

**BOARD OF SUPERVISORS  
FINANCE/GOVERNMENT OPERATIONS AND  
ECONOMIC DEVELOPMENT COMMITTEE  
ACTION ITEM**

**SUBJECT:** Draft Scope of Work for Non-Profit Needs Assessment

**ELECTION DISTRICT:** Countywide.

**CRITICAL ACTION DATE:** At the pleasure of the Board.

**STAFF CONTACTS:** Liz Weaver, Management and Budget  
Erin McLellan, Management and Budget

**PURPOSE:** The purpose of this item is to present a draft scope of work for a non-profit needs assessment to the Finance Government Operations and Economic Development Committee (FGOEDC) for its review and recommendation to the full Board of Supervisors.

**RECOMMENDATIONS:** Staff recommends that the FGOEDC recommend that the Board of Supervisors approve the scope of work and direct staff to proceed with a procurement process to obtain a contract vendor to conduct a non-profit needs assessment with the Claude Moore Foundation as a funding partner.

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**BACKGROUND:** Each fiscal year, the County provides funding through grants to non-profit organizations providing services in specific Board-identified areas of need. Each year the requests exceed available funding. As a result, Board members have raised questions on whether non-profit grant funding levels are appropriate to adequately provide for the needs of Loudoun County residents receiving services from non-profit organizations.

During the FY 2017 budget work sessions, the Board of Supervisors approved a motion to conduct a non-profit needs assessment and allocate a total of \$75,000 (\$50,000 included in FY 2017 Adopted Budget; \$25,000 as a match from Claude Moore Foundation) for this purpose. Specifically, the motion provided:

“that the Board of Supervisors authorize the expenditure of \$50,000 as part of the FY17 budget, for the purpose of conducting a needs assessment based on the needs of clients served by the Department of Mental Health, Substance Abuse and Developmental Services, the Department of Family Services, the Health Department, the Department of Community Corrections, the Juvenile Court Service’s Unit, County funded non-profits, and other

County human services departments in order to identify client unmet needs, gaps, and duplications in County services to clients.

Supervisor Volpe further moved that the Loudoun County Board of Supervisors accept \$25,000 from the Claude Moore Charitable Foundation as a matching grant for this needs assessment project.”

This motion passed 8-0-0-1, with Chair Randall abstaining.

**ISSUES:** Staff has developed the following draft scope of work for the non-profit needs assessment based on the motion adopted. The scope of work includes assessment objectives, a statement of work, a list of deliverables, and the anticipated process and timeline.

### *Objectives*

The purpose of the non-profit needs assessment is to identify the following:

1. Client service needs where neither the County nor non-profits are currently providing services.
2. Client service need needs where there are insufficient resources currently provided to meet those needs.
3. Determine whether current funding levels for the non-profit grant process are consistent with identified needs.
4. Service needs that are currently provided by the County that could be provided more efficiently and effectively by an existing non-profit organization.
5. Areas of duplication in services among County human services agencies and non-profit organizations serving Loudoun County residents.

The assessment will also provide recommendations on how the County human services agencies and Non-Profit organizations can make improvements which would:

1. Reduce duplication of service provision among non-profit organizations and County human services agencies.
2. Consider re-deployment and/or increases in current and future resources to better align with and meet client service needs.
3. Leverage Loudoun’s non-profit sector in creating a complete and effective continuum of services.

### *Statement of Work*

This analysis will provide the following:

- Identify client service needs that are not provided by the County or the non-profit community.

- Assess needs of the clients served by County human service agencies, including the Department of Mental Health, Substance Abuse, and Developmental Services, the Department of Family Services, the Health Department, the Department of Community Corrections, the Juvenile Court Service’s Unit, County funded non-profits, and other County human services departments.
- Identify unmet needs, gaps, and duplications in County and non-profit services provided to clients.
- Consider whether there are services provided by the County that can more effectively and efficiently be provided by non-profit organizations.
- Evaluate whether County non-profit grant funding levels are appropriate to address the level of needs assessed.

*Deliverables*

The following table provides a complete list and description of all project deliverables:

<b>Deliverable</b>	<b>Description</b>
Draft Report	The consultant will provide a draft product which will include the analysis and recommendations. The draft will be circulated among the project team for review and feedback.
Final Report	The final report will include revisions identified during the review process. The final product will be distributed to the Board and a presentation will be required of the consultant to the Board.

*Assessment Process and Timeline*

The Department of Management and Budget will assemble and lead a multi-Departmental project team made up of County Human Service agencies, procurement staff, and the Claude Moore Charitable Foundation. Staff anticipates that a consultant will be selected to conduct the assessment in the fall of 2016, with the assessment completion and presentation date expected in early 2017.

*Funding Partner: Claude Moore Charitable Foundation*

As a funding partner, the Claude Moore Charitable Foundation recommends that the Board consider broadening the scope of the analysis to include a comprehensive needs assessment of non-profits serving Loudoun County residents rather than limiting the assessment to existing County funded non-profits. The purpose of the broader scope is to identify all of the funding gaps and unmet needs within the County’s non-profit community so that contributors or partners beyond the County government (e.g. business community, private foundations, etc.) understand the extent of this need in Loudoun County and as a result have the opportunity to contribute resources towards meeting those needs. Without the broadened scope, the County will receive more limited information that may not be as useful or effective in accomplishing the intended objectives of both the County and the Claude Moore Charitable Foundation.

**FISCAL IMPACT:** \$50,000 was appropriated by the Board as part of the FY 2017 Adopted Budget. Additionally, the Claude Moore Foundation has offered \$25,000 as a match to bring the total funding for this assessment to \$75,000.

**ALTERNATIVES:** The Finance/Government Operations and Economic Development Committee could make amendments to the proposed draft scope of work.

**DRAFT MOTIONS:**

1. I move that the Finance/Government Operations and Economic Development Committee recommend that the Board of Supervisors **approve** the recommended draft scope of work for the non-profit needs assessment.

OR

2. I move an alternate motion.