

IMPACT FUND GRANT PROGRAM

GUIDE TO DEVELOPING A COMPETITIVE APPLICATION



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EVALUATION CRITERIA


Applying for funding through the BHS Impact Fund Grant program is a dynamic and competitive process. There are a few ways to ensure that your application is as successful as possible in receiving full consideration. We hope that by sharing more information about our evaluation process you will feel well-prepared to create a competitive application.

Grant Application Evaluation Criteria

All applications are scored according to four criteria. These criteria each have multiple measures within them and are summarized here so that applicants can align their applications appropriately.

- **Alignment** — The proposed project or program is strongly aligned with our funding priorities and ballot language.
- **Capacity** — The applicant demonstrates appropriate knowledge, resources, and capacity to effectively implement and evaluate proposed programs and services.
- **Impact** — The proposed program or project is highly likely to have a significant impact on desired behavioral health outcomes in Larimer County. It is based on a well-defined statement of need and is accompanied by a strong plan for implementation.
- **Context** — The proposed program or project is uniquely and strategically designed to meet an existing gap in behavioral health services. The project fits within both the larger community context and if applicable, with the intent of the selected targeted project.

In order to compile a strong application, applicants may want to understand the basic steps in the application evaluation process. In this document, we have provided instructions that will ensure that your application meets the needs of each step in the review process.



EVALUATION PROCESS

Due to the number of applications we receive, it is imperative that applicants convey the information requested as concisely as possible so that all reviewers can readily grasp the proposal and be well poised to explain it. We do, however, anticipate significant funding requests to come with comprehensive program proposals. Once an application has been submitted, it will go through the following process:

1. Completeness Check - BHS Staff members go over the application to ensure all requirements have been met. If anything is missing, applicants will be contacted to provide revisions.

2. Alignment and Capacity Review - Applications are reviewed for alignment with the BHS Funding Priorities and 2018 ballot language. They are also reviewed to ensure the applicant has the basic organizational capacity and organizational commitment/approval required to undertake the proposed programming.

3. Impact and Context Review - Applications are then scored on their demonstration of Impact and Context through the Program Design and Budget portions of the application.

4. Final Portfolio Decisions - Finally, the scored applications are presented to an Executive Panel of reviewers who will select which applications to award to total the \$2.5M available for 2021. Awards will be made in the following order:

- Gary A. Darling Grant
- Targeted Projects
- Repeat Successful Programs
- Responsive Grants

5. Portfolio presented to BHPC and BoCC for Approval - Upon completion of the Final Portfolio Decisions, award recommendations are made to the Behavioral Health Policy Council (BHPC). Upon approval of award decisions by the BHPC, the recommendations are presented to the Board of County Commissioners for final approval.


ENSURING A COMPLETE APPLICATION

It is important to us that you feel comfortable navigating the Impact Fund application process and can provide all of the necessary information to have your application considered for funding. For this reason, we developed an [Applicant Resource Page](#) as a starting point to find out what you'll need for a complete application.

Upon receiving a submitted application, BHS Staff will review it to ensure that all required fields have been completed, funds in the requested budget are allocable, reasonable and within the guidelines provided, that objectives defined in the program design worksheet will contribute to goal achievement, and that the following documents are attached and valid:

- W-9 (2018 form or later)
- Annual Operating Budget
- Most recent audited financial statement and most current financial statement (if unable to provide, will need an explanation for omission)

Where applicable:

- 501(c)(3): IRS Public Charity Letter
 - EIN Verification Letter
 - Fiscal Sponsor agreement/designation
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DEMONSTRATING ALIGNMENT & CAPACITY

The most important way that applications must demonstrate alignment is through the Ballot Language from the 2018 voter-approved sales tax initiative. The distribution of revenue generated by the tax is defined by the ballot Initiative and states that funding must be used to:

- Provide preventative, early identification, intervention, support, and treatment services for youth, adults, families, and senior citizens, either directly or indirectly, who are residents of Larimer County through in-person and other delivery methods, which may include tele-services, community-based services, and other service options and;

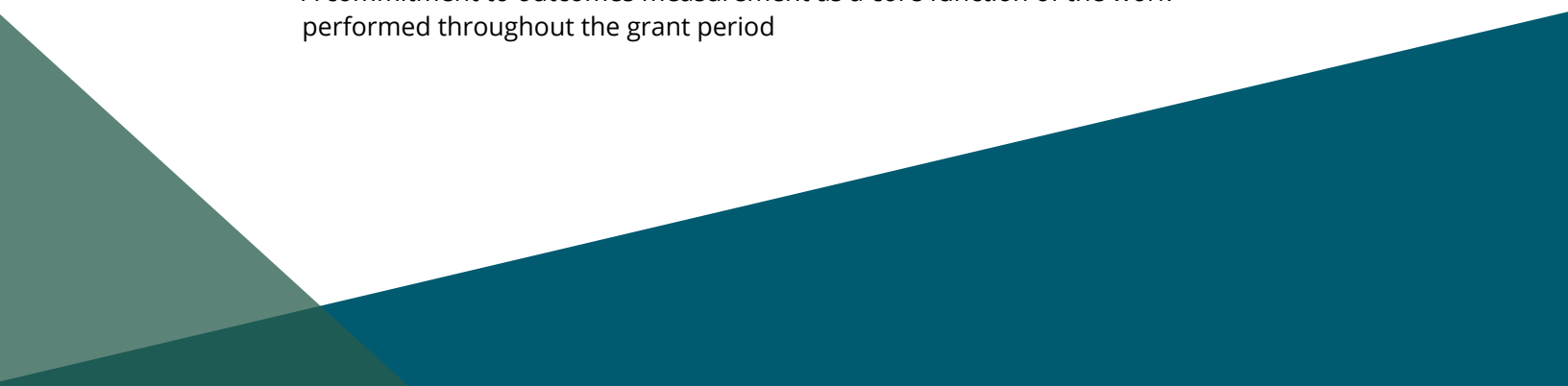
- Acquire, construct, improve, maintain, lease, remodel, staff, equip, and operate new and/or existing mental/behavioral health facilities;

Applicants whose programming fits within these guardrails should continue to pursue grant funding and make sure that their alignment with the language above is evident throughout their application.

The second way in which applicants must demonstrate alignment is with one or more of the BHS Funding Priorities. These priorities are based on the significant work completed through the development of the 2018 Community Master Plan for Behavioral Health and the subsequent initial distribution of grant dollars into the community. We expect these priorities to remain consistent through at least 2023, at which point they may be revisited to align with the current community behavioral health landscape. Those priorities are as follows:

- Access & Affordability
- Care Coordination & Systems Integration
- Early Identification & Intervention
- Stigma Reduction & Public Awareness
- Quality Care
- Prevention

During this stage of the review process, applications are also assessed for organizational capacity. This assessment tells us whether or not the organization(s) applying for funding are able to effectively implement and evaluate their proposed programming. Applications showing strong capacity would demonstrate:

- The ability to appropriately track and report on restricted funds
 - A satisfactory budget request (see Budget Tips below for more information)
 - The ability to comply with applicable financial and accounting standards
 - Satisfactory outcomes and spending with previously awarded BHS grant funding
 - The ability to quantify progress towards the stated goals and objectives
 - A commitment to outcomes measurement as a core function of the work performed throughout the grant period
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STRONG PROGRAM & BUDGET DESIGN

In order to effectively evaluate your program and how it fits within the overall Behavioral Health strategy, we need to understand how the requested funding is expected to contribute to the achievement of your program's goals and objectives. We will utilize the Program Design portion of your application to inform decisions about all evaluation criteria, so this should be a primary focus of your efforts when developing your application materials.

The following is the format of the Program Design portion of the application, along with information about each question and how to develop a strong response to each.

Statement of Need & Populations of Focus

Describe the unmet need(s) or emerging problem(s) to be addressed by your proposed program/project. Be sure to explain how this problem impacts Larimer County residents.

- To the extent available, use local quantitative data to describe the need and service gaps, supplemented with state or national data. Remember to identify the sources of your data.
- It is also recommended that you provide qualitative data (from focus groups, interviews, and other key sources of knowledge for your organization) to support your statement of need.

Describe your population(s) of focus (including cultural and racial/ethnic considerations), as well as information about the geographic area you intend to reach. Include demographic characteristics of these population(s), the extent of need, barriers to care, and gaps in service for this population.

- Use current quantitative data to describe your population(s) of focus.
- Specify which specific geographic locations within Larimer County you will reach with your proposed program. If possible, you should provide information about the current/proposed population you will serve and where they reside within the county. This data should be specific to the proposed funding and not your entire organization's reach.
- Successful applicants will demonstrate the need for enhanced services to their specific audience through their response to this question.

If your program will specifically reach underserved and/or minority populations, describe how you will provide effective, understandable, and respectful quality care and services that are responsive to the specific needs of those populations.

- Cultural and linguistic competency is recognized as an important strategy for improving the quality of care provided to clients from diverse backgrounds. We would like to understand how your program plans to provide competent service delivery to its primary audience.
- If specific staff members are providing services to a population of focus for this project, make sure to document their experience providing services to the population of focus and their familiarity with the culture, language, and unique needs of this population.
- For more information on standards and best practices for the data collection on minority groups, please visit the US Department of Health and Human Services Office of Minority Health website for [The National Standards for Culturally and Linguistically Appropriate Services in Health and Health Care.](#)

IMPLEMENTATION APPROACH & MEASUREMENT

Define the specific goals for this program/project along with your overall strategy to achieve them. Be sure to align your strategy with the previously stated needs and cite any existing evidence to support your theory of change.

- Your goals should be broad statements about the long-term expectation of what should happen as a result of your program or project.
- Goals should be succinct (maximum of one sentence).
- You should be able to describe your work through no more than five goals. Please note that a single well-defined goal is preferred over multiple unclear goals.

PROGRAM DESIGN WORKSHEET


The Program Design Worksheet gives applicants the opportunity to outline a detailed description of their project methodology and how it will contribute to goal achievement. Each worksheet row should consist of one objective. We recommend that applicants review a professional resource for goal and objective development. One such resource is the University of Kansas [Community Tool Box chapter on Creating Objectives](#).

The Program Design Worksheet is intended to allow applicants to detail 'SMART' objectives. Objectives are 'SMART' if they are specific, measurable, achievable, realistic, and time-bound, (or timely).

The BHS department also requires information about how the applicant's objectives align with our internal logic model (Objective Type) as well as an estimate of how the objectives relate to the grant dollars requested (Associated Costs).

Please note that the objectives outlined in this worksheet will be included in the grant agreement for any funded applications. You will want to ensure that your objectives are consistent with how you'd like to assess your grant program's success upon award.

The following pages include an outline of the Program Design Worksheet along with tips for completing each item.



Objective Text

In general, your objectives should describe how much of what will be accomplished by when and should be specific to the program for which you are requesting grant funding.

The Program Design Worksheet provides space to articulate some SMART details (like measurement and timeframe) of each objective, so you do not need to include those in your objective statement.

Measures of Success


Measures of success for one-year grants are typically output measures. For each objective, propose at least one measurable output that can indicate your success in achieving your intended result for that objective.

While we understand that your program's ultimate measure of success may be a long-term impact measure (like decreasing suicide rates in the community), we ask that the measures you include here be achievable within the one-year grant period.

Objective Type

In order to consistently evaluate the work funded by Larimer County Behavioral Health Services, we would like our grantees to specify which Objective Type best describes their proposed objectives.

Select types that best fit your grant program objectives. LC BHS staff will work with you upon award if your objectives are difficult to categorize.



Objective Type Definitions and Output Measure Examples

Professional Development/Training

This objective's primary purpose is to provide professionals with the knowledge and skills necessary to improve the quality of behavioral healthcare in their respective industries.

Output Measure Examples: Training participant headcounts, training hours administered/attended, often evaluated through pre/post skills acquisition tests.

Community Collaboration

This objective's primary purpose is to bring individuals, agencies, organizations, and community members themselves together in an atmosphere of support to systematically solve existing and emerging behavioral health problems that could not easily be solved by one group alone.

Output Measure Examples: Coalition membership counts, collaborative activity descriptions, hours spent in collaboration, often evaluated through coalition member satisfaction surveys, coalition representativeness study, confidence in coalition leadership.

Increase Organizational Capacity

This objective's primary purpose is obtaining or maintaining the resources (including personnel) required to carry out the organization's new or existing behavioral health programming.

Output Measure Examples: Hours and personnel activity counts/descriptions, often evaluated through pre/post capacity assessment tool results, quantitative evidence of increased capacity in governance/leadership, organizational vision and strategy, systems for service delivery, staff management/HR, communications, relationships/networks, financial health.

Implement New Practices

This objective's primary purpose is the implementation of new or innovative behavioral health policies, practices, systems, products, or delivery methods.

Output Measure Examples: New practice descriptions and quantitative details (number of clients served, products sold, etc.), often evaluated through client satisfaction surveys, patient outcomes, efficiency measures (time to delivery, cost savings).

Public Awareness Campaign/Education

This objective's primary purpose is to conduct organized communication or education activities designed to raise awareness, induce behavior change, and improve quality outcomes for individuals and populations impacted by behavioral health issues.

Output Measure Examples: Campaign reach/impressions, materials distributed, training attendance, training hours conducted, etc., often evaluated through sentiment analysis, community surveys, pre/post knowledge/attitudes testing, behavior change analysis.

Associated Costs

Associated costs indicate how much of the requested funding will be needed to accomplish each of your objectives.

We encourage applicants to tie specific costs to each objective and have therefore included a total at the bottom of the Program Design Worksheet for reference. However, we understand that some objectives may include multiple budget items and it can be difficult to ensure the objective total costs match the amount requested. Please do your best to capture the approximate costs for each objective and provide notes as needed.

Start/End Dates

Start and End Dates define when you will accomplish your planned objectives. For each time-bound objective, please indicate start and end dates in the respective columns. If you receive a grant, we hope that this information will help both of us understand how you are making progress towards your objectives through the grant period.

If your objectives align with the period of performance for the grant, or if they are ongoing activities that have start and end dates outside of the grant period, please enter 10/1/2021 (start date) and 9/30/2022 (end date). Otherwise, please note the specific date range that each objective will begin and end.

Notes

Include other relevant information as necessary to help clarify your objectives.

Expand on the outcomes mentioned in your Program Design Worksheet. Describe specifically how data will be collected, analyzed, and interpreted, as well as how the outcomes of your work will be measured and communicated.


- In this question, you will need to document your ability to collect and report on the required outcome measures as defined in your Program Design Worksheet.
- In the Program Design Worksheet, you were instructed to identify how you might quantify the results of each objective. In this question, you will need to specify specific data points as well as the data sources you will use to quantify those results. This includes naming the specific screening and assessment tools you will use and elaborate on the methodology for each (contents, methods for administration, etc.)
- If you are having difficulty in defining your evaluation plan, the LC BHS staff will work with you upon receipt of your award to define appropriate measures for your grant. You can indicate the need for support here.

Community and Organizational Context

Give a brief summary of how your organizational structure, competencies, and/or experience will support your proposed project.

- Describe the capability and experience of your program/organization to implement the project, your history in providing services to the population(s) of focus, and your experience with similar projects.
- Explain the roles and experience of the staff members who will be involved with your project and the amount of time they will need to dedicate to ensure successful project completion. Make sure that any staff members mentioned in this section are also included in the budget.
- If desired, applicants can upload an organizational chart to support their responses. There is a place to attach such supporting documentation in the Supplemental Materials section of the application.

If applicable, describe any collaborations your organization is proposing and how they will benefit this program/project.

- If your proposed work includes participation in a formal coalition or collective, include relevant information including when the group was formed, how long it has been operational, and the results of any prior work it has undertaken
 - Be sure to detail the amount of involvement other organizations will have with this project. If the expected contribution is significant, consider including a letter of commitment from your partner organizations.
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FINANCIAL INFORMATION

Budget Tips

The purpose of the financial portion of the application is to help us understand how you plan to utilize the requested funding to accomplish the outcomes stated in the Program Design Worksheet. We ask about other funding sources you may be using to accomplish the goals of your program or project so that we may better understand how Impact Fund resources will integrate into your overall program or project. Your proposed budget will be reviewed to determine if it is realistic for the proposed project.

It is our expectation that applicants request funding for a specific behavioral health program or project within their organization and not request funding simply related to their organization's overall operating budget and goals.

Applicants should remember that Impact Fund Grants are restricted funding and will need to be tracked accordingly. Interim and final reporting will be requested in a format similar to the Budget Worksheet in the application. Supporting documentation for spending of the Larimer County funds will be required with interim and final reports.

Budget Worksheet

The Budget Worksheet is designed in two columns - one for the revenues and expenses for your entire program or project (including the amount you are requesting from Larimer County) and another for the revenues and expenses specific to the funding you are requesting from Larimer County. If your program/project will be funded entirely by this request, these two columns will be identical when completed.

- Total Program/Project Revenue - enter the pending and approved funding for your program or project from all sources, using the appropriate line for each source. Please use the "Notes" area to give more information about the source of the revenue.
- Total Program/Project Expenses - enter the amount of expenses of each type for the total program or project (including expenses funded by the Larimer County request). See below for more information on each type of expense.
- Larimer County Request Revenue - this amount will auto-populate using the amount entered in the Total Program/Project Revenue column.
- Larimer County Request Expenses - enter the portion of total program/project expenses to be funded by this request.

Line-by-Line Instructions

Revenues

- Foundation Grants - List any foundation grants that will support the program/project; state if they are approved or pending.
- Individual Support - Include individual donor funds dedicated to support the program/project.
- Corporate Support - Include corporate donor funds dedicated to support the program/project.
- Special Events - Include net profits from events dedicated to support the program/project.
- Earned Revenue - Include dollars your program/project derives from its operations.
- Contract Revenue - List contracts that support the program/project; state if they are approved or pending.
- In-Kind - Enter costs that are provided or donated at no actual cost to the project/program. This includes any staff that donates time, facilities (in the form of rent/lease expense) supplies, computers, or any others listed in the expense section.

Expenses

- Personnel/Staffing Salaries - Enter staffing/salary costs directly associated with the delivery of your program's services. This should not include any allocation for facilities or administrative staff unless they will be directly providing services related to the behavioral health program or project. These staffing costs are included in the indirect costs allowance.
- Fringe Benefits - Enter fringe benefit costs associated with personnel costs, above. Please use the "Notes" area to delineate the type(s) of fringe benefits included in the request.
- Travel - Enter travel costs directly associated with the delivery of your program's services.
- Equipment - Capital expenditures for special purpose equipment may be allowed as direct costs, provided that items have a unit cost of \$5,000 or less.
- Supplies - Enter the cost of supplies needed for your program.
- Consultants - Please enter costs for contract workers who are not regular employees of the organization, used for a specific time-limited purpose directly related to your program.
- Professional Development/Training - Enter the cost of professional development needed for your program.
- Other Costs - Enter any other costs here that are needed for your program and explain in budget notes.
- Indirect Costs - You may include a maximum of 20% indirect/overhead expenses if desired. The purpose of this allowance is to cover items such as rent, utilities, telephone, and administrative personnel costs. Therefore, these items should not be included with any direct expense line items.

Financial Information Questions

Total Income/Revenue for your organization's current fiscal year: Enter the total revenue your organization expects from all endeavors for the current fiscal year.

% of Request of Total Income: The system will automatically calculate this amount. Requests in excess of 25% of an organization's total revenue are not permitted.

If applicable, please explain anything else you would like us to know about your project's budget: Use this field as a budget narrative section, informing us of additional details about your budget.

Required Financial Documents

- W-9 - Upload a completed and signed Form W-9 (Rev. October 2018). Please note the address on this form is the address that will be used to mail your funds if your grant is awarded.
- Organization's Current Annual Operating Budget - Upload the current annual operating budget for your organization. The revenue amount on this document should match the amount entered in the "Total Income/Revenue for your organization's current fiscal year" field.
- Can your organization provide its most recent audited financial statements or financial review? - Upload the most recently audited financial statements for your organization, including the disclosures. If you are unable to provide audited financial statements you must explain why not. Please note that failure to provide these reports may negatively impact the capacity evaluation of your application.
- Can your organization provide its most current financial statements (interim income statement and balance sheet through the most recently closed month-end of this fiscal year)? - Upload an income statement and balance sheet or similar statements for the most recently closed month-end. If you are unable to provide these reports you must explain why not. Please note that failure to provide these reports will negatively impact the capacity evaluation of your application.
- Additional Business Documentation - Upload any additional business or financial documentation necessary or helpful in the evaluation of your application. If you have a fiscal sponsorship, please upload the Fiscal Sponsorship Agreement here.

SELECTING A GRANT TYPE

This year, funding will be awarded through two types of grants; Targeted and Responsive. Applicants will be prompted to select which type of grant they are applying for in the Supplemental Materials section of the Application.

Please note that you cannot use the same application/proposal to apply for multiple grant types. Organizations may however submit multiple applications for different projects or programs.

TARGETED

Targeted grant funding is designed to address systemic gaps in behavioral health care with focused funding and includes the Gary A. Darling Grant and 2021 Targeted Grants.

The Gary A. Darling Grant is a prestigious grant awarded to a project that serves at the intersection of behavioral health and criminal justice. Programs that attempt the disentanglement of behavioral health and criminal justice, attempt to reduce recidivism, offer reentry programming, and/or community-based competency restoration programs are preferred.

The 2021 Targeted Grants direct funding to the most urgent needs of our community. Those wishing to apply for these grants must demonstrate alignment with the need described by the Technical and Consumer Advisory Committees. These are detailed below:

Behavioral Health Care Coordination Across Services

Project Description: Funding may be used for the development or improvement of technological systems that facilitate the quick and accurate connection of people to services, for trained care coordinators/case managers and/or peer support specialists to assist people in making those connections, or for training/certification, etc. The purpose of this project is to assure that there is a community-wide system for assuring that anyone with a behavioral health need is quickly and sustainably connected to the services that they need.

Desired Results:

- Development, utilization, and continuous improvement of a communitywide database of resources for referral.
- Increase in Care Coordination staff (case management/community navigation services) and training.
- Improved integrated services and cross-system communication.
- Enhancement of networks and connections between care coordinators and community service providers designed to improve efficiencies, reduce duplication, and improve client experience and health outcomes.

Moderate/Intensive Care Coordination for Those With Complex Needs

Project Description: The purpose of this project is to expand community capacity for people with complex behavioral health needs to access moderate to intensive care coordination, or Assertive Community Treatment (ACT), provided by multi-disciplinary teams. This level of care is for those who have extensive cross-system needs and can benefit from considerable assistance from a team of trained specialists, which may include care coordinator/ behavioral health specialists, therapists, psychiatrists, nurses, peer specialists, and case aides.

Desired Results:

- Development and coordination of quality multi-disciplinary teams trained in best practices for either ACT or moderate to intensive care coordination.
- Cross-system partnership development and coordination.
- Expansion of capacity and effectiveness, in part through linking directly to providers serving targeted populations (e.g., outreach for those experiencing homelessness, criminal justice, those with substance use disorders, youth)
- If the service to be provided is Assertive Community Treatment (ACT), it provides all or most of the ACT evidence-based practices.
- Increased cross-system communication and timely client care coordination.
- Reduced first responder/law enforcement engagement.
- Reduced Emergency Room visits.
- Increased appropriate housing for those with severe and persistent behavioral health issues.

Behavioral Health Workforce Development & Retention

Project Description: The purpose of this project is to develop a strong behavioral health workforce through increasing funding for salaries and benefits for front line workers and peer specialists; to increase workforce and the diversity of the workforce; to increase the strength of our workforce through an enhanced peer specialist network and increased targeted recruiting and training for behavioral health staff on working with diverse populations.

Desired Results:

- Provide targeted marketing/career fairs/school-to-work partnerships to enhance our current behavioral health workforce.
- Increased community-wide training and development opportunities on behavioral health workforce to ensure cultural and therapeutic competence on diverse populations.
- Increased benefits and salaries, sign-on bonuses, etc, to attract a diverse, innovative, and competent behavioral health workforce.
- Expanded peer specialist networks.

Enhancing First Responder and Behavioral Health Crisis-to-Care Collaboration Efforts

Project Description: The purpose of this project is to increase the behavioral health options for those dealing with challenges between crisis first response and long-term care after crisis, including interaction with the criminal justice system.

Desired Results:

- Increased education and training for co-responders (such as Crisis Intervention Training)
- Increased judicial rehabilitation options for substance use disorder and mental health treatment programs for those involved in the criminal justice system.
- Supporting operations for co-responders. Specific ideas include mobile integrated healthcare – bridging and referring services, increasing co-responders, follow-up to calls for service, and bridge crisis to ongoing care.

- Increased behavioral health interventions along the criminal justice pathway to reduce the entanglement of those with behavioral health issues in the criminal justice system.
- Reduced recidivism of those with behavioral health issues.
- Increased collaboration, communication, partnership, and programming between community-based programs/providers and the court system.

Increasing Access to Behavioral Healthcare in Non-traditional Settings

Project Description: The purpose of this project is to support programs that will provide high acuity services in rural communities and non-traditional settings throughout the county. These services may include but are not limited to: psychiatric care, substance use disorder care, medication-assisted treatment, psychiatric nurse practitioner care, mental health care for severe and persistent mental illness, etc. Non-traditional settings include but are not limited to healthcare clinics, libraries, day reporting centers, religious sites, shelters, social service entities, community/senior centers, etc.

Desired Results:

- Increased ability to reach communities and individuals that wouldn't usually seek out or commit to sustained behavioral health services by offering treatment and support in specified non-traditional settings.
- Increased behavioral healthcare services in non-traditional settings where many individuals with severe and persistent mental illness may congregate. These are predominantly individuals who are unable or unwilling to go to a more traditional mental health setting.
- Increased access to behavioral healthcare in rural communities with limited access to behavioral health and supportive services.

Prevention Education & Early Intervention for Vulnerable Youth

Project Description: The purpose of this project is to provide behavioral health prevention education and early intervention support to youth ages 0-18 and their families, specifically targeting our most vulnerable populations in Larimer County through equitable and accessible service delivery.

Desired Results:

- Community education/marketing/awareness/ information
- Front line worker professional development/training
- Group work with Youth/Parents
- One-to-one work including mentoring, counseling, therapeutic interventions;
- On-site identification and immediate /support accessibility
- Ability to identify target populations before crisis intervention is necessary based on risk criteria and agency data and/or observations.

RESPONSIVE

Grant proposals that align with the BHS Ballot Language and Funding Priorities but do not align with the Targeted Grants will need to apply for a Responsive Grant. Responsive Grants are available to a variety of programs that allow organizations to define the problem and propose solutions to the challenges faced in the communities they serve.