Building Impactful Program Office Structures

A Case Study for Trailhead Institute

Produced by Government Performance Solutions, Inc.

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trailhead INSTITUTE

For public health innovation

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Project **Overview**

Introduction

Trailhead Institute (Trailhead) is a nonprofit public health institute founded in 1993 with the mission of advancing innovation and collaboration in public health. Over the last 30 years, Trailhead's flagship offering of fiscal sponsorship has honed its impact through reducing barriers to information and financial resources to bolster initiatives and community-based organizations with greater autonomy, decision-making power, access to funding, and the ability to focus on their missions. Trailhead has further utilized its core competencies in financial and programmatic services to serve as a program office home for existing initiatives in Colorado.

As Trailhead continues to deepen its learning and practice of building administrative equity, the organization has an opportunity to expand its work as a program office as Trailhead receives ongoing recognition among state, local, and national partners as a leading administrative partner.

Expanding Trailhead's role as a program office represents a strategic opportunity for Trailhead as it allows the organization to further increase its impact on the community by serving as a responsive partner to more organizations and initiatives that need operational support to achieve their missions.

Overview of the Project

As Trailhead looks to expand its offerings as a program office, Government Performance Solutions, Inc (GPS) partnered with Trailhead to work together to research new and assess current best practices for developing a program office structure. Trailhead will use best practice data (both quantitative and qualitative) to refine and identify opportunities to improve their program office offerings, including the standardization of their regranting models, and develop a list of add-on support services that can be available to clients through a fee-for-service model.

Project Objectives

1. Conduct comprehensive online research, document existing practices, and conduct interviews to identify and compile best practices for program offices.
2. Facilitate a stakeholder workshop aimed at sharing identified best practices and determining the most viable offerings for Trailhead.
3. Delineate what Trailhead core services are and what the program office team requires.

Engagement Approach

GPS began by interviewing the following:

Maribel Cifuentes (*The Colorado Health Foundation*)
Kimberley Lezak (*Health Resources in Action)*
Alexis Weightman (*The Colorado Health Foundation)*
Joël McClurg and Dana Wood (*The Colorado Blueprint to End Hunger)*
Brian Malte (*Hope and Heal Fund)*

After conducting interviews, GPS held a workshop to share better practices, interview themes, and discuss opportunities.

Outputs

This report outlines key insights and concrete recommendations that are essential for establishing a robust program office. This report includes:

Insights from Interviewed Experts. In-depth insights derived from third-party research and interviews with industry experts shed light on the best practices for program offices.

Recommendations for Core Program Office Offerings. Well-founded recommendations outline the foundational services crucial for a high-performing program office, tailored to meet diverse organizational needs effectively.

Supplementary Support Options. A spectrum of add-on support services meticulously curated to empower Trailhead's partners are identified, offering additional value and specialized assistance beyond core offerings.

Implementation Tools. A suite of practical tools facilitate seamless program office implementation, including resourceful aids such as regranting spreadsheets, strategic framework adjustments like 'The Water of Systems Change,' and innovative strategy screening methodologies. These tools are specifically tailored to streamline processes and enhance operational efficiency within the program office setup.

Program office offerings.

Recommendations for **Establishing a Program Office**

What is a Program Office?

A program office is the backbone of a collaborative effort where several partners are required to address a complex challenge. A program office typically focuses on systems change efforts. The Water of Systems Change developed by FSG is a helpful framework for understanding which components of systems change a program office can focus on.

Different program offices may set diverse goals: from facilitating resource allocation within a community to reshaping entrenched power structures within systems or reshaping public perceptions on specific issues. Some may ambitiously aim to address all of these facets. Depending on Trailhead's overarching goals, the functions of the program office could encompass diverse activities such as regranting, policy advocacy, collaborative projects, learning and evaluation, relationship cultivation and management, and outreach and public awareness campaigns, among others.

In this report, we have outlined **four crucial stages** essential for designing and executing a program office:

- **Purpose:** Clearly define the intended impact and outcomes.
- **Product:** Define the services and products that will be created.
- **Process:** Describe the steps to deliver what is needed.
- **Performance:** Engage in evaluation, learning, and continuous quality improvement.

The following pages provide an in-depth exploration of stakeholder feedback, recommendations, and tools pertaining to each of these four stages.

Purpose

Co-creation of the purpose with relevant partners is a critical first step for Trailhead when determining whether or not a program office is needed. The ability to clearly define the intended impact will enable Trailhead to ensure alignment with its mission and vision and determine if they are the correct home for the work.

Stakeholder Feedback

Stakeholders shared several considerations around designing a program office's purpose, including:

1. **Establishing a Theory of Change** placing a significant emphasis on equity as its foundational core.
2. **Conducting a comprehensive landscape analysis** to understand the issue's breadth, existing initiatives, and collaborative partners operating within this domain.
3. **Cultivating robust relationships with funders** and fostering opportunities for pooled funding.
4. **Integrating equitable grantmaking practices** as an essential component.
5. **Serving as a means to rebalance power dynamics** between funders and communities.
6. **Designing for a lifespan longer than a mere couple of years**, with readiness for potential sunset within 5-10 years.
7. **Nurturing and expediting impactful initiatives** often necessitate disruptive approaches to accelerate progress.

Recommendations

GPS created a series of recommendations based on stakeholder feedback and conversations with Trailhead staff related to the purpose of a program office:

1. Ensure the work of the program office advances Trailhead's mission and strategic goals using the Strategy Screen tool (*see Appendix A*).
2. Center equity during the design of the program office's strategies and processes.
3. Apply the program office structure to situations that require disruption and/or are a time-limited need with an acknowledgment that disruption can take time. Plan to re-evaluate every 3-5 years to determine if the structure still serves the work.
4. Consider the primary goals of the program office; these can be to:
    a. Enable the flow of money (federal or state).
    b. Contribute new learning and research.
    c. Build collaborative efforts amongst funders.
    d. Support policy and advocacy.
    e. Increase community-led processes.
    f. Support collaborative strategy development and implementation.
    g. Reduce the burden for grantees or philanthropy.
    h. Create shared ownership.
    i. Build statewide access and influence.
    j. Move the work into a non-partisan environment to enable additional impact.
5. Consider the different roles Trailhead might play in implementation to ensure transparency from the beginning.
6. Engage partners to help understand the purpose. See below for suggestions on ideas for who should participate.

Suggested Partners for Start-up Decisions

Structure	Duties
Subject Matter Experts/Organizations	• Organizations doing this work • Universities researching this topic
Communities	• Families impacted • Community based organizations • Community leaders • Other community institutions
Funders	• Foundations interested in starting up the work • Other foundations who may be interested in funding specific activities, or funding implementation • Individual donors who can support the work • Community Foundations who may be interested in regional work
State Agencies	• Ensure relevant state agencies are at the table
Facilitator	• Facilitator to support the decision-making process, ideally resulting in consensus

Tools

The **Purpose Worksheet** in the Program Office Considerations Toolkit (*see Appendix A*) and [The Water of Systems Change] developed by FSG may support activities outlined in the Purpose phase.

Product

Once the purpose of the program office is defined, there is a need to define the services that Trailhead and the program office will need to offer and the products each of these services create.

Stakeholder Feedback

1. Regranting can be part of the work but is not a required component.
2. Governance is critical and always takes more time than anticipated. Governance considerations should include multiple types of entities and be driven by stakeholders, centering values, and purpose.
3. Some program offices provide standard position descriptions for Director, Deputy Director, Program Manager, Communications, Events Manager, and Data support.
4. Learning and Evaluation is a critical part of a program office, and there should be learnings to share with the field. This is typically done using an outside entity.

Recommendations

1. The start-up and implementation phases will look different. Trailhead will need to ensure the availability of internal capacity or additional resources for the start-up phase of the work.
2. Defining service offerings and supports for each program office based on the lists below of standard and add-on services will be important during the start-up phase. The **Process Worksheet** will help Trailhead determine the level of agreements for each specific partnership, clearly defining roles and responsibilities upfront. Additional questions to prompt thinking on each service agreement are laid out below.
    a. **Standard Services:** What is the service level agreement? What is the cost of providing this capacity?
    b. **Contracting:** Do we have the right contracting mechanisms (tiered structures) and what is included here? Are we able to do procurement, provide individual compensation, etc.?
    c. **Human Resources:** Have we discussed the hiring timeline with the potential partner? What are the specific considerations for all phases of hiring (contemplation, recruitment, on-boarding, retention, and off-boarding)? Which primary contacts for the hiring process will work directly with the program office?
    d. **Accounting/Financial:** What is the reporting cadence for the funders? How often will the program office receive reports? What training is provided?
    e. **Legal:** Are there additional legal requirements based on the program office offerings?
    f. **IT:** What IT supports will be included versus what is an additional cost? How long will it take to procure office equipment for new staff?

Add-on Services

In addition to standard services, Trailhead may explore offering additional value-added services to community organizations, including but not limited to:

1. **Regranting:** Is the structure of the regranting process designed to require more or fewer resources from Trailhead staff (i.e., development of new contract types, additional monitoring functions, different processes, etc.). What kind of structure will be used?
2. **Governance Design and Implementation:** What governance structure needs to be built? Who will do this work?
3. **Strategy Deployment:** Supporting strategy implementation is critical. This phase would need to carefully consider the role of Trailhead to ensure there is no conflict of interest.
4. **Technical Assistance and Training:** What Types of TA do we need to support the project?
5. **Collaborative Facilitation:** Is this a role that Trailhead will need to play? How does this role overlap with program office staff?
6. **Community Relationship Building:** What relationships already exist? Which ones need to be developed?
7. **Funder Outreach and/or Other Business Development:** What is the role of Trailhead? Who is providing support?
8. **Policy and Advocacy:** Is there overlap with Trailhead's policy strategy? Does this live with the program office?
9. **Learning and Quality Improvement:** This is a required component. Who will lead these efforts?
10. **Evaluation:** This is a role for an outside contractor.
11. **Sunsetting:** This is a role and a service - if this is happening, it will need to be supported.
12. **Providing a list of suggested contractors.**
13. **Other.**

Tools

The Program Office Consideration Toolkit serves as a guide for navigating all considerations for starting a program office. Trailhead should use this tool as a guide for interacting with the community and other relevant partners who will help make decisions about the program office design and implementation. The **Product/Process** and **Governance Options Worksheets** will support activities outlined in the Product phase.

Process

Defining the necessary activities for service delivery, while also clarifying roles and responsibilities constitutes a pivotal phase in creating a feasible and actionable design.

Stakeholder Feedback

1. **Define Roles and Responsibilities:** Precisely outlining and communicating the specific duties and accountabilities is crucial for effective operations within the program office.
2. **Acknowledge the Significance of the Program Office Start-Up:** The initial phase of establishing the program office is critical and requires adequate time for successful implementation.
3. **Establish Realistic Assessment of Capacity:** Being realistic about available resources and capacity, starting from the initial setup phase and throughout the implementation process, ensures feasible and sustainable operations.
4. **Leverage Technology for Regranting:** Utilize technology to streamline and simplify regranting processes and recognize its pivotal role in enhancing efficiency.
5. **Explore Diverse Granting Approaches:** For example, Hope and Heal Fund in California is piloting a Community Hub model where they use data to identify areas where there is increased gun violence, and then they fund that community to design and implement their own solutions. This case study from the Community Hub in Delano provides more information.
6. **Define Service Expectations:** Establish clear expectations concerning the available services, agreement on service levels (such as community member payments or flexible contracts), supported contract types and quantities, and estimate the necessary staffing and onboarding timeframes.

Recommendations

1. Using the information from the **Product Worksheet**, ensure sufficient capacity for each activity and clarify who is providing the outlined support (i.e., Trailhead, program office staff, contractor, etc.).
2. Use flow charts to create big-picture visuals and checklists to clarify tasks at each point in the process.
3. Enrich process flows with roles and responsibilities, potentially represented as a RACI diagram.
4. Use practical, duty-based titles (“Invoice creator”) rather than functions or qualifications (“Accountant”) when documenting processes to recognize the diversity of organizations engaged in these processes.

Tools

The **Regranting Worksheet** included in the Program Office Consideration Toolkit will support activities outlined in the Process phase.

Performance

Establishing a structured process to assess impact alongside stakeholders, foster knowledge sharing, and orchestrate ongoing enhancements in quality is an invaluable cornerstone within a program office's framework.

Stakeholder Feedback

1. Learning and Evaluation are pivotal aspects within a program office, ensuring the acquisition of valuable insights to disseminate across the field. Often, this process involves engaging an external entity.
2. One advantage of collaborating with Trailhead is the flexibility to make necessary adaptations, contrasting with rigid frameworks commonly encountered elsewhere.
3. Strategically deciding how and when to sunset the initiative holds significant importance, underscoring the need for a deliberate process established before the initiative's commencement to facilitate a seamless conclusion when required.

Recommendations

1. Embed a learning and evaluation strategy into the design. See below for sample questions.
2. Create calendar-driven milestones to assess process adoption and identify continuous improvement opportunities.

Tools

The **Performance Worksheet** included in the Program Office Consideration Toolkit will support activities outlined in the Performance phase.

High-level **Takeaways**

1. The initial start-up phase will differ significantly from the subsequent implementation phase (refer to the chart below for details). During the start-up phase, Trailhead will necessitate additional resources and costs factored into the budget planning process.

Phase	Start-Up	Implementation
Purpose	Defining the purpose will require additional staff time and resources to manage key relationships, understand the possible impact, and assess the topic area's landscape.	Intentional evaluations of the purpose will be important during the implementation phase.
Product	Defining the initial services will require more time in the start-up phase to assemble the initial list of offerings, determine capacity, and ensure adequate resourcing.	Continuing to refine the services offered will be critical to the success of a program office.
Process	The capacity to carry out the functions during the start-up phase is an important consideration when considering resourcing the program office. Ensuring that steps are tiered to align with capacity will be critical, especially in considering human resources and the time it may take to staff the office.	Ongoing assessments of capacity during implementation will be important as staff turnover and offerings are refined.
Performance	The start-up phase will include an initial scope of work to ensure an understanding of how performance will be evaluated, but the bulk of this work will happen during the implementation phase.	Hiring an evaluation contractor, ensuring quality improvement capacity of the office, and creating a space to share learnings with partners will be critical functions during the implementation phase.

2. Trailhead can leverage this report as a valuable guide in contemplating the initiation of a program office. A key attribute of Trailhead lies in its adeptness at customizing support for each partner, implying that the program office's structure and offerings may vary based on factors such as the nature of the funder relationship and the expertise of the hired staff managing the office.

3. The relationship with funders holds significant weight in the success of a program office. Guaranteeing transparency and delineating clear roles and responsibilities with funders are pivotal steps toward a successful launch. This ensures that Trailhead remains committed to advancing its overarching mission and vision.

Appendix A: **Program Office Considerations Toolkit**

How To Use This Toolkit

This toolkit aligns with the case study for building an impactful program office compiled for Trailhead Institute by Government Performance Solutions, Inc. (GPS). This toolkit serves as a guide for navigating the considerations of starting a program office. Organizations should use this tool for interacting with the community and other relevant partners who will help make decisions about the program office design and implementation. Organizations utilizing this toolkit should adapt sections with specific reference to Trailhead Institute's mission, vision, drivers, and processes to reflect their own guiding frameworks where applicable.

The worksheets presented in the toolkit are intended to be used in a stepwise approach. The sections include Purpose, Product/Process, Governance Considerations, Traditional Regranting, and Performance. When utilizing the toolkit, please keep in mind your organization's unique capacity to tailor their strategies based on the situation. There is no one-size-fits-all approach; modifications to the toolkit may be needed depending on the situation.

Please contact Erin at erin@governmentperformance.us or Trailhead Institute at info@trailhead.institute if you have any questions about using this tool.

Purpose Worksheet

Strategy Screen Description	Ranking: 0 (no fit) - 3 (high fit)	Comments, Concerns, or Questions
Advances movement towards our mission: Trailhead Institute advances innovation and collaboration in public and environmental health.		
Strengthens our capacity to provide value added services.		
Communicates our organizational values: Teamwork, Openness, Responsiveness, Accountability, and Leadership		
Supports our driver of capacity: We believe community leaders are best suited to identify and address their needs. We manage, build and grow resources needed to achieve community-based goals because we believe that it is essential to offer a space for community members to address community challenges, and improve the places where they live, work, and play.		
Supports our driver of collaboration: We believe that collaboration is the only way to address the public health problems we face because no one partner or industry can solve them alone. Collaboration is key with communities and key influences across the field.		
Supports our driver of justice: We believe that for communities to thrive, there must be a recognition of the inequities that they face, and an awareness of our role in contributing to these systemic barriers. With this awareness, we believe that we must support the creation of equitable practices that allow communities to be at the forefront of decision-making and resource distribution.		
Addresses an unmet priority public health need. A priority unmet need is:		
• Serious		
• Prevalent		
• Affecting many people		
• Politically feasible		
• Amenable to intervention		
Addresses an issue of priority to our communities and organizational partners.		

Strategy Screen Description

Strategy Screen Description	Ranking: 0 (no fit) - 3 (high fit)	Comments, Concerns, or Questions
Has the potential for sustainable results and impact.		
Pays for itself.		
Builds capacity for partners and/or organization(s) to eventually pay for itself.		
Uses our organizational strengths and leverages available capacity. Supporting discussions must be documented in the comments section.		
Benefits Colorado and/or the Rocky Mountain region.		
Who is the main decision-maker? E.g., Trailhead, Program Office, a Board, etc.		
TOTAL		

Purpose

Purpose	Ranking: 0 (none) - 3 (high)	Comments, Concerns, or Questions
Advances Trailhead's mission and goals (strategy screen).		
Centers equity from the beginning of the process.		
Requires disruption and/or is a time-limited need.		
Enables the flow of money (federal or state).		
Contributes to new learning and research.		

Purpose

	Ranking: 0 (none) - 3 (high)	Comments, Concerns, or Questions
Builds collaborative efforts amongst funders.		
Supports policy and advocacy.		
Increases community-led strategy development and implementation.		
Reduces burden for grantees and/or philanthropy.		
Creates shared ownership.		
Builds statewide access and influence.		
Moves the work into a non-partisan environment.		
TOTAL		

Funder Questions

How do funders want to be involved in governance?

What level of staffing are funders willing to support?

Is regranting a critical component of this work?

What role do funders want to play, or have funders already played in the strategy development?

Funder Questions

Are there non-negotiable steps to design that need to be included in order to fund the work?

What is the short-term goal of the funders and/or funders colllaborative?

If functioning as a funders collaborative, how open are you to different governance models?

How do you envision the relationship between the program office and the funders collaborative?

Product/Process Worksheet

Standard Services	What level of service?	Estimated staff hours required	Cost to provide?	Capacity to provide the service?
Human Resources (e.g., help with hiring)				Yes ☐ No ☐ Maybe ☐
Accounting/ Financial				Yes ☐ No ☐ Maybe ☐
Legal				Yes ☐ No ☐ Maybe ☐
Procurement/ Contracting				Yes ☐ No ☐ Maybe ☐
IT				Yes ☐ No ☐ Maybe ☐
Other				Yes ☐ No ☐ Maybe ☐

Add-on Services	What level of service?	Estimated staff hours required	Cost to provide?	Capacity to provide the service?
Governance design & implementation				Yes ☐ No ☐ Maybe ☐
Strategy development				Yes ☐ No ☐ Maybe ☐
Technical assistance				Yes ☐ No ☐ Maybe ☐
Collaborative facilitation				Yes ☐ No ☐ Maybe ☐
Regranting				Yes ☐ No ☐ Maybe ☐
Professional development & training for program office staff				Yes ☐ No ☐ Maybe ☐
Community relationship building & engagement				Yes ☐ No ☐ Maybe ☐
Funder outreach and/ or other business development				Yes ☐ No ☐ Maybe ☐
Policy & advocacy				Yes ☐ No ☐ Maybe ☐
Learning & evaluation				Yes ☐ No ☐ Maybe ☐
Other				Yes ☐ No ☐ Maybe ☐

Funding Needed to Fully Support This Work

What level of service do we want and/or need to offer for this work?

What is the estimated funding needed to fully support this work?

Who will fund the personnel required for identified services?

When will funding need to be secured by?

Governance Considerations Worksheet

Type of Entity	Scale	Neutral	Nimble	Partisan	Community Trust	Influence	Admin Capacity	Shared Ownership	Can Lobby	Time-limited
New 501c3	Large	No	Maybe	Maybe	No	No	No	No	Maybe	No
Program in an existing 501c3	Small-med	No	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Yes
Program Office with a key partner (e.g., nonprofit, University, etc)	Med-large	Maybe	Yes	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Yes
Fiscally-Sponsored Program Office	Large	Yes	Yes	Maybe	No	No	Yes	Maybe	Maybe	Yes
Collective Impact	All	Yes	No	Maybe	Maybe	Maybe	No	Yes	Maybe	Yes
Coalition	All	No	Maybe	Maybe	Maybe	Maybe	No	Yes	Maybe	Yes
Governor's Office	Large	No	No	Yes	Maybe	Yes	Maybe	No	Yes	Yes
Foundation	All	Maybe	Maybe	Maybe	Maybe	Yes	Maybe	Maybe	No	Yes
Hybrid Approach	All	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Yes

Traditional Regranting Worksheet

*Please note this worksheet assumes a traditional regranting process (i.e., funding comes into Trailhead and there is a competitive process for re-allocation of that funding.) There are other funding models that can be considered such as the community hub approach utilized by the Hope and Heal Fund that is referenced as an example in the case study.

High-level Activity

Determine intended impact (strategy screen)

Define the service and ensure adequate capacity:	Timing	Trailhead Role	Program Office Role	Funder Role	Estimated Staff Time OR Guidance/Templates/ Other notes
Provide outreach assistance.					
Offer/determine HR needs.					
Offer/determine IT needs.					
Offer/determine legal needs.					
Offer/determine accounting needs.					
Manage grantee selection.					
Establish contractual relationships.					
Process payments.					
Offer technical assistance.					
Compliance and reporting functions.					
Overarching Decisions:					
Determine funder requirements and role.					
Procure and develop software.					
Determine overall budget including organization costs, program office staff costs, contractor costs for facilitation, communications, learning and evaluation, and technical assistance.					
Determine overall timeline taking into account general infrastructure and timeline.					

Regranting Steps: Pre-Award

Develop Request for Applications **This step is conducted simultaneously with the Application Development steps indicated below.*	Timeline/ Timing	Trailhead Role	Program Office Role	Funder Role	Guidance/Templates/ Other notes
Set overarching goals.					
Determine the types of entities to fund.					
Determine ranges for number and size of grants.					
Determine the release mechanism (RFP, RFA, LOI, concept paper, site visit, interview, etc.).					
Develop equitable processes that considers timelines and submission protocols.					
Test the approach.					
Secure funder approval of RFA as needed.					
Build a dissemination plan and prepare communications materials including web updates, promotional outreach, social media content, etc.).					
Release RFA.					
Schedule, host, and document information calls.					
Develop FAQs for applicants.					

Application Development

Generate application questions based on logic model.					
Generate scoring rubric questions based on application (include in application).					
Determine additional documentation required such as financials, organizational budget, W-9, startegic plan, letters of support, etc.					
Develop a budget template.					
Track received applications.					
Disseminate targeted communications based on received applications.					
Determine if extensions are needed.					
Close application period.					

Cure Period ** Internal only with checklists, reviewers, document gathering, etc.*	Timeline/ Timing	Trailhead Role	Program Office Role	Funder Role	Guidance/Templates/ Other notes
Complete red-light, yellow-light, and green-light checklist.					
Follow up with yellow-light applicants.					
Gather additional documents and applications in a readable format for reviewers.					
Prepare for Review Process					
Determine review process (pairs, diversity of reviewer types, etc.).					
Determine reviewer load (i.e., the number of applications per reviewer).					
Develop application process.					
Recruit reviewers.					
Gather reviewer documentation as needed including W-9, reviewer Conflict of Interest, and Non-disclosure forms.					
Determine reviewer assignments.					
Provide reviewers with application materials.					
Conduct reviewer training including a walk-through of the RFP/RFA and scoring rubric.					
Conduct implicit bias training or provide information that ensures accountability.					
Answer questions and document questions for QI process at the end.					
Monitor reviewer completion based on timeline.					
Review Meeting/ Decision Making					
Determine capacity to facilitate reviewer conversations and hire a contractor if needed.					
Create a scoring sheet with scores from reviewers, including any funding distribution (geographic, population served, etc.).					
Create tiers of scored applications for quick decision making and discussions.					

Review Meeting/ Decision Making	Timeline/ Timing	Trailhead Role	Program Office Role	Funder Role	Guidance/Templates/ Other notes
Determine decision making criteria including total amount of funding available; meeting requirements; feasibility (alignment between application and budget); equity and compensation; impact; alignment with grant requirements; and desired outcomes.					
Review funding distribution (geographic, populations served, etc.).					
Determine “yes/if” decision making criteria and what the organization is willing, or not willing, to adjust (e.g., budget, SOW, etc.).					
Determine whether fiscal sponsorship is required.					
Issue final decisions.					
Update reviewer comments for feedback to funded and non-funded entities.					
Communicate to funder and get approval if necessary.					
Notification					
Gather feedback information into a shareable format for grantees.					
Second cure period. Communicate to entities who need to incorporate changes to their proposal before securing funding (e.g., changes to SOW, budget, etc.).					
Inform funded entities on their timeline to accept funds or sign contract.					
Communicate to entities who were not selected for funding.					
Provide feedback about application to all entities.					
Once funds are accepted the post award process begins.					

Regranting Steps: Post-Award

Secure contracts and required documents from grantees	Timeline/ Timing	Trailhead Role	Program Office Role	Funder Role	Guidance/Templates/ Other notes
Send contracts via Docusign.					
Work with finance department on file saving.					
Gather required documents (W-9s, contracts/FSAs, updated budgets, SOW (if applicable), bank information, etc.).					
Conduct verification of current contacts for contract and/or contact form.					
Grantee kick off meeting **This meeting must be recorded.*					
Schedule grantee kick off meeting, ideally include in the RFP.					
Provide orientation to Trailhead and Finance Team.					
Provide orientation to program/ project.					
Make connections to other grantees.					
If Trailhead is providing technical assistance (TA), introduce the grantee to TA process and resources, including the primary contact for TA requests.					
Share additional requirements for the funds (trainings, etc.).					
Continue to add to FAQ documents.					
Provide contact information or follow-up for additional questions.					
Evaluation					
Outline reporting timeline. Ensure reports are due after the work is completed and within a reasonable timeline.					
Determine what is required within reports including program updates, evaluation questions, quality improvement, and financial information.					
Determine quality improvement questions for process.					
Send reminders for reports.					
Collect reports.					

Evaluation	Timeline/ Timing	Trailhead Role	Program Office Role	Funder Role	Guidance/Templates/ Other notes
Review reports.					
Follow-up with grantees about reports.					
Synthesize reports.					
Send synthesized report to funder(s), or raw data if required.					

Technical Assistance
**Coaching and/or support (add on, if part of the work)*

Determine the time constraints for providing TA (finance and programmatic).					
Determine types of TA being requested and what is within the organization's capacity and scope to provide.					
Work with program or project staff to determine the workflow for the project.					
Determine whether there is a need for site visits including pre, during, or post-award.					

Performance Worksheet

Sample Evaluation Questions

Impact and Outcomes:

What specific measurable outcomes or achievements were most significant?

How will the success be sustained beyond the grant period?

Are there any unanticipated positive outcomes or impacts that emerged during implementation?

Financial and Administrative Aspects:

How effectively was the budget managed throughout the project? Were there any significant deviations from the initial budget, and if so, how were they addressed?

What administrative processes or procedures could be improved in the future?

Engagement and Collaboration:

How did collaboration with partners, stakeholders, or other organizations contribute to success?

Were there any notable shifts in community engagement, stakeholder involvement, or public awareness due to the activities?

Future Plans and Sustainability:

What are the plans for continuing or expanding beyond the grant period?

How will the outcomes be disseminated or shared with the broader community, stakeholders, or relevant industries?

Are there opportunities for follow-up projects, and if so, how might these be funded and implemented?

Lessons Learned:

What worked well and should be leveraged in the future?

What were challenges that should be mitigated in the future?

What are key insights or best practices for achieving success?

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For public health innovation

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