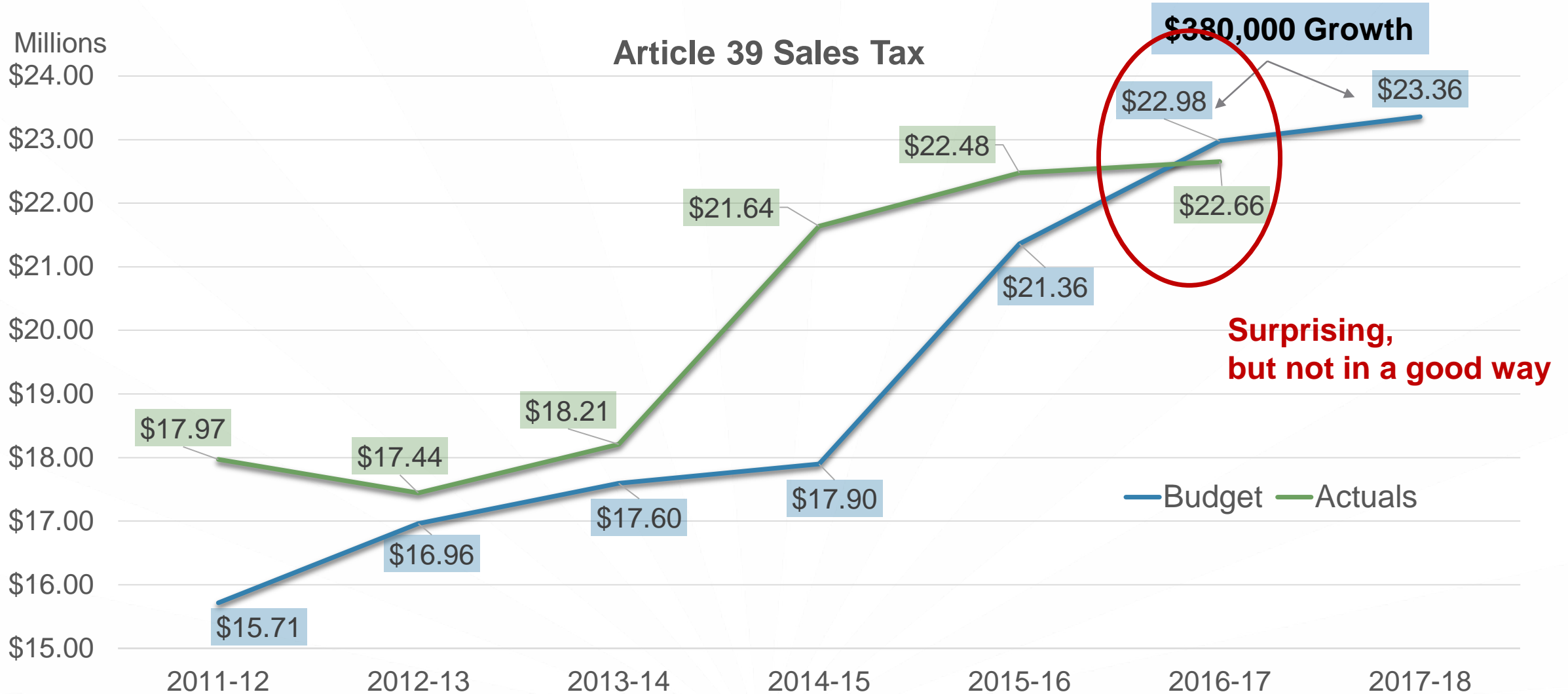
2017 Strategic Plan Refresh

FY17-18 Budget Process

Natural Growth in Property Tax (No Tax Rate Increase)



Sales Tax Historical - Budget to Actuals



Historical Funding Trends

| <u>Fiscal Year</u> | <u>Requested</u> | <u>Approved</u> |
|--------------------|------------------|-----------------|
| ■ 2016-17 | ----- | \$635,048 |
| ■ 2015-16* | \$1,926,233 | \$640,038 |
| ■ 2014-15 | \$1,524,747 | \$818,669 |
| ■ 2013-14 | \$2,359,463 | \$860,609 |
| ■ 2012-13 | \$1,878,100 | \$794,849 |
| ■ 2011-12 | \$1,606,820 | \$835,667 |

**Senior PharmAssist was moved into the Public Health budget*

Timeline



Timeline

- February 21st** Target Areas are announced to nonprofits
- February 23rd** Nonprofit Informational Session
- February 27th** RFPs are solicited, Application is open
- April 7th** Proposals are due
- May 22nd** Manager's Recommended Budget is presented
- June 30th** BOCC FY 2017-18 Budgeted adopted no later than this date





Questions and Answers

Adjournment for Returning Applicants



