

MONTGOMERY COUNTY GOVERNMENT
Office of Grants Management

Notice of Funding Opportunity (NOFO)

**FY26 Nonprofit Strategic Planning (NSP)
Grant Program**

Program Summary: On Tuesday November 18, 2025, the County Council unanimously passed [Resolution 20-979](#) that appropriated \$750,00 for the FY26 Nonprofit Strategic Planning (NSP) Grant Program. The goal of this Grant Program is to provide funding for capacity building and technical assistance for nonprofits to pursue consolidation of services and preparation due to adverse Federal actions, with the specific deliverable of a strategic plan developed by the nonprofits that includes specific recommendations on how nonprofits and the County Government can meet those challenges. Award recipients that successfully develop and submit their strategic plans will automatically be considered for additional implementation resources from the existing Nonprofit Technical Assistance & Management Support (NTAMS) and Nonprofit Incubator pools of funding; as well as potential future appropriations. More information on the intent of this Grant Program can be found in the [Council Packet](#) and the [November 18, 2025 hearing](#). Applications will have a Priority Deadline of 5:30 PM EST on Wednesday, January 7, 2025, but other proposals will be accepted on a rolling basis until available funds are fully committed. Awards are expected to range from \$20,000 to \$100,000.

Key Grant Program Dates:

- **NOFO Available:** Tuesday, December 2, 2025
- **MS Teams Live Online Grant Program Information Session (link to join below):** Thursday, December 4, 2025 from 11:00 AM to 12:00 PM
- **Priority Submission Deadline:** Wednesday, January 7, 2025, at 5:30 PM EST with a rolling deadline afterwards until all funds are committed.

Key Grant Program Resources:

- [Grant Program Application Page](#)
- [Link to the Thursday, December 4, 2025 11:00 AM to 12:00 PM Information Session OR a recording of the event](#)
- [OGM Board Race-Ethnicity Reporting Template](#)
- [OGM's Resources for Applicants Webpage](#)

Grant Program Details, Submissions, and Support: Application details can be downloaded, and the application may be submitted through the Office of Grants Management's (OGM) Online Grants Application Platform through the links above. Applicants requiring an Americans with Disabilities Act (ADA) accommodation should contact the Office of Grants Management to discuss alternative submission options. Applications that are incomplete, do not meet legal requirements, or are submitted after all funds have been committed will not be accepted. For questions on eligibility and priorities under this Grant Program, please contact the OGM Director using the Contact Information below. For platform support or for alternate ADA submission options, please contact the Office of Grants Management staff using the contact information below.

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SECTION I – GRANT PROGRAM INFORMATION

A. Background

Since January 2025, [changes in policy by the Federal administration](#) have drastically shifted the federal funding regime that many local jurisdictions and nonprofit organizations have come to rely on. In many cases, these changes have delayed, disrupted, or reduced the flow of federal dollars that [drive essential programs and services throughout the United States](#). These changes have included, but are not limited to, [frozen](#) or delayed reimbursements for approved costs already incurred, stop-work orders or termination of existing grant awards and cancellation of future expected funding, increased reporting and oversight, [increased scrutiny of nonprofit operations and policy alignment](#), and addition of new rigorous compliance requirements. The [longest-ever Federal government shutdown from October 1 to November 12, 2025 stopped the flow of most Federal funds, further stressing the nonprofit sector](#). While Montgomery County Government has been able to adapt to changes successfully thus far due to its larger economies of scale, nonprofits in Montgomery County are facing greater difficulties due to their smaller size, the [prolonged duration of the shutdown](#), and increased pressure on the nonprofit sector specifically. As a result, nonprofits in Montgomery County have had to lay off staff or reduce/withhold pay and benefits, diminish or delay payments to contractors including local businesses, and cut back on essential services to County residents. [Indications are that the Federal administration will continue to apply pressure to the nonprofit sector](#); prolonged exposure to these financial risks may force many of Montgomery County's nonprofits to go insolvent. This may put County residents out of work and leave gaps in the provision of critical services, that would usually warrant financial relief. The Administration's actions have further complicated how programs and services will need to be delivered; not just how much funding is available to deliver those programs and services. The experiences of [Montgomery County nonprofits](#) echo [national trends in the sector](#) and indicate that nonprofits need to be rethinking their organizational strategies in the current context.

On Tuesday, November 18, 2025, the County Council unanimously passed [Resolution 20-979](#) that appropriated \$750,00 for the FY26 Nonprofit Strategic Planning Grant Program. The goal of this Grant Program is to provide funding capacity building and technical assistance for nonprofits to pursue consolidation of services and preparation due to adverse Federal actions, with the specific deliverable of a strategic plan developed by the nonprofits that includes specific recommendations on how nonprofits and the County Government can meet those challenges. Award recipients that successfully develop and submit their strategic plans will automatically be considered for additional implementation resources from the existing Nonprofit Technical Assistance & Management Support (NTAMS) and Nonprofit Incubator pools of funding; as well as potential future appropriations. More information on the intent of this Grant Program can be found in the [Council Packet](#) and the [November 18, 2025 hearing](#).

Applicants will also have the option of tagging their strategic plan as developing a **Nonprofit Resiliency Center (NRC)**; a successor to the Nonprofit Incubator concept. NRCs are a version of Nonprofit Incubators with the original goal of providing sustained, innovative, accessible, and community-based developmental and shared services support for emerging nonprofit organizations with the potential to serve the County's most hard-to-reach and underserved communities. NRCs will continue to support this mission but with a modified focus due to the

current context of significantly growing service needs and increasingly constrained resources. NRCs will have a modified focus on:

- a) Building the resiliency of beneficiary nonprofits so that they remain solvent and continue to provide programs and services in Montgomery County, MD;
- b) Establishing a community of nonprofits to share with, learn from, mentor, and support each other;
- c) Providing **sustained** training, coaching, mentoring, and/or other support to beneficiary nonprofits;
- d) Providing **sustained** shared administrative support services so that nonprofits can focus on delivering their programs and services; and
- e) Leveraging community relationships and resources to enhance reach and service delivery.

While support may include some one-off trainings and workshops, the Montgomery County nonprofit community has consistently and continuously asked for sustained, ongoing support for their development and operations.

As stated above, awardees that complete a strategic plan and seek additional resources to implement the strategy can request additional resources. A separate module and NOFO will be posted in late Winter of 2026 where awardees may submit their completed strategic plan and a request for additional resources. The FY26 Approved Budget already includes \$1 million for Nonprofit Incubators (to fund NRCs) and \$1 million for NTAMS (to fund other strategic plans). OGM will make efforts to also utilize other available resources and previous fiscal year rollover funds from the Community Grants NDA to support the implementation of as many strategic plans as feasible. Awardees are not required to seek additional funding to implement their strategic plans.

Given the expected ongoing nature of federal impacts, applications to this Grant Program will be accepted on a rolling basis until the available funds are fully committed. However, to meet the urgency of Montgomery County nonprofits' immediate needs, a Priority Deadline for review and awarding has been set for **5:30 PM EST on Wednesday, January 7, 2025**. Proposals that meet the Priority Deadline will be reviewed first and potentially awarded. Proposals received past the Priority Deadline will be reviewed as a cluster every other week. The Euna application page for this Grant Program (link above) will be updated once all funds have been committed. If additional funding becomes available, OGM will update the Euna application page and send a notice through [the Montgomery County Grant Opportunities Newsletter](#).

About the Office of Grants Management (OGM): As charged in Bill 36-19, the OGM provides a central point of contact regarding the grants that the County receives or awards. The OGM also develops countywide policies and procedures regarding grants management and ensures these are consistent with racial equity and social justice goals and performs outreach regarding grants offered by the County and other grants functions. For additional information on other Montgomery County grant programs, please visit the [OGM's County homepage](#) at <https://montgomerycountymd.gov/ogm/>. Applicant instructional materials and guides can be found on [OGM's Resources for Applicants page](#).

B. Eligibility Criteria

[Resolution 20-979](#) lays out clear eligibility criteria for this Grant Program. Applicants and proposals must meet all eligibility requirements below to be considered for funding.

Applicants may submit up to two applications per organization as the lead applicant with one tagged for an NRC and another as a non-NRC request. However, given that many nonprofits have program and services in multiple sectors and/or communities, an organization may be a sub-recipient collaborator on multiple applications by providing a Letter of Support to another organization's application.

Unlike the [FY26 Nonprofit Federal Resilience Grant Program](#), the FY26 NSP Grant Program is NOT limited to organizations who receive federal funds. The goal of this Grant Program is to provide resources to address ALL federal adverse actions and their impacts.

Organizations, or program needs, that do not meet these eligibility requirements are encouraged to review other grant opportunities that may be funded by [Resolution 20-979](#) or other funding sources to address Federal impacts to other sectors or needs. Stakeholders can find currently open grant programs on the [OGM Website](#), a projection of future opportunities in the [Grants Management Forecast](#), and can [sign up for the Montgomery County Grant Opportunities Newsletter](#) to receive email notifications on recently opened or upcoming opportunities.

Proposal Eligibility Criteria:

- **The proposal MUST seek to respond to adverse Federal actions impacting Montgomery County, MD.** Funding requests for strategic planning resources for other reasons will not be eligible for this Grant Program. Adverse Federal actions may have a direct or indirect impact and it is contingent on the applicant to clearly tie the resource requests to these impacts;
- **The proposal MUST only include funding requests for capacity building and technical assistance for nonprofits to pursue consolidation of services and preparation within Montgomery County, MD due to adverse Federal actions.** Funding requests to offset programmatic costs for a Federal award, meet rising Community needs, or any other purpose are NOT eligible. Considerable flexibility will be given in developing budget requests and it is contingent on the applicant to clearly demonstrate that the proposal meets the criteria; AND
- **Proposal funding requests MUST have the specific deliverable of a strategic plan developed by the nonprofit applicants that includes specific recommendations on how nonprofits and the County Government can meet the challenges from adverse Federal actions impacting Montgomery County, MD.** Other forms of technical assistance and/or capacity building that is NOT directly tied to the strategic plan deliverable will NOT be eligible. Similar to the previous eligibility criteria, organizations will have considerable flexibility in shaping their budget requests but it is contingent on applicants to Organizations based in Montgomery County but providing federally funded programs and services exclusively outside of Montgomery County are NOT eligible. Organizations providing federally funded programs and services within Montgomery County (regardless of headquarter location) in other jurisdictions AND Montgomery County are eligible but only for the proportion of the programs and services directed at Montgomery County and its residents.

See **Section D. Project Budget and Budget Justification** below for greater detail on eligible and ineligible costs.

Organization Eligibility Criteria:

- The organization must be a nonprofit organization in good standing with the Internal Revenue Service (IRS) and be able to demonstrate this designation.

Montgomery County Eligibility Conditions:

- The organization must be currently registered and in Good Standing with the Maryland State Department of Assessments and Taxation (SDAT);
- The organization's principal place of business must be located in Montgomery County; if it is a national or regional organization, it must have a location in Montgomery County through which it provides related services;
- All activities and expenditures under this Grant Program must be provided in Montgomery County, and be exclusively for Montgomery County residents;
- Current Montgomery County contract or grant award winners must be in performance compliance and current on all reporting obligations for other awards and those reports must reflect substantial progress towards the goals of their awards; and
- Proposed expenses must be for a new activity, expansion of existing activities, or a combination of both. County funding cannot be used to supplant other funding for already planned activities.

C. Funding Categories and Priorities

Funding Categories

Outside of the Eligibility Criteria above, applicants will have the opportunity to choose a Funding Category based on whether their proposed strategic plan will be focused on a) developing an NRC or b) not. Applications will not be scored or prioritized differently based on Funding Category. This choice only changes the application questions slightly (detailed in Section II – Application Tasks) and any implementation funding would come from a different pool of funding.

Funding Priorities

The spirit of [Resolution 20-979](#), which funds this Grant Program, emphasizes the need for coordination and cooperation among nonprofits serving Montgomery County, MD to mitigate adverse Federal actions on our community. Therefore funding will be prioritized towards proposals that demonstrate strong collaboration and support from multiple nonprofit organizations. Applicants will primarily have the opportunity to demonstrate this support through the Letters of Commitment uploaded to their applications and within their narratives.

Collaborative applications for strategic planning funding, including for the NRC Funding Category, have considerable flexibility to define the unifying principle of their cooperation. Examples of themes that applications could be organized around include, **but are not limited to**, nonprofits:

- Working in a single sector (i.e. Food security, support for the unhoused, etc.);

- Providing a range of complimentary wrap around services;
- Serving a specific jurisdiction, series of zip codes, or other geographic area;
- Focused on a community or group that requires certain cultural competencies; and/or
- Some other unifying organizational principle.

In addition, funding will be prioritized based on the proposal's ability to demonstrate:

- 1) The adverse Federal actions that the applicant(s) is facing in Montgomery County, MD;
- 2) How these actions are disrupting their current nonprofit service model;
- 3) Why and how a new strategic plan will lead to a more sustainable service delivery model in the current context that will likely last for the next three years;
- 4) A clear and detailed explanation of the capacity building and technical assistance being requested;
- 5) How the requested items will realistically allow the applicant(s) pursue consolidation of services and preparation for future adverse Federal actions;
- 6) An ability to complete the strategic plan within the stated timeline and at the required minimum standards; and
- 7) A clear, well-justified budget with reasonable costs.

Further, organizations and their staff based in Montgomery County, MD will also be prioritized over organizations and their staff based in other jurisdictions.

The full application scoring criteria is detailed in Section III – Scoring of Applications and reflects these priorities.

It is up to applicants to clearly articulate how they meet the priority criteria in their proposals so that they are weighted and scored appropriately.

D. Project Budget and Budget Justification

Applicants must use the **Euna Budget Tool** to submit their budgets. Instructions are below. The proposed expenses must all be justified as “capacity building and technical assistance for nonprofits to pursue consolidation of services and preparation due to adverse Federal actions, with the specific deliverable of a strategic plan developed by the nonprofits that includes specific recommendations on how nonprofits and the County Government can meet those challenges.”

Applicants must request between a \$20,000 minimum and a \$100,000 maximum. Expenses may only be budgeted up to a 6-month period of performance.

Individual expense line-items must be organized into one of the categories below:

- **Personnel** – Staff salaries
- **Fringe Benefits** – Health insurance and other staff benefits
- **Travel** – Transportation stipends, vehicle operation, or public transportation vouchers
- **Equipment** – Items individually worth less than \$5,000 but more than \$200
- **Supplies** – Items individually worth less than \$200
- **Contractual** – Contractors for services or training as well as licenses

- **Construction** – Renovation costs – capital expenses¹ are not allowed
- **Other** – Any other project related costs that do not fit into the categories above; and
- **Indirect Costs** – Applicants may not request direct funding for any activities that are typically included in the organization’s indirect cost pool/indirect rate. The CHRC will accept an indirect rate of up to 15% (unless the applicant qualifies for a higher indirect rate pursuant to Md. Code Ann., State Finance and Procurement § 2-208(c)), while also requiring applicants to describe activities to be covered within their indirect rate.

Eligible and Ineligible Expenses

In general, organizations have significant flexibility in individual line-items that they may request funding for so long as the applicant can justified “capacity building and technical assistance for nonprofits to pursue consolidation of services and preparation due to adverse Federal actions, with the specific deliverable of a strategic plan developed by the nonprofits that includes specific recommendations on how nonprofits and the County Government can meet those challenges.” **Organizational costs that are normally covered by unrestricted funds or indirect costs are especially encouraged to be included.**

Examples of costs that could be covered include, **but are not limited to:**

- Organization staff salary and benefits to spend time coordinating and developing the strategic plan;
- Outside consultant/contractor to lead or coordinate the strategic plan development process;
- Legal, financial, Human Resources, performance management, and/or other subject matter expert consultant/contractor costs to inform the strategic plan;
- Logistical and travel costs for meetings, focus groups, or other organizational costs related to strategic plan coordination;
- Real estate research for identifying sites to optimize service delivery;
- Consultant cost for survey development, data collection, and data analysis;
- Workshop, training, and/or seminar attendance costs;
- Portions of rent (including back rent) or utilities associated with federal funding; or
- Other costs that can be justified.

Applicants should include an Indirect de Minimis rate of 15% or a higher Indirect Rate if they can provide proof of a higher, active Negotiated Indirect Cost Rate Agreement (NICRA).

The following are **not** permissible uses of grant funds:

- Any cost that is not justified as “capacity building and technical assistance for nonprofits to pursue consolidation of services and preparation due to adverse Federal actions, with the specific deliverable of a strategic plan developed by the nonprofits that includes specific recommendations on how nonprofits and the County Government can meet those challenges.”
- Any form of programmatic or service delivery costs
- Depreciation expenses
- Major equipment or construction projects

¹ Capital expenses are defined as expenses that are \$5,000 or more in one-time costs for the purchase or improvement of a single fixed asset.

- Lobbying or political activity
- To purchase goods or services from Board Members' organizations
- Religious events or celebrations
- Political events or celebrations
- Any other cost deemed by the County as unrelated to the project
- Any purchase or activity outside the grant award period of performance including pre-award costs and expenses
- Prior obligations of and/or debts, fines, and penalties imposed on the Grantee unrelated to Federal impacts

Applicants are encouraged to vet potential costs with OGM prior to submitting an application to ensure it is eligible.

E. Award Information

Awards under this Grant Program will have a 6-month term to utilize the funds with extensions possible, if approved by the Grant Monitor. Awards are expected to range between \$20,000 and \$100,000. OGM anticipates a 100% upfront payout for most awards. Overall considerable flexibility will be given to award recipients to enable their strategic planning processes.

Award recipients will be given considerable flexibility in how they shape their final strategic plan given the extensive diversity of sectors, needs, communities, and nonprofit organizations. However, the strategic plan must meet the eligibility criteria detailed above and, in some form, should address the following elements:

- Narrative outlining the strategic plan with categories and subcategories of the award recipient's choosing;
- A workplan/timeline outlining activities necessary to implement the strategic plan, when these will be accomplished, and by whom;
- A categorization of the roles and responsibilities of stakeholders involved in implementing the strategic plan;
- A series of performance measures of how the success of the strategic plan will be measured as well as a plan of how to collect, manage, and analyze the data; and
- If applicable, a budget outlining the costs of implementing the strategic plan as well as the projected funding sources.

As stated above, OGM will open a separate NOFO to collect finalized strategic plans that are seeking additional implementation funding in late Winter of 2026. The submitted strategic plan will essentially be the application with opportunities to update other basic information and provide a more detailed budget request.

F. Award Reporting Requirements

Award recipients will be required to submit brief quarterly financial and activity reports demonstrating how the funding has been used and their progress on developing a strategic plan. This will be followed by a final financial report, a copy of the strategic plan developed with County resources, and a presentation to County stakeholders on the strategic plan.

OGM may also require an informal monthly check-in to touch base on the evolving adverse Federal actions as felt by the award recipients. Understanding the experiences of the nonprofits receiving these awards will help Montgomery County better support the broader nonprofit community as new forms of Federal disruption are implemented.

G. Application Review & Awards

1. **OGM Administrative (Admin) Review** – OGM will assess all applications for Organization and Montgomery County Eligibility Conditions listed above as well as confirm that the applications submitted are complete and meet minimum standards. If minor errors are found in an application, OGM will give applicants a brief window (usually two business days) to resolve the issue. Applicants generally will not be given the opportunity to resolve any issues with Montgomery County Eligibility Conditions or major issues with their applications. Organizations and applications that do not meet these requirements will be disqualified while those that do will move onto the next stage.
2. **Proposal and Organization Eligibility Review** – OGM will also conduct a second review assessing whether applicants and their proposals address the Proposal and Organization Eligibility criteria cited above to ensure all submitted applications are within the intended scope of this Grant Program. This review will include an assessment of the submitted financial documentation and budget for eligible and ineligible expenses. Organizations and applications that do not meet these requirements will be disqualified while those that do will move on to the next stage.
3. **Subject Matter Expert (SME) Review** – OGM will then establish a Review Committee composed of neutral, qualified individuals from Montgomery County Government selected for their experience in the grant program's subject area, grants administration, project/financial management, and/or ability to analyze programs from a racial equity and social justice lens. The panel members will review and score applicant proposals based on the criteria outlined in this document and submit recommendations for awards.

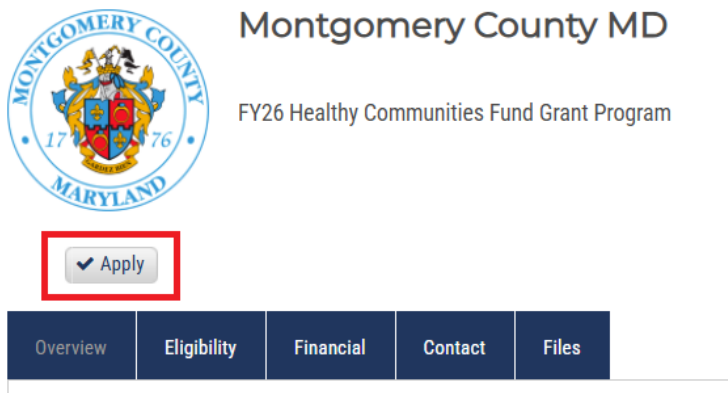
Final decisions will be made based on the scores and such other factors and considerations as the County deems relevant at the time of award. These may include, but are not limited to, updated consideration of how well the applicant has performed on other Montgomery County programs, the expert opinion of grant monitors/administrators with prior experience with applicants, updates to priorities, or other factors.

H. Submission Guidelines and Support Resources

How to Apply:

1. **Log into the Euna (eCivis) Portal to create an application profile**
<https://portal.ecivis.com/#/login>
2. **Access the FY26 NFR Grant Program Solicitation Page and click the “Apply”**

button to create an application.



3. Review the Euna (eCivis) applicant user guides for assistance and other support resources

OGM Developed Instructional Videos (Youtube videos):

1. [How to Create an Euna Application](#)
2. [Euna Budget Tool Instructional Video](#)

Euna Applicant User Guides (PDF downloads):

1. [Logging into Your eCivis Portal Account](#)
2. [Reviewing and Submitting your application](#)
3. [Transfer Application Ownership](#)
4. [Guide for Applicants](#), including Budget Tool assistance on pages 13 to 20

Applications must be submitted through the Montgomery County Office of Grants Management - Grants Application Platform through the links posted on the first page of this document. Once the applicant clicks on the link, they will be prompted to create a Euna Grants account, select the FY26 NSP Grant Program page, and then will be able to access the grant application.

After creating an account, an applicant must select the Grants Program from the [OGM homepage](#), and then will be able to create an application for this Grant Program within the Euna Grants platform. Applicants requiring an Americans with Disabilities Act (ADA) accommodation should contact the Office of Grants Management (contact listed on the first page of this document) to discuss alternative submission options.

Priority deadline for applications is 5:30 PM EST on Wednesday, January 7, 2025. All applications will be recorded upon receipt. Any additions or deletions to an application, unless requested by OGM will not be accepted after submission. Applications with incomplete, illegible, or corrupted digital materials will not be considered.

Given the expected ongoing nature of federal impact, applications to this Grant Program will continue to be accepted on a rolling basis until available funds are fully committed. Proposals that meet the Priority Deadline will be reviewed first and potentially awarded. Proposals received past the Priority Deadline will be reviewed as a cluster on a bi-weekly basis. The

Euna application page for this Grant Program (link above) will be updated once all funds have been committed. If additional funding becomes available, OGM will update the Euna application page and send a notice through [the Montgomery County Grant Opportunities Newsletter](#).

I. Information Session

An Information Session will be held on **Thursday, December 4, 2025 from 11:00 AM to 12:00 PM**. The link to participate in the Information Session live or to view an event recording afterwards can be found on the first page of this document or on the solicitation page for this Grant Program.

J. Terms and Conditions

- County reserves the right to accept or deny any or all applications if the County determines it is in the best interest of the County to do so. The County shall notify the applicant if it rejects that applicant's proposal. The County reserves the right to suspend or terminate an outstanding Grant Program.
- The County reserves the right to issue addenda and/or amendments subsequent to the posting of a Grant Program.
- The County shall not be liable for any costs incurred in the preparation of applications in response to the Grant Program. Applicant agrees that all costs incurred in developing the application are the applicant's sole responsibility.
- The County may conduct pre-award on-site visits or request additional information to verify information submitted in the application and to determine if the applicant's facilities are appropriate for the services proposed.
- The County may enter into negotiations with an applicant and adopt a firm funding amount or other revisions for the applicant's proposal that may result from negotiations. The County shall provide the citations to the statute and implementing regulations that authorize the grant or sub-grant; all applicable federal, State, and County regulations; payment provisions identifying how the grantee will be paid for performing under the award; reporting requirements, including programmatic, financial and any special reports required by federal, state, or County law and/or the granting department; and compliance conditions that must be met by the grantee. If there are any conflicts between the terms and conditions of the Grant Program and any applicable federal, State, or County law or regulation, or any ambiguity related thereto, then the provisions of the applicable law or regulation shall control and it shall be the responsibility of the applicant to ensure compliance.

SECTION II – APPLICATION TASKS

Applicants are required to follow the content requirements and submission instructions listed within the online application platform and the NOFO document. Please submit your proposal, as broken out by each of the Task, by filling out the data fields or uploading documents where applicable. Uploaded documents should have clearly titled sections and sub-sections. Document uploads should ideally be submitted as PDF documents with budgets provided through the Euna Budget Tool. The application platform cannot read Mac formatted documents (i.e. Pages, Numbers, and Key Note) so these should be submitted as PDFs or converted to MS Office formats. **Applications will be considered incomplete if any part of any section is missing.**

Please note that Review Committees have historically preferred concise narratives focused on the funding priorities, questions asked, and scoring themes rather than long narrative descriptions.

A. Applicant Information Task

Organizations must provide the following information and documents using data entry fields or uploads. The document uploads will be used to assess legal eligibility for the Grant Program and data fields will be used populate any resulting grant agreement. Applicants should fill out this information as if they were drafting a contract using specific and exact information.

- Legal Name of Applying Organization as registered with the Maryland State Department of Assessment and Taxation (SDAT)
- Organization's Maryland SDAT Department ID Number
- Organization's Federal Tax Identification Number
- Montgomery County Supplier Number, if known (optional)
- Upload of IRS nonprofit status determination letter
- Upload of most recent IRS 990 Form for Nonprofit Organizations or an explanation why your organization is exempt from filing 990s
- Contact Information for the organization's proposal primary point-of-contact (POC)
- Contact Information for the organization's proposal secondary point-of-contact (POC)
- Type in board chair (or equivalent position) names, organization title, email, and phone number

The County is required to check applicants' status of Good Standing (or equivalent status) with the Maryland State Department of Assessment and Taxation (SDAT) at the time of application review, finalization of grant agreements, and for payments during the life of a grant agreement. Although proof of Good Standing is not required as a component of the application, it is critical that Lead and Support organization applicants remain registered and in Good Standing with SDAT as applicants will be disqualified from a grant competition, delay or even lose a grant award, and/or face delays in grant payments if they are not in Good Standing.

Applicants can verify their status with SDAT via this link:
<https://egov.maryland.gov/BusinessExpress/EntitySearch>

B. Applicant Background Task

The Office of Grants Management collects data through this Task for post-award analysis to understand application and award trends as well as how to support the diverse communities in Montgomery County. Data collected through this Task will **not** be visible to Review Committees and will **not** be used in evaluation and scoring of applications.

In line with Montgomery County's Racial Equity & Social Justice goals, the Office of Grants Management is collecting the racial and ethnic information on the leadership of nonprofit organizations. The structure of this portion of the survey is based on the new [federal standards for collecting this data](#). Note that the information entered should be based on how the person identifies themselves.

- Lead Organization estimated staffing size serving Montgomery County in a given year
- Lead Organization estimated budget, including by funding source, for Montgomery County programs, services, and other initiatives in a given year
- Lead Organizational leadership, including CEO or Executive Director and Board Members (if applicable), race and ethnic information

If choosing to provide race and ethnicity information for their board, applicants must use the [OGM Board Race-Ethnicity Reporting Template](#) and upload it into application. Responding to these questions is optional and will have no impact on application reviews.

C. Proposal Scope of Work Task (Data fields and PDF uploads)

Please address the following requirements as data fields and with supporting uploads of PDF documents.

- **Proposal Overview** – Provide a brief description of the adverse Federal actions impacting your service model and how the funding requested for a strategic plan will help mitigate these impacts. This description of the project will also be directly integrated into the Grant Agreement (600 characters maximum).
- **Nonprofit Resiliency Center (NRC)** – Is your application focused on developing a strategic plan for an NRC? (Yes/No)
- **FY26 Nonprofit Strategic Planning Grant Program Funding Request** – Enter the total amount requested through this grant proposal (\$20,000 minimum and \$100,000 maximum).
- **Montgomery County Location** – Organizations and their staff based in Montgomery County, MD will also be prioritized over organizations and their staff based in other jurisdictions. Describe how you think the proposal meets this priority criteria by outlining service delivery locations, office locations, and staff based in Montgomery County (1,000 characters maximum).
- **Reduced Funding Impact** – Please specify how the project would be affected if total funding awarded were less than the amount requested. State whether your project could be completed with a smaller amount, and how a funding reduction would change implementation (1,200 characters maximum).

Narrative Questions

Answer the following questions within the character limits provided. Applicants are welcome to include hyperlinks as part of their responses to make their narratives more efficient. Multimedia submissions are also welcome but applicants must still address the same questions as organizations providing a traditional narrative. Upload your multi-media file to document sharing platform (i.e. Google Docs) or multimedia site (i.e. Youtube) and provide a hyperlink in the data field for the question. Provide any context to the Reviewer that will help them appropriately evaluate your application.

It is contingent upon applicants to clearly indicate in their narrative how the proposal meets the eligibility and priority criteria outlined in this NOFO.

- 1. Adverse Federal Actions (1,000 character maximum):** Briefly describe the adverse Federal actions that your organization is facing in Montgomery County, MD. These may include actions that directly or indirectly impact your organization. Feel free to provide hyperlinks to Executive Orders, sector reports, news articles, or other online documents/resources that demonstrate this impact. PDF files may also be uploaded below.
- 2. Service Model Impact (1,000 character maximum):** Briefly describe how these actions are disrupting your organization's current service model in Montgomery County, MD. Again, feel free to add hyperlinks to outside articles, reports, or resources as well as uploaded materials to demonstrate these impacts.
- 3. Strategic Plan Utility (3,000 character maximum):** Detail why and how a new strategic plan for your organization(s) will lead to a more sustainable service delivery model within Montgomery County, MD in the current context. Assume that adverse Federal actions (current and likely new innovations) will continue for at least the next three years.
- 4. Supporting Capacity Building & Technical Assistance (3,000 character maximum):** Provide a clear and detailed explanation of the capacity building and technical assistance being requested to support the development of the strategic plan. Do NOT use this space to provide descriptions of each line-item (you will have up to 8,000 character Budget Narrative within the Budget Tool). Instead, use this space to provide context on how the various requests complement each other and address the adverse Federal actions your organization is facing.
- 5. Consolidation of Services and Preparation (4,000 character maximum):** Describe how the requested items above will realistically allow the applicant(s) pursue consolidation of services and preparation for future adverse Federal actions through a strategic plan. **Your response to this question is the crux of your application and should detail why a strategic plan will add value to not only your organization but Montgomery County, MD.** Again, please do not detail individual line-item requests but use this space to tie together your responses to all of the previous questions to provide a closing thesis.

Scope of Work Supporting Documents (Optional)

Applicants have the option of uploading up to three additional supporting documents that directly support your narrative responses above. These attachments may be useful to the

Review Committee in understanding the scope of the proposed project as well as demonstrating the experiences of the applying organization(s). Any document uploaded should be directly relevant, and ideally be cited, to your Scope of Work Narrative responses for ease of Reviewer reference. These could include, but are not limited to, reports, articles, graphs, charts, graphics, work-flows, or other non-narrative elements. OGM encourages applicants to combine multiple documents into a single PDF with clear headers and document titles for the Reviewers. ***Applicants should not upload any documentation with sensitive information such as bank statements.***

Please provide a short explanation of all uploaded documents in the data field provided (600 character maximum) to help Reviewers understand the relevance of the resources. If a document is available through the internet, a hyperlink or web address can be integrated into the narrative questions or within this data field.

D. Implementation Timeline Task (2-page limit PDF format upload)

This section should outline the implementation schedule of the proposed project for up to a 6-month grant agreement period of performance. The implementation start date for a proposal should begin no earlier than February 1, 2026 to account for the grant program's selection and awarding process.

The implementation timeline over the performance period should list:

- The proposal's objectives, related activities and expected outputs and outcomes;
- Timeline for implementation and completion; and
- Responsible staff and, if applicable, formalized partners for completing these activities (noting organizational affiliation).

Applicants are welcome and encouraged to use graphs, charts, tables, work-flows, and other non-narrative elements to illustrate their implementation timeline.

Combine responses to each of the questions into a single PDF document, with a 2-page limit. The proposed 6-month performance period may cover a generic period of time that is not tied to specific dates. The final performance period for an award will be contingent on when the actual grant agreement is signed by all parties.

E. Collaborative Applications and Letters of Commitment (LOC) (data field and PDF Upload)

Applicants will be able to indicate whether they are submitting a proposal as an individual organization or on behalf of a collaboration of several nonprofits. Single organization applicants will be able to ignore the narrative question and LOC uploads below.

Collaborative applications must respond to the following question:

- **Collaborative Application** – Provide an overview of the collaborating organizations and detail their relationships with each other; including but not limited to past collaboration, overlapping programs and services, or complimentary missions. What shared goal (or goals) unite these organizations to pursue the joint development of a strategic plan? How will this partnership leverage a stronger strategic plan to mitigate

adverse Federal actions within their sector, geographic area, community, and/or other shared target? (2,000 characters maximum).

All collaborative applications are required to include an LOC between each listed partner organization that outlines roles and responsibilities for implementing the proposal. The LOC should also include an outline of how County grant funds will be disbursed among the collaborators, if at all. The LOC must be signed by duly authorized representatives of all collaborating organizations and may be as long as necessary. **Note that the organization submitting the application will be the one signing any awarded grant agreement and will be the one accountable to its terms.**

F. Budget Tool (Data Fields)

The proposal's budget should include a detailed listing of expenses and justification for each expense. Detail your budget request by clicking on the Euna Grants Budget Tool in the application platform to open a new browser tab.

BUDGET SUPPORT RESOURCES: The Euna Grants [Guide for Applicants](#) includes detailed guidance on pages 13-20 on how to fill out the Budget Tool. In addition, OGM has developed a [Euna Budget Instructional Video](#) posted on YouTube to demonstrate and guide applicants through the Budget Tool functions.

Enter your budget request using the federal object class categories listed below add as many additional line-items underneath each category as required:

- **Personnel** – Staff salaries;
- **Fringe Benefits** – Health insurance and other staff benefits;
- **Travel** – Transportation stipends, vehicle operation, or public transportation vouchers;
- **Equipment** – Items individually worth less than \$5,000 but more than \$200;
- **Supplies** – Items individually worth less than \$200;
- **Contractual** – Contractors for services or training as well as licenses;
- **Construction** – Renovation or other construction related expenses;
- **Other** – Any other project related costs that do not fit into the categories above; and
- **Indirect Costs** – Applicants may not request direct funding for any activities that are typically included in the organization's indirect cost pool/indirect rate. The CHRC will accept an indirect rate of up to 15% (unless the applicant qualifies for a higher indirect rate pursuant to Md. Code Ann., State Finance and Procurement § 2-208(c)), while also requiring applicants to describe activities to be covered within their indirect rate.

At the **bottom** of the Budget Tool, applicants will have the opportunity to enter their Budget Narrative (8,000 characters max). The Budget Narrative should be entered as a bulleted description of each line item entered in the Budget Tool above. The descriptions should explain at minimum:

- A brief description of the line-item itself;
- Why the cost is necessary for the proposal;
- How it meets eligibility standards; and
- How the figure was calculated.

Three to four sentences per line-item is generally sufficient, but applicants may exceed that amount if necessary to fully explain a line-item. Note that in past grant programs, applicants have frequently received low scores on their budgets for not fully explaining why each line-item was necessary for the proposed project, especially positions.

It is contingent upon the applicant to clearly articulate why each line-item meets this Grant Program’s eligibility criteria of “capacity building and technical assistance for nonprofits to pursue consolidation of services and preparation due to adverse Federal actions, with the specific deliverable of a strategic plan developed by the nonprofits that includes specific recommendations on how nonprofits and the County Government can meet those challenges.” Do not assume that each cost will be intuitive to Reviewers during their evaluation and scoring of your proposal.

G. Goals Tool (Not Used)

The Euna Goals Tool will not be used for this Grant Program and should be ignored by applicants.

SECTION III – SCORING OF APPLICATIONS

Applicant's proposal submissions will be evaluated using the following confidence ratings based on the below weighted criteria. Confidence ratings are another form of objective rating that allow evaluators to assign ratings more holistically. [Confidence ratings](#) provide evaluators the ability to look more holistically at the strongpoints and weak points of a proposal to capture raters' overall confidence in the applicant's likelihood of succeeding, helping smaller organizations who may be stronger overall than some more seasoned larger organizations. Confidence ratings are identified by the federal government as an innovative practice that may help with reducing the lead time from solicitation to award.

| | |
|-------------------------------|---|
| 3 – Confident | The Reviewers are confident that the applicant understands the requirements, proposes a sound and relevant project, and will be successful in implementing the proposed project. |
| 2 – Somewhat Confident | The Reviewers are somewhat confident that the applicant understands the requirements, proposes a sound and relevant project, and will be successful in implementing the proposed project. |
| 1 – Not confident | The Reviewers are not confident that the applicant understands the requirements, proposes a sound and relevant project, and will be successful in implementing the proposed project. |

Depending on the volume of applications, number of Review Committee members, and whether they all review each application, OGM may employ a [statistical rescaling](#) of scores to put applications on a more level playing field.

Each criterion is attributed to a specific weight out of a total of 100 points.

| Comparative Criteria (scored in relation to other applications) | Max Score |
|--|------------------|
| Adverse Federal Actions: Applicant(s) has identified and understands the adverse Federal actions that they are facing in Montgomery County, MD. | 10 |
| Service Model Impact: Applicant(s) has clearly explained how these actions are disrupting their current nonprofit service model(s). | 10 |
| Strategic Plan Utility: The applicant(s) demonstrates why and how a new strategic plan will lead to a more sustainable service delivery model(s) in the current context for the next three years. | 15 |
| Supporting Capacity Building & Technical Assistance: The applicant(s) has provided a clear and detailed explanation of the capacity building and technical assistance being requested. | 15 |
| Consolidation of Services & Preparation: The proposal clearly demonstrates how the requested items will have a meaningful impact on allowing the applicant(s) pursue consolidation of services and preparation for future adverse Federal actions through a strategic plan. | 30 |
| Implementation Plan: The applicant(s) will be able to complete the strategic plan within the stated timeline and at the required minimum standards. | 10 |

| | |
|--|------------|
| Budget: Applicant(s) has provided a clear, well justified budget with reasonable costs necessary for the success of the proposal. | 10 |
| TOTAL | 100 |
| Bonus Points for Collaboration: Proposals demonstrate strong collaboration and support from multiple nonprofit organizations for the development of a unified strategic plan. | 15 |
| Bonus Points for Location: Applicant has demonstrated that they have impacted service locations, office space, and staff based in Montgomery County, MD. | 5 |

MISCELLANEOUS

- Those persons scoring the proposals on the Review Committee will confirm that they have no conflicts of interest.
- Neither the County Executive nor any elected official will be involved in the scoring of grants or determining winners and amounts of awards.
- Scores and award amounts are non-appealable.
- Scorers' comments and the scores themselves are deliberative and privileged and will not be released. However, applicants may request a feedback report from the Office of Grants Management summarizing the Review Committees feedback. Winners will be announced publicly, and successful grant applications and award letters may be subject to release (with redactions as allowed by law).
- County officials may decline to debrief with unsuccessful applicants why their proposal was not granted, or their funding request was not granted in full

SECTION IV – CERTIFICATIONS, ACKNOWLEDGMENTS, AND ASSURANCES

The applicant shall complete and return the Certifications, Acknowledgements, and Assurances listed with the application submission provided in the Application Certification section of the application in the online grant application portal.

Montgomery County Ethics Questions

Note that individuals employed by partner agencies such as Montgomery College, Montgomery County Public Schools, and WorkSource Montgomery do not count as Montgomery County Government employees for the purpose of this Grant Program. If you are unsure if a position applies, please contact the Office of Grants Management for clarification.

Does your organization employ current employees or contractors of the Montgomery County Government? This applies for employees that are paid by your organization but are also paid by Montgomery County Government.

Does your organization's Board of Directors include current employees or contractors of the Montgomery County Government? This applies to volunteer board of director positions.

If you answered yes to either question, please describe the employee(s) role and function as it applies to your nonprofit organization. Answering “yes” to either question does **not** exclude your organization from being eligible to apply. Instead, we would like to receive this information upfront so that we can allow adequate time for the Ethics Commission to review.

Acknowledgements Agreed to by All Applicants

- ✓ Applicant acknowledges that this grant application may not be revised or altered after submission.
- ✓ Applicant acknowledges that if funding is awarded, the organization will enter into a non-competitive contract or grant with the County.
- ✓ Applicant acknowledges that awards may not be distributed as a lump sum, but may be reimbursed or provided on a fixed schedule after sufficient documentation is submitted to the administering County agency.
- ✓ Applicant acknowledges that any funds submitted for reimbursement must be spent AFTER the contract is finalized and a Notice to Proceed is secured.
- ✓ Applicant has cited in this application all individuals affiliated with the organization and this program who are employed by Montgomery County.

Assurances Agreed to by All Applicants

If the grant is awarded, the applicant assures that:

- ✓ The applicant will administer all awarded funds through this Grant Program.
- ✓ Funds received will be used solely for the documented activities within the submitted proposal.
- ✓ The applicant has read and will conform to the program guidelines and any other conditions imposed by the County in connection with the grant.
- ✓ The applicant organization intends to comply with the Title VII of the Civil Rights Act of

1964, indicating that no person will be excluded from participation or be denied the benefits of any program, activity or service on the basis of race, sex, sexual preference, color, religion, ancestry, age, national origin, or handicap. The applicant further agrees to make every attempt to ensure that the program is accessible to persons with disabilities.

- ✓ Please note that applications are subject to the Maryland Public Information Act (MPIA) (found at Md. Code Ann., State Gov't., §10-611 through -628 (MPIA) and the County must comply with the disclosure requirements of the MPIA when a request for documents is received.
- ✓ The applicant understands that all grantees that receive awards under this Grant Program must show proof of insurance prior to receiving the funds, and when requested, must be able to show proof of all insurance coverage required by law.
- ✓ The applicant agrees that any time before final payment and three (3) years thereafter, the County may have the grantee's expenditure statements and source documentation audited.
- ✓ If there are any changes that need to be made to the grant application after submittal or if the organization ceases operations or becomes a subsidiary of another organization, you have the responsibility of notifying the appropriate County administrator.
- ✓ The filing of this application is made by the undersigned individual, officially authorized to represent the applicant organization by its governing board.
- ✓ I hereby certify that information submitted in the grant application is a true and correct statement of facts. I, as a designated legal representative of the Organization, further certify that this Organization shall abide by and be subject to all applicable Federal, State and Local laws and regulations pertaining to any subsequent grant that may be issued.
- ✓ Any individual who has contact with children, adolescents and students under the execution of this grant will be required to obtain a Criminal Justice Information System (CJIS) State and federal criminal background check, including fingerprinting. Criminal background checks must be completed prior to commencing any work under this grant. Applicants may request grant funds for this purpose. Criminal background checks must be completed prior to commencing any work under this grant. All grantees, including subgrantees and subcontractors, are required to report to law enforcement and school leadership any threats of harm to self or others. Grantees, subgrantees, and subcontractors may be required to participate in training related to school safety and sign a form acknowledging they will follow existing law and current policies and procedures for their jurisdiction, school, and the state of Maryland.