

I. Program Overview

Beginning in 2008, the Arapahoe County Commissioners developed the Aid to Agencies program to financially support non-profit organizations filling service gaps in the county through annual grants. The Aid to Agencies program has evolved to fund organizations through two mechanisms: a **safety net program** in which agencies receive annual funding without needing to apply and a **competitive grant program** in which agencies apply to receive a portion of available funds.

The Aid to Agencies program funds organizations that provide services in the following areas to Arapahoe County residents:

- Affordable housing
- Case management
- Domestic violence support
- Employment skills/services
- Food assistance
- Mental/behavioral health
- Substance abuse
- Shelter
- Transportation

The program has an approximate budget of \$2,608,311, entirely funded by the County's general fund and managed through the Commissioners' Office. Of the total program budget, \$2,079,414 is allocated for safety net organizations, outlined below.

Organization (Program)	Funding
AllHealth Network	\$179,540
Aurora Mental Health Center	\$180,063
Aurora Mental Health Center (Detox)	\$280,000
Comitis Crisis Center	\$68,000
Family Tree (GOALS)	\$80,000
Family Tree (House of Hope)	\$20,000
Gateway Domestic Violence Services	\$300,000
Jewish Family Service of Colorado (Aging Care and Connections)	\$33,000
Tri-Valley Senior Citizens	\$10,000
STRIDE Senior Dental Services	\$400,000
Total	\$2,079,414

The remaining \$528,897 is available for competitive grant applications.

Program Calendar and Communications Plan

The Commissioners' Office is responsible for annual grant management and soliciting applications for the upcoming grant cycle. A review team comprised of subject matter experts from the human services and community resources department provides technical expertise in reviewing applications and making programmatic recommendations for Board consideration

and approval. The following program calendar outlines the milestones and communications for the 2024 grant cycles to show the relationship between the current and upcoming cycles.

Month ('23)		
January	Distribute Awards <i>Communications: Press release + web page updates announcing awards</i>	
February		
March		
April	Quarterly invoice (if applicable) Quarterly reports due (if applicable)	
May	Internal committee meeting – May 11 Follow-up meeting – May 19	Discuss program revisions (if applicable)
June	June 5 – BOCC Study Session June 19 – Application Opens Week of June 27 – Application Workshop	<i>Communications: Press release + web page updates announcing open application; email to prior applicants announcing the open application</i>
July	July 12 – Application Workshop In-person Board updates (safety net organizations) Quarterly invoice (if applicable) Quarterly reports due (if applicable)	
August	August 18 – Application Closes Application Review	
September	Application Review	
October	October 10 Study session with Board: funding recommendations	Quarterly invoice (if applicable) Quarterly reports due (if applicable)
November		
December		Budget/award adoption Send agreements for review

January '24	Year-end reports due (all awards) <i>Communications: Press release + web page updates with Year-End Impact Report</i>	Distribute awards <i>Communications: Press release + web page updates announcing awards</i>
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The remainder of this handbook is broken into sections based on the three program phases: pre-award, award and post-award.

II. Pre-Award

Competitive Grant Application

Organizations are eligible to apply for competitive grant funding if they:

1. Are a registered 501(c)3;
2. Provide services that align with at least one of the nine program service areas; and
3. Serve Arapahoe County residents.

Applicants can apply for awards up to \$100,000. Arapahoe County uses the Good Grants online platform to solicit the following information from applicants:

- Organization information (contact information, discussion of how the agency's values align with the intent of the Aid to Agencies program, tax status and financials, including percentage of revenue from fundraising and the most recent audit documentation).
- Grant request (program budget, scope of anticipated fund use, indication of which service area(s) the program would fulfill)
- Program evaluation (goals of the program and how the organization measures success of the program)
- Demographics and engagement (population served – including geography and demographic information – and engagement plan outlining how the organization would engage the intended service population)
- Attachments including financial data (budget or balance sheet demonstrating financial health), IRS letter showing non-profit status and a Form W-9 with current mailing address

Safety Net Organizations

Safety net organizations do not submit applications for funded programs within their organizations during the solicitation process. The safety net organization may, however, apply to the competitive grant program solicitation for a new program within that organization that is not funded through the safety net program.

The safety net organizations are also not static. Grant approval and/or amount can be altered based on Board direction or if the grantee is not meeting certain guidelines. Not completing

appropriate paperwork or receiving any health/safety violations are only a couple of examples for the disqualification of a safety net organization.

Should there be any changes to a safety net organization's allocation amount, staff will promptly communicate the change to the organization to allow time for adequate financial planning.

Evaluation

The Aid to Agencies review team, consisting of staff from the Commissioners' Office, Community Resources and Human Services, reviews completed applications using the following process:

1. **Initial Screening (June – August)** – The Commissioners' Office point of contact reviews all submissions and ensures that applications are complete. Complete applications are then delegated to members of the review team for scoring purposes.
2. **Team Scoring (August – September)** – Using Good Grants, the review team reads and individually scores each application based on approved evaluation criteria:

Criteria	Weight	Considerations
Agency Expertise & Background	20%	<ul style="list-style-type: none">• Do the agency's mission, vision, and values align with Arapahoe County's Strategic Plan?• What work is the agency doing to promote inclusivity and diversity?
Agency Capacity	25%	<ul style="list-style-type: none">• Is the agency able to administer public funds?• Does the agency have the staffing capacity to provide the services outlined in the grant?• Has the agency previously managed government grants?• Is the agency running a deficit?
Scope of Services	40%	<ul style="list-style-type: none">• Do the agency's services align with an identified category?• Does the program extend county-wide and/or provide a geographic-specific service?• Are services affordable to low-income or indigent populations?• Did the agency define the demographic breakdown of the population served?• Did the agency specify adequate engagement strategies to reach their intended population?
County Investment	15%	<ul style="list-style-type: none">• Does the funding serve an appropriate/proportionate amount of Arapahoe County residents?

		<ul style="list-style-type: none"> Is this the only source of funding the organization would receive from Arapahoe County?
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3. **Team Discussion (September/October)** – Following application review, the team meets to discuss scores and finalize recommendations. This may take place over multiple meetings. Prior to meeting as a team, the Community Resources and Human Services staff will put together a spreadsheet outlining other Arapahoe County funding sources. The team typically prepares two or three options for Board consideration but determines one to recommend.
4. **Board Study Session (October)** – The review team presents funding options to the Board at a study session. The Board will select a prepared funding option. Alternatively, the Board can choose to select which organizations they wish to fund instead of selecting a staff-prepared funding option.
5. **Adoption via Consent Agenda (November/December)** – Prior to the end of the year, the funding amounts, agreement template and signature authority for the Chair of the Board is placed on consent agenda for formal ratification. A resolution template (Appendix A) and agreement template (Appendix B) are attached.

III. Award

Successful Applicants

Following ratification on consent agenda, the program manager populates agreements with the applicable contact information and funding amount. Draft agreements are sent to each organization for review. If they do not have any issues with the draft agreement, the organization's representative may sign the agreement and return it to the County for final signature with the following required materials:

- A financial report for the period of January 1 through June 30 of the year prior to the award year. The financial report should provide information on all program revenues and all program expenditures by major cost category.
- Certificate of Insurance for the award year.
- A Form W-9 with current address.
- An invoice for either the lump sum award amount or a quarter of the amount (see *Section IV – Post-Award – Invoices*).

Unsuccessful Applicants

The County will send a letter to any unsuccessful applicants. The letter should state that the County is willing to provide feedback based on the review team's comments upon request.

IV. Post-Award

Invoices

Awardees must submit invoices for the appropriate amount prior to receiving grant funds. Due to the large variation in award amounts, the County has established two invoicing procedures based on award amount.

- Organizations receiving awards **under \$75,000** can submit one lump sum invoice at the time of providing a signed agreement.
- Organizations receiving awards **over \$75,000** must submit quarterly invoices, with the first invoice being submitted at the time of providing a signed agreement. Following this initial invoice, the organization is responsible for submitting subsequent invoices on a quarterly basis.

Reporting

The Commissioners' Office coordinates reports using MS Forms for all awardees to collect information on fund use and demonstrate effectiveness of the program through collection of the following information:

- Reporting period (Q1 – Q4 or annual)
- Service area(s) representing the services their organization provides
- Grant amount
- Number of clients served
- Number of Arapahoe County residents served
- Demographic breakdown of population served
- Percentage of the funds that were used for administrative purposes
- Percentage of projected revenue Aid to Agencies funds account for
- Narrative responses to the following questions/prompts
 - How has Aid to Agencies funding supported your organization/program?
 - What types of services were you able to provide thanks to Aid to Agencies funding?
 - Please list any events held in Arapahoe County, including locations and dates (if applicable)
 - Please share any outreach or marketing materials your organization has done to promote/acknowledge the Aid to Agencies funds

Competitive grant awardees are only required to complete an annual report in January following the award year. Safety net organizations receiving awards over \$100,000 are required to submit quarterly reports

Communication Requirements

To promote the program and acknowledge the impact these investments have on Arapahoe County, all grant funding recipients shall communicate that they received an Aid to Agencies

award and how it is supporting their service provision. The minimum requirement for this shall be as follows:

- Acknowledge County as funder in organization's annual report or comparable publication.
- Coordinate with County communication services division to produce:
 - News release announcing funding received from the County.
 - Minimum of one news article, blog post or similar, announcing funding and partnership with the County.
- Acknowledge receipt of funds on organization website.
- Produce posts across social media recognizing funding and tagging the County where appropriate.

Changes in Scope

Any changes from the scope and budget initially submitted to the County for review must receive Board approval in a study session. To allow adequate review time, the agreements state that organizations must identify and request scope changes no later than the end of Q3 of the award year. When processing a scope change request, Commissioners' Office staff should gather the following information to include in the request:

- What is the reason for the scope change? Cite challenges or changes in programming since the application submittal.
- What additional services would the change in scope allow the organization to provide? Include any applicable data.
- Does the organization have capacity to implement the changes as requested prior to the agreement expiration?

Failure to receive approval for a change in scope could mean that the organization has to return the unused funds if they cannot be used for the purposes outlined in the initial application.

V. 2024 Program Improvement Plan

As an ever-evolving program, the Aid to Agencies team continues to identify future program improvements to increase program efficiency and impact:

1. Hold an annual pre-application meeting to discuss the purpose of the program, application process and answer any questions for new applicants. It could be recorded and put on the website.
2. Provide a uniform program budget template for the application so that each applicant presents the program budget in the same format.
3. Provide a uniform demographic table template to simplify demographic data compilation and reporting for the final report.

4. Add an A/D Works representative to the review team, as the number of applications related to workforce is increasing.
5. Develop penalties for non-compliance with the reporting or communication requirements, such as not allowing an organization to receive funds if they have not previously completed reporting requirements.
6. Develop a form for scope change requests that incorporates the information outlined in section
7. Build an audit process for safety net organizations
8. Revise reporting structure to be consistent across all awardees as follows:

Report	Purpose	Components
Interim Report	Provides a “touch point” for <u>all</u> awardees (safety net and competitive program) to share progress and any challenges to date.	<ul style="list-style-type: none"> • Budget expended to date • Brief narrative on fund use • Any challenges to using funds as initially presented (if applicable) • Any scope changes (if applicable)
Mid-Year Update	In-person presentation with the Board for all safety net organizations and any competitive program awardees with scope change requests.	<ul style="list-style-type: none"> • Walk through interim report (safety net organizations) • Discuss scope changes for competitive grant awardees (if applicable)
Final Report	Provides a summary of the work done with Aid to Agencies funds and provides the County with accomplishments for program communications.	<ul style="list-style-type: none"> • Demographic table (using template) • Key accomplishments • Success stories from program participants • Final expenditure report