



Community Services and Enrichment Grant Program

FY28 Application Guide

Everything needed to plan, prepare, and submit a strong application

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I. Community Services & Enrichment Grant Program Contacts

Contact	Role	Email / Phone
Nik Sushka	Collective Impact Manager	nsushka@rockvillemd.gov 240-314-8321
Sarah Maizel	Program and Grants Specialist	smaizel@rockvillemd.gov 240-314-8304

II. Important Links

- [Online Grant Portal](#): create an account, complete an eligibility form, and submit application here.
- [CS&E Grant Program Webpage](#): official page for this grant cycle; check regularly for updates.
- [Budget, Outputs, and Outcomes Workbook Template](#): required for all programs to complete and include in the application.
- [Blank Logic Model Template](#): optional to complete; provided as a resource.

III. FY28 Application Updates

1. Accepting Proposals Greater than \$10,000

- For FY28, proposals above \$10,000 will be considered, with awards typically between \$10,000 and \$100,000.
- Requests 10,000 and below will be eligible to apply in March 2027 for the Community Empowerment Mini-Grant Program (formerly the city's Community Empowerment Matching Grant program). Please review that webpage for more information.

2. Impact Focus Areas and Outcomes Alignment

Beginning with FY28 awards, proposals are asked to demonstrate how their programs align with one or more of the city's five Impact Focus Areas, broad community priorities that align with clear long-term goals that the city is seeking to partner with nonprofit organizations to achieve:

- Household Stability
- Economic Mobility
- Youth and Family Success
- Service Access and Navigation
- Community Belonging and Enrichment

Competitive applications will demonstrate how the proposed program contributes to one or more of the city's adopted Impact Focus Areas. Information about these Impact Focus Areas is provided later in this guide. The CS&E grant program will continue to support nine service areas (adult education, arts and culture, food and clothing services, health care, housing services, immigrant community resources, public safety, senior services, and youth development).

IV. Application Timeline

Step	Date / Window	Details
Application opens	Tuesday, Sept. 8	Application available in the online grant portal .
Technical Sessions* <i>Virtual session covering the application and requirements.</i>	Sept. 8, 2026, 10–11 a.m.	Register here.
	Sept. 24, 2026, 4–5 p.m.	Register here.
	Oct. 8, 2026, 2–3 p.m.	Register here.
Application deadline	Friday, October 16, 5:00 p.m.	Final date and time all application materials must be submitted in the online grant portal.
Panel review	October-December	Applications scored by a broad panel of community members and city staff. Panels discuss scores and reach consensus for recommendations.
Recommendations	January 2027	Panel recommendations delivered to City Manager.
FY28 Proposed Budget	March 2027	City Manager's proposed city budget published, including grant recommendations.
FY28 Budget Process	March-April 2027	Public feedback; Mayor and Council decisions.
FY28 Awards	May 2027	Awards are announced; grant set up commences.
First Grant Payment	October 2027	Quarter 1 reports due; first quarterly reimbursement requests processed.

All applicants are **required to attend one virtual technical session, where the city's grants team will review the application form and requirements.*

V. Documents to Gather for Upload

Gather these materials to upload in the online grants portal:

- IRS Form 990 for your most recent completed operating year.
- Document of Application Submission Authority on your organization's letterhead. [View a sample.](#)
- Completed [Budget, Outputs, and Outcomes Workbook](#) (Excel) — covers your program budget, organizational budget, and outputs & outcomes.
 - A [blank Logic Model template](#) (optional) has also been provided to help your organization identify outputs and outcomes for the Budget, Outputs, and Outcomes Workbook (required)
- Board roster with officer names and term limits (can also be typed)
- Staff roster for grant/program administration, with names, titles, and emails. (can also be typed)

VI. At-a-Glance Application Planning Sheet

You may use this to draft your answers before entering them into the online portal, if desired.

General Information and Program Description

Question	Limit	Draft
Primary & secondary contacts name, titles, emails	250 characters	
Organization mission (can be imported from Candid)	10,000 characters	
Grant program name	100 characters	
Program abstract (public-facing)	500 characters	
Service area(s)	Selection	
Program type: maintain, expand, or start new	Selection	
Program location(s)	500 characters	
Schedule or frequency of program	1,000 characters	
Significant program changes planned for FY28? If yes, explain	500 characters	

Program Alignment and Impact (45 points)

Question	Limit	Draft
Who does this program serve directly	500 characters	
Eligibility requirements for the program	500 characters	
Community needs or goals the program addresses	500 characters	
Additional benefits tracked and measured	1,000 characters	
Primary Impact Focus Area	Selection	
Program outcome alignment with Impact Focus Area(s)	1,000 characters	
JEDI Strategic Priorities supported: select all that apply	Selection	
JEDI outcomes: how the program/org advances JEDI strategic priorities	1,000 characters	
Partnerships for greater impact (list & description)	1,000 characters	

At-a-Glance Application Planning Sheet (Continued)

Budget, Outputs, and Outcomes (40 points)

Question	Limit	Draft
Amount of FY28 grant request	20 characters	
Partial funding priorities, what to prioritize and minimum needed	1,000 characters	
Budget, Outputs, and Outcomes Workbook (template provided)	File upload	
Data collection and evaluation methods	10,000 characters	
Unduplicated participants served: FY25, FY26 (actual), FY28 (projected)	10 characters each	
Unduplicated Rockville residents served: FY25, FY26 (actual), FY28 (projected)	10 characters each	
Explanation of any downward trends	250 characters	

Organizational Information and Capacity (10 points)

Question	Limit	Draft
Year organization founded	250 characters	
Year program began	100 characters	
Years receiving a City of Rockville grant	Selection	
Full-time program staff & FTE dedicated to program	5 / 20 characters	
Organizational capacity narrative	2,000 characters	
HIPAA compliance requirement (yes/no)	Selection	
Application signature (name & title of grant writer)	100 characters	

VII. Tips for a Strong Application

1. Show Clear Alignment with a Community Need or Benefit and City Priorities

Reviewers will assess how well each proposed program meets a demonstrated, relevant community need or provides a measurable benefit to community members that is connected clearly to one or more of the city's Impact Focus Areas.

Reviewers will also evaluate alignment with the city's JEDI Strategic Priorities. Applications that advance Priority 1 (Building Staff/Volunteer Understanding of Equity); Priority 2 (Inclusive Service Delivery and Language Access); Priority 3 (Accessibility, Disability Inclusion, and Inclusive Design); and Priority 4 (Community Engagement with Underrepresented Voices) are especially encouraged.

Reviewing the [JEDI Strategic Plan](#) (pages 20–26) and the [Mapping Disparities in the City of Rockville](#) story map may help identify further opportunities to align with community needs and priorities.

2. Identify Measurable Outcomes Based on Your Program Design

A logic model is a framework that helps programs clearly describe, with measurable data, *what does this program do, who benefits, and how will we know we are successful?* Using a logic model may help you to demonstrate in the required Budget, Outputs, and Outcomes Workbook Template how your program uses its resources and activities to achieve measurable outputs, short-term outcomes, and long-term community impact, including an Impact Focus Area. We have provided a blank Logic Model template as a resource, if your program does not yet have one, to help you:

- Identify unmet needs and/or gaps being addressed,
- State the proposed program impact,
- Describe service area(s) the proposed program will provide,
- Clearly outline relationships between inputs, activities/outputs, outcomes, and the goal/impact,
- Set measurable goals directly related to the need and/or problem, and priority population, and
- Define short-term, intermediate, and long-term outcomes that are realistic, measurable, and provable within the grant term.

3. Build on Data You Already Collect

Before designing new data collection processes for this grant, think about what you already track and report to your board, to other funders, or to other government agencies. Leveraging an existing data set that you share collaboratively with others could strengthen your application by showing a partnership where outcomes are collectively assessed and reduce your workload when preparing quarterly reports.

4. Simplify Your Budget for Quarterly Reimbursement

We recognize that delivering a program requires both direct and indirect costs. While grant funds should support the proposed program rather than unrelated organizational expenses, there is no prescribed cap on indirect costs. Rather, program budgets are evaluated holistically based on client needs, service cost estimates, anticipated program outcomes, and the organization's overall budget to determine whether grant requests are reasonable and appropriate for the program.

Reimbursement Considerations: Grant funds are reimbursed quarterly through an invoice workbook requiring receipts or other supporting documentation. Where possible, we encourage organizations to consolidate expenses (for example, a program coordinator's salary and bulk materials purchases) rather than numerous individual purchases. This can simplify quarterly invoicing and receipt submission while maintaining flexibility in how program funds are used.

VIII. City of Rockville's Impact Focus Areas

The city's Impact Focus Areas were adopted in August 2026 to help reviewers consider how grant-funded programs will support long-term city priorities for community resilience, economic opportunity, health, public safety, and an inclusive and welcoming community where every household can thrive.

Household Stability	Economic Mobility	Youth and Family Success	Service Access and Navigation	Community Enrichment and Belonging
Examples of Evidence-Based Strategies				
• Pre-eviction or foreclosure support • Rapid rehousing • Direct financial assistance • Basic needs access (e.g. food, healthcare, utilities)	• Workforce development and education tied to living wage careers • Financial and career coaching • Wealth and asset building	• Affordable, high-quality childcare • Low or no-cost youth development and out-of-school time programs • Youth and family behavioral health supports	• Community services navigation and case management • Expanding access to services where people live, learn or gather	• Programs that reduce social isolation • Arts, culture, and community-building activities that increase belonging and civic connection

IX. Continued Service Areas

Adult Education	Health Care	Public Safety Services
Arts and Culture	Housing Services	Senior Services
Food/Clothing Services	Immigrant Communities	Youth Development

While service areas continue to describe the types of services a program provides, the city's Impact Focus Areas help organizations demonstrate their programs' long-term impact so that reviewers can consider how each proposal aligns with city priorities.

X. Developing a Budget, Outputs and Outcomes with a Logic Model

Reviewers will evaluate the Budget, Outputs, and Outcomes Workbook Template to assess intended program benefits for Rockville residents and the broader community. Because the proposed budget, outcomes, and plan for demonstrating impact represents a significant portion of the application score, a blank Logic Model template is provided to help applicants more clearly connect funding and activities to intended outcomes, beneficiaries, and measurable impact. While organizations are not required to submit a logic model, we recommend each program consider developing one, if one does not yet exist.



XI. How to Develop a Logic Model

Step 1: Identify a relevant need

Identify and provide evidence of the unmet need or gap between what currently exists and what we want to exist. Maintaining a successful program can also meet a need, but the strongest applications will meet a goal that would not otherwise be met.

Step 2: State the proposed program impact

Briefly, describe what you intend to accomplish. What will be different because this program exists?

Step 3: Define service areas and describe activities

List the services or activities that you will provide. You should be able to count these (e.g. 10 virtual cultural events with 250 participants; 16 weeks of tutoring for 10 youth).

Step 4: Set measurable goals and identify program outcomes.

Outcomes are the measurable goals that a program hopes to accomplish because of the activities. Applicants should include measurable, numerical targets and a method of measurement for each outcome.

XII. Required City of Rockville Outcomes Measures

Applicants are required to identify and report on *at least* one short-term outcome, one intermediate outcome, and one long-term outcome, submitted in the Budget, Outputs, and Outcomes workbook:

1. **Short-Term Outcomes: Access (Stage 1): Participants gain access to a program or activity.**
 - a. Documents the immediate benefits participants gain from participating in a program or service, such as access to information, resources, opportunities, relationships, or new awareness.
 - b. For example: 90% of youth who participate in a tutoring session report an increased awareness of academic resources available to them.
2. **Intermediate: Engagement (Stage 2): Participants demonstrate positive change.**
 - a. Captures what participants do with those immediate benefits and the changes that result, such as strengthening relationships, new skills, changing behaviors, improving circumstances, or making progress toward a personal or program goal.
 - b. For example: 85% of researchers and community members who use the museum's historical archives demonstrate increased understanding of local history.
3. **Long-term: Sustained Impact (Stage 3): Participants experience ongoing benefits.**
 - a. Measures the lasting changes in participants' circumstances, such as well-being, stability, economic security, or deeper connections to the community. These outcomes reflect the program's ultimate goals.
 - b. The logic model may include outcomes that could take years to achieve, but for the application workbook, they must be measurable and reportable within the grant term.
 - c. For example: 75% of participants who complete a health seminar take at least recommended action to prevent or better manage diabetes.

XIII. Measuring Units of Service

The Budget, Outputs and Outcomes workbook also requires applicants to identify *a unit of service*: a quantifiable, standard measure of the specific activity or output your program delivers to a participant (e.g., one hour of tutoring, one counseling session, one meal served, or one mile of transportation), and *a unit of service count*. The workbook will automatically calculate a unit of service cost after you have inserted the unit of service count.

Why the unit of service matters for Community Services & Enrichment Grants:

- **Clear cost understanding:** Dividing total budget by expected units creates a transparent cost structure, helping both your org and Rockville make fair, consistent funding decisions.
- **Performance accountability:** Rockville tracks units to confirm programs deliver on proposed services, making outcomes concrete and measurable for community impact.
- **Accurate reimbursement:** For performance-based grants/contracts, unit tracking ensures proper compensation for verified services delivered.

Calculating a Unit of Service Count for the Budget, Outcomes, and Outputs Workbook:

Service Area	Sample Unit of Service	Participants x Unit of Service x Frequency = Unit of Service Count	Program Budget ÷ Total Units of Service = Unit of Service Cost
Adult Education	1 instructional hour per participant	30 participants x 2 hours/week x 20 weeks	\$60,000 program budget ÷ 1,200 hours
		= 1,200 hours	= \$50 per instructional hour
Arts & Cultural Programs	1 attendance at a class, performance, or cultural program	50 participants x 1 attendance x 10 programs	\$40,000 program budget ÷ 500 attendances
		= 500 attendances	= \$80 per attendance
Food & Clothing Distribution Services	1 food box or clothing distribution	75 households x 2 distributions/month x 12 months	\$90,000 program budget ÷ 1,800 distributions
		=1,800 distributions	\$50 per distribution
Health Services	1 patient visit	200 patients x 3 visits x 1 year	\$120,000 program budget ÷ 600 visits
		= 600 patient visits	= \$200 per visit
Housing Services	1 hour of housing counseling/case management	10 clients x 1 hour of counseling/week x 40 weeks=	\$80,000 program budget ÷ 400 hours
		= 400 counseling hours	= \$200 per counseling hour
Immigrant Communities Resources	1 service/navigation session	75 residents x 1 session x 6 weeks	\$45,000 program budget ÷ 450 sessions
		= 450 sessions	= \$100 per session
Public Safety	1 emergency services transport	6,000 residents x 1 service transport	\$100,000 program budget ÷ 6,000 transports
		= 6000 service transports	= \$16 per transport
Senior Services	1 service visit	40 seniors x 2 visits/week x 30 weeks	\$64,000 program budget ÷ 2,400 visits
		= 2,400 visits	= \$26 per visit
Youth Development	1 hour of mentoring, tutoring, or enrichment	50 youth x 2 hours/week x 30 weeks	\$90,000 program budget ÷ 3,000 hours
		= 3,000 hours	= \$30 per service hour

XIV. Sample Program Unit of Service, Outputs, and Outcomes

Sample: A nonprofit community makerspace coordinates free workshops, a membership-based center with tools and resources, and a community festival for residents of diverse backgrounds that helps reduce social isolation, increase civic participation, and support local creatives and entrepreneurs.

Impact Focus Area: Community Enrichment & Belonging

Service Areas: Arts & Cultural Programs, Senior Services, Youth Development

Primary Service Area: Arts & Cultural Programs

Evidence-Based Strategies: Programs that reduce social isolation; Arts, culture, and community-building activities that increase belonging and civic connection

- **Unit of Service:** For programming aimed at belonging and civic connections, a typical Unit of Service could be:
 - **Participant Hours of Engagement (PHE)** — how many hours of programming participants collectively received (*Total hours of direct programming delivered × number of participants present*)
 - **Event Attendances** — number of attendances across workshops/festivals (each person per event counts)
 - *Workshop A: 2 hours × 18 participants = 36 PHE*
 - *Workshop B: 1.5 hours × 22 participants = 33 PHE*
 - *Workshop C: 2 hours × 15 participants = 30 PHE*
 - *Festival: 4 hours of structured activity windows × 120 actively engaged attendees (in scheduled activities only) = 480 PHE*
 - **Volunteer Hours on Makerspace Projects** — time residents volunteered to support the program
 - **Counting Rules:** Count prep, facilitation, painting/building, documentation if done by community volunteers. Exclude paid staff time.
 - **Example (Monthly)**
 - Public Art Installation Project: 10 volunteers × 3 hours = **30 volunteer hours**
 - Street Theatre Build: 6 volunteers × 2 hours = **12 volunteer-hours**

Total Volunteer-Hours = 42

Sample Outputs

Sample	Sample Target
# of Individuals Accessing Services	300
# of Service Engagements	1,200
# of Program Activities	45 workshops/events
# of Volunteer Hours	800
# of Partnerships Leveraged	12

Sample Required City of Rockville Outcomes

Stage	Sample Measurement
Access (short-term)	90% of participants learn about makerspace resources for the first time.
Engagement (intermediate)	75% participate in two or more makerspace events.
Sustained Impact (long-term)	80% of new members report increased social or business connections.

XV. Application Evaluation Criteria and Scoring Key

Applications will be reviewed and scored individually by reviewers assigned to each service area using standard criteria worth 100 points across four sections. Reviewers will then be grouped into small panels by Impact Focus Area to discuss scores and reach consensus on recommended proposals and funding levels. Finally, Impact Focus Area leads will review the panels' recommendations and finalize funding recommendations within the anticipated FY28 budget.

Total Possible — 100 Points

Program Impact and Alignment — 45 Points

Criteria	Top Scores	Middle Scores	Low Scores	No Score
Community Need (10 pts)	Program meets a demonstrated, relevant community need informed by compelling evidence, including community input and feedback from participants.	Program meets a relevant community need informed by some evidence.	Program meets a general community need informed by minimal evidence.	Does not meet a community need.
Benefit to Rockville Residents (10 pts)	Directly and substantially benefits Rockville residents as its primary purpose, particularly underserved, high-need, or high-priority populations, with strong evidence of the program's ability to reach and serve its intended participants.	Benefits Rockville residents or the broader Rockville community as its primary purpose, with some evidence of the program's ability to reach and serve its intended participants.	Benefits Rockville residents or the broader Rockville community only incidentally, with limited evidence of the program's ability to reach and serve its intended participants.	Does not demonstrate a benefit to Rockville residents or ability to reach intended participants.
Alignment with JEDI Strategic Priorities (10 pts)	Credible and detailed demonstration of JEDI outcomes across relevant priority areas; participant feedback or lived experience clearly shapes programming, with shared leadership or decision-making by those served.	Addresses priority areas with some specificity but is mostly aspirational or unrealistic within project scope; gathers participant feedback but key details (who, how, what changed) are missing; work in progress may score higher with clear, realistic plans.	Uses generic language ("we value...") but lacks detail or evidence; participant feedback or design from those with lived experience does not significantly inform programming.	Does not demonstrate support for JEDI; participant feedback is lacking entirely.
Alignment with Impact Focus Area (10 pts)	Aligns clearly with one or more Impact Focus Areas with evidence of ability to achieve long-term outcomes in that area	Aligns with one or more Impact Focus Areas with promising ability to achieve long-term outcomes in that area	Aligns with one or more Impact Focus Areas but does not demonstrate ability to achieve long-term outcomes in that area	Does not align with an Impact Focus Area
Collaboration for Greater Impact (5 pts)	Established partnerships advance collective impact, strengthen outcomes for Rockville residents and the broader region, improve access to services or activities, and/or leverage funds and resources effectively.	Established partnerships support better outcomes for Rockville residents and improve access to services or activities.	Informal collaborations generally strengthen the program's ability to operate effectively.	Does not demonstrate any collaborations or partnerships.

Application Evaluation Criteria and Scoring Key, Continued

Program Design, Budget, and Outcomes — 40 Points

Criterion	Top Scores	Middle Scores	Low Score	No Score
Program Effectiveness (10 pts)	Program uses an effective, evidence-informed approach that is well-suited to the program goals. Program design is informed and continuously improved by research, community input, participant feedback, lived experience, and/or other relevant evidence.	Program uses an established approach with some evidence of effectiveness or is a new program informed by the success of similar program models. Program design is informed by general research or participant feedback with some evidence of effort to improve outcomes.	Program design seems to have limited connection to program goals, with limited evidence that feedback or data has informed program design or improvement.	Program design does not effectively demonstrate how it would address a community need or achieve the program's intended goals.
Funding Request (10 pts)	Request is well-supported and appropriate for the program's scope, projected number of people served, and expected outcomes. City funding is a reasonable part of a balanced and diversified funding strategy.	Request is generally reasonable and supported by the proposed program. Some diversification of funding is demonstrated.	Request is not fully supported, appears disproportionate to the program's scope or reach, or raises concerns about the overall funding strategy.	Request is not adequately supported or does not provide sufficient information to evaluate its appropriateness.
Data Collection and Program Measures (10 pts)	Program uses a logic model or similar framework to connect program activities, data collection, measures, and intended outcomes, and demonstrates appropriate qualitative and quantitative methods for evaluating the program's success.	Program demonstrates ability to collect data and uses at least one or more methods for evaluating the program's general outcomes.	Program demonstrates some data collection processes, with limited connection to measuring outcomes.	Does not demonstrate an approach to data collection, measuring outcomes, or evaluating program success.
Ability to Achieve Outcomes (10 pts)	Provides strong evidence that the program has achieved meaningful outcomes in prior years or, for a new program, demonstrates a strong likelihood of achieving the proposed outcomes.	Provides reasonable evidence of prior success or a reasonable likelihood of achieving proposed outcomes.	Provides limited evidence of prior success or likelihood of achieving proposed outcomes.	Provides insufficient evidence that the program can achieve its proposed outcomes.

Application Evaluation Criteria and Scoring Key, Continued

Organizational Capacity — 10 Points

Criterion	Top Scores	Middle Scores	Low Score	No Score
Organizational Capacity (5 pts)	Demonstrates strong leadership, staffing, experience, systems, resources, and partnerships to successfully implement the proposed program and achieve its intended outcomes.	Demonstrates adequate organizational capacity and experience to implement the proposed program, with only minor areas of concern.	Organizational capacity is generally strong but there are one or two clear areas of concern	Three or more clear areas of concern
Organizational Budget (5 pts)	Demonstrates strong financial stability and a diversified funding base appropriate to the organization's size and scope. City funding request is reasonable in relation to the organization's overall budget and the size and scope of the organization's other activities.	Demonstrates generally sound financial management and some diversification of funding, with no significant concerns about the organization's ability to sustain the program. City funding request is generally reasonable in relation to the organization's overall budget and the size and scope of the organization's other activities.	Budget or funding structure raises minor concerns about financial sustainability, or the funding request represents a disproportionately large share of the organization's overall budget when compared with the size and scope of the organization's other activities.	Budget or funding structure raises significant concerns about the organization's ability to carry out the proposed program.

Overall Application Quality — 5 Points

Criterion	Top Scores	Middle Scores	Low Score	No Score
Overall Quality (5 pts)	Application is complete, responsive, and clearly communicated. Responses directly address the questions and provide sufficient information for the reviewer to confidently assess the proposal.	Application is generally complete, responsive, and understandable, with some minor gaps or areas that could be clearer.	Application has significant gaps, does not consistently respond to the questions, or provides information that is difficult to understand or evaluate.	Application is substantially incomplete or does not provide sufficient information to evaluate the proposal.

Appendix A: Sample Outputs and Outcomes for Impact Focus Areas

The following are provided as examples of outputs and outcomes that align well with the city's priorities. Programs are welcome to use these examples in applications or substitute their own.

Household Stability

Suggested Standardized Outputs

- # of individuals/households receiving food, clothing, or emergency financial assistance
- # of individuals/households sheltered or connected to rapid rehousing services
- # of sites improving access to clients with limited physical mobility

Short-term Outcomes (Gain Access)

- # of Rockville residents who gain access to an essential need (e.g. utility reconnection)
- # of Rockville residents who avoid eviction, homelessness, or housing displacement
- # of Rockville residents who obtain or maintain safe, stable housing

Intermediate Outcomes (Demonstrate Positive Change)

- # and % of clients who experience a reduction in food or basic-needs insecurity
- # and % of clients who report increased financial or household stability
- # and % of clients who report service sites are accessible and meet their physical needs

Long-Term Outcomes (Experience Ongoing Benefits)

- # and % of Rockville residents experiencing greater household stability
- # and % of clients experiencing improved health indicators
- # and % of clients who report improved overall well-being

Economic Mobility

Suggested Standardized Outputs

- # of individuals enrolled in educational program
- # of individuals enrolled in career coaching services
- # of scholarships awarded

Short-term Outcomes (Gain Access)

- # of Rockville residents who enroll in an educational program
- # of Rockville residents who complete an informational interview in target field
- # of Rockville residents who develop a financial goal or personal budget

Intermediate Outcomes (Demonstrate Positive Change)

- # and % of clients who persist in an educational program
- # and % of clients who report an increase in professional contacts in their target field
- # and % of clients who open a safe, certified financial product

Long-Term Outcomes (Experience Ongoing Benefits)

- # of Rockville residents who earn a credential
- # and % of clients who secure a paid internship or employment
- # and % of clients who report increased savings or reduced debt
- # and % of families reaching the self-sufficiency standard increases

Youth and Family Success

Suggested Standardized Outputs

- # of youth enrolled in program
- # of parents or caregivers engaged during program
- # of family workshops provided
- # of resource fairs hosted

Short-term Outcomes (Gain Access)

- # of Rockville youth who gain access to academic support services
- # of Rockville families who gain access to new resources
- # of youth who report an increase in their trusted support network
- % of application materials translated into languages commonly used

Intermediate Outcomes (Demonstrate Positive Change)

- # and % of youth who re-enroll in program from semester to semester
- % of weekly attendance in program increases from semester to semester
- % of youth who self-report increased confidence, new skills, or improved well-being
- # and % of family members enrolled in social services increases

Long-Term Outcomes (Experience Ongoing Benefits)

- # and % of youth involved in disciplinary incidents decreases
- # and % of families reaching the self-sufficiency standards increases
- # and % of youth reaching an educational or personal milestone (e.g. service certificate)

Service Access and Navigation

Suggested Standardized Outputs

- # of one-on-one client appointments
- # of senior clients enrolled in social support program
- # of employees trained in universal design standards
- # of educational workshops/seminars offered

Short-term Outcomes (Gain Access)

- # of Rockville residents using service for the first time
- # of senior clients who access healthcare services for the first time
- # of Rockville residents who receive assistance in enrolling in a social service (e.g. healthcare)
- 100% of digital resources meet Web Content Accessibility Guidelines (WCAG) 2.2 Level AA

Intermediate Outcomes (Demonstrate Positive Change)

- # and % of clients who enroll in case management services
- # and % of clients who develop a case management plan
- # and % of clients who complete a health class or seminar
- % increase in clients using multi-lingual application materials

Long-Term Outcomes (Experience Ongoing Benefits)

- # and % of senior clients who remain in home is maintained or increased
- # and % of clients who report an increase in well-being
- % increase in clients receiving multi-lingual services

Community Enrichment and Well-Being

Suggested Standardized Outputs

- # of residents participating in arts, cultural, recreational, or community activities
- # of participants able to view performance in their preferred or first language
- # of community events, performances, or activities offered
- # of residents participating in civic engagement, volunteer, or community-building activities

Short-term Outcomes (Gain Access)

- # and % of participants who attend a program for the first time
- # and % of participants who report an increase in awareness of program offerings
- # and % of participants who report that low- or no-cost program enabled their participation

Intermediate Outcomes (Demonstrate Positive Change)

- # and % of participants who continue to participate in additional events or programs
- # and % of participants who report an increased sense of belonging in the community
- # and % of participants who report increased awareness of local businesses, cultural institutions, or community activities

Long-Term Outcomes (Experience Ongoing Benefits)

- % of participants who go on to become volunteers in program
- # and % of participants who report increased satisfaction in being a member of the community
- # and % of participants who report a decreased sense of social isolation
- # and % of participants who report increased use of local businesses, cultural institutions, or community activities

Appendix B: Line-Item Definitions for Budget Sheets

The following definitions are intended to guide organizations in completing the program and organization budget sheets in the Budget, Outputs, and Outcomes workbook.

- **Direct contributions (Line 1)** – Include only amounts for which the donor receives no direct, private benefits. Distinguished from membership dues and program fees which represent payments made in return for direct, private benefits.
- **Grants from foundations (Line 2)** – Show sources of income from private foundations.
- **Grants & contracts from government sources (Line 3)** – Report any support and revenue from governmental sources in this classification.
- **Program fees (Line 4)** – Include fee payments received for services furnished by the organization (e.g., medical services, counseling, day care for children).
- **In-kind contributions (Line 5)** – Monetary value of donated goods, supplies, and volunteers.
- **Other (Line 6)** – This category is reserved for revenue not reported in other accounts. Include a brief description in the space provided.
- **Revenue without in-kind contributions (Line 7)** – This number calculates automatically as the sum of lines 1 through 4 and 6.
- **Total revenue (Line 8)** – This number calculates automatically as the sum of lines 1 through 6.

Expense Line Items

- **Personnel (Line 9)** –Salaries, wages, benefits and employer taxes paid for an organization's regular and temporary employees (full or part-time), other than those engaged as consultants or through contracted services.

Employee benefits – Include paid or accrued benefits by an agency under its own or other (private) employee benefit plans, including but not limited to health and retirement, voluntary employee termination or retirement payments, accident or life insurance premiums, supplemental payments to pensioned employees; payments to annuitants, and employment termination expenses.

Payroll taxes – Include social security taxes and compensation insurance premiums payable by employers under federal, state, or local laws, including all payroll tax expenses, FICA payments (employer's share), unemployment insurance, workmen's compensation insurance, and disability insurance premiums.
- **Consultants/contract services (Line 10)** –Fees and charges of professional practitioners, technical consultants, or semi-professional technicians who are not employees of the agency and are engaged as independent contractors.
- **Occupancy (Line 11)** –Cost of owned or leased land, buildings and offices.
- **Consumable supplies (Line 12)** – Cost of materials, appliances and other supplies.
- **Transportation/travel (Line 13)** –Travel and transportation of staff and clients.
- **Liability insurance (Line 14)** – Other insurance costs incurred by the agency *except* for vehicle insurance, building and equipment insurance, employee accident insurance, life/unemployment and disability insurance, and workman's compensation insurance.
- **Rental/lease of equipment (Line 15)** – Costs of renting and maintaining equipment used by

the agency in conducting its programs and/or support functions, such as computers, printers, and similar equipment.

- **Other direct expenses/costs (Line 16)** – Costs not reportable in other classifications or unique to the program for which funding is requested.
- **Value of in-kind contributions (Line 17)** – This number calculates automatically and is equal to the sum of values in line 5.
- **Depreciation (Line 18)** – Cost or other carrying value of physical assets over their estimated lives. Provision for depreciation or amortization of an accounting process intended to spread the cost of such assets over the period during which their use benefits the program or supporting activities of the agency; should not be used as a means of funding the replacement of assets.
- **Other (Line 19)** – Any other expenses an agency wishes to report that are not included in the above categories, such as the portion of administrative overhead (indirect costs) assigned to this program. May include the auxiliary services needed to support the program, such as:
 - Board and Committee meetings
 - Executive Director
 - Office Management
 - Accounting, Auditing, and Budgeting
 - Corporate Legal Services
 - Receptionist, Switchboard, Mail Distribution, and other Central Services
 - Fund Raising Activities

Include a brief description in the space provided.

- **Expenses without in-kind contributions (Line 20)** – This number calculates automatically and is the sum of lines 9 through 16 and 18.
- **Total expenses (Line 21)** – This number calculates automatically and is the sum of lines 9 through 19.
- **Excess/deficit (Line 22)** – This line item calculates automatically and reflects the difference between total revenue (line 8) and total expenses (line 21). Excess is the result when there is more revenue than expense. When expense is greater than revenue, the result is a deficit, indicated by a negative sign.