Leadership Development and Capacity Building Grants

APPLICATION GUIDE | Healthcare Foundation of Northern Lake County

About this guide

HFNLC invests in the people, organizations, and networks that strengthen the nonprofit sector and improve community health in northern Lake County. These grants support three types of initiatives: Competent and Emerging Leaders (training, coaching, mentoring, and succession planning); Sustainable and Efficient Nonprofits (systems, governance, planning, and organizational infrastructure); and Effective and Innovative Coalitions or Networks (shared planning, coordination, and collective action). Use this guide for question-by-question instructions, definitions, and examples. You do not need to be an experienced grant writer to complete the application. For Foundant account navigation, use the separate Foundant guide.

Understanding Application Types

HFNLC uses different application pathways based on an organization's funding history and the program for which it is requesting support.

New Applicant: An organization applying to HFNLC for the first time or requesting funding for a program that has not previously received HFNLC support. This includes existing grantees proposing a new program.

Renewal After a Year Off: An organization returning after completing the required 12-month break under HFNLC's five-year funding policy. These applicants complete the same full application sections as new applicants.

Regular Renewal: An organization requesting continued funding for an existing HFNLC-supported program without the required funding break. These applicants complete a shortened application focused on organizational and program changes, accomplishments, and plans for the upcoming grant year.

General Operating Support: Available by invitation only. Invited organizations follow the appropriate application pathway and receive supplemental instructions from HFNLC staff regarding general operating support.

Choose the right pathway

Your application type is selected at the Letter of Inquiry (LOI) stage.

Color	Applies to	Sections
BLUE	New applicants, renewals after a year off, or a new program proposed by an existing grantee	Organization; Program; Budget; Attachments
GREEN	Regular renewal of an existing funded program	Organization for Renewal; Program for Renewal; Budget; Attachments
YELLOW	Everyone	Budget; Attachments

Regular renewals: It is important to review your last FULL application in Foundant, even if it was several years ago. This will help you accurately identify and describe changes to your organization and program since your last full application, rather than focusing only on changes from the past year.

A note about leadership and capacity-building initiatives

These initiatives may not directly serve clients. Improvements to leadership, governance, organizational systems, and collaboration are valid outcomes. Explain how the investment strengthens your organization or network and how those benefits support communities in northern Lake County. Throughout this guide, "initiative" refers to the work for which funding is requested.

BLUE | Organization — New / After a Year Off

Organizational Information

Character limit: 3000

Describe mission, history and founding year, main programs, and total organization-wide individuals served in the most recently completed fiscal year.

Guidance: Include all programs and locations, not just northern Lake County or the requested program.

What reviewers need: a clear picture of the whole organization. Include when it was founded, why it exists, its main services, and the total number of individuals served in the last completed fiscal year. Use the organization-wide count even if some work takes place outside northern Lake County.

Example: Founded in 2008, our organization provides food assistance, employment coaching, and family support at three sites. During FY2026, we served approximately 2,400 individuals across all programs.

Organizational Achievements

Character limit: 1000

Describe two or three significant achievements in the most recently completed fiscal year.

Guidance: Include strategic-plan milestones, important industry recognition or accreditation, program improvements, leadership and operations, partnerships, or financial progress. Explain why each matters; it need not relate to the requested program.

Choose two or three accomplishments that demonstrate meaningful progress, rather than listing every activity. Strong examples include completing a strategic-plan milestone, receiving an important accreditation or industry award, improving service access, developing a significant partnership, or strengthening financial or operational systems.

Explain the result and its importance: “We completed our strategic plan’s goal of opening an evening clinic, increasing access for working adults.” Recognition and awards are useful when you explain what they signify. Achievements may concern the entire organization and need not be related to this request.

Organization Staffing

Character limit: 750

Report full- and part-time paid staff as of December 31, changes in staffing, turnover rate for the previous calendar year, and reasons for unusually high turnover.

Guidance:

Provide counts of full-time and part-time PAID employees as of December 31. Explain whether staffing changed significantly during the year and why. If turnover was unusually high, describe relevant circumstances and any steps taken to stabilize staffing.

To calculate annual turnover: divide the number of employees who left during the calendar year by the average number employed during that year, then multiply by 100. Example: 3 departures ÷ 18 average employees × 100 = 16.7%. Do not use the year-end headcount in place of the average unless they are the same.

BIPOC Representation

Report percentage identifying as Black, Indigenous, or People of Color as of application date. Executive Leadership Team = paid executives/senior managers; Other Paid Staff = paid employees excluding executive leadership; Board of Directors = current voting board members. Categories are mutually exclusive. Enter N/A for leadership and staff if there are no paid employees, but report board representation. Calculate number identifying as BIPOC / total in group × 100.

These are three SEPARATE, non-overlapping groups: (1) Executive Leadership Team means paid executive and senior management staff, such as the CEO or Executive Director; (2) Other Paid Staff means paid employees NOT included in executive leadership; (3) Board of Directors means current voting board members.

Calculate each percentage using the number of people identifying as BIPOC in that group divided by the total number in that group, multiplied by 100. Example: 4 of 10 voting board members = 40%. Report as of the application date. If the organization has no paid staff, enter N/A for the first two fields; still complete the board field.

Community Voice and Equity

Character limit: 1500

How does the organization incorporate community perspectives into decisions, programs, or practices? Give one example of input influencing a decision, change, or reduction of an access barrier.

Guidance: Describe how you listen, how feedback is used, and what changed. Example: families request weekend hours, so the organization adjusts scheduling.

Tell us HOW you hear from the people and communities affected by your work and HOW that input informs decisions. Methods can include conversations, surveys, resident advisory groups, participant feedback, or staff with lived experience.

Include ONE specific example: what people shared, what decision or practice changed as a result, and how that change addressed a barrier or made the work more responsive. Example: families reported that weekday sessions conflicted with work; the organization added Saturday sessions.

GREEN | Organization for Renewal

Organizational Number Served

Character limit: 250

Total people served across the organization in the most recently completed fiscal or calendar year.

Guidance: Include all programs and sites; identify the period. The program count is separate.

Report the total number of individuals served across ALL organizational programs and locations, not only people served through the program requesting renewal. Specify whether the number covers a fiscal or calendar year and the dates, if useful.

Organizational Changes

Character limit: 1000

Describe significant changes since the last application in leadership, staffing, programs, priorities, or communities served.

Guidance: Significant examples: executive transition, restructuring, new services, geographic expansion. Routine adjustments such as minor schedules, procedure changes, or ordinary replacement hires need not be included unless they materially affect operations. If none, say so.

Compare the organization with the last full application, which may have been submitted several years ago. Describe meaningful leadership changes, major staff restructuring, changes in strategy or service offerings, significant changes in community needs, or geographic expansion.

A routine operational adjustment is a minor schedule change, a small internal process improvement, or replacing a departing employee without materially changing capacity or direction. You do not need to report every routine adjustment. If there were no significant changes, say so plainly.

Organizational Achievements

Character limit: 1000

Describe two or three significant achievements in the most recently completed fiscal year.

Guidance: Consider strategic plan milestones, industry recognition, program results, capacity, collaborations, and financial or operational improvements. Explain why they matter.

Choose two or three accomplishments that demonstrate meaningful progress, rather than listing every activity. Strong examples include completing a strategic-plan milestone, receiving an important accreditation or industry award, improving service access, developing a significant partnership, or strengthening financial or operational systems.

Explain the result and its importance: “We completed our strategic plan’s goal of opening an evening clinic, increasing access for working adults.” Recognition and awards are useful when you explain what they signify. Achievements may concern the entire organization and need not be related to this request.

Special guidance for coalitions and networks

If you are requesting funding for a coalition or network that does not have its own 501(c)(3) status, your application should provide information about both the applicant organization and the coalition or network.

Complete the Organization section using information about the organization submitting the application. In Request Overview, introduce the coalition or network and briefly describe its purpose, history, participating organizations, and the community issues it seeks to address.

Throughout the remaining initiative questions, focus on the coalition or network’s activities, structure, partnerships, anticipated impact, and measures of success. Explain the applicant organization’s administrative, financial, and coordination responsibilities.

BLUE | Program — New / After a Year Off

Request Overview

Character limit: 2000

Application Question: Describe the leadership development or capacity-building initiative for which you are requesting funding, including its primary purpose, goals, and what you hope to accomplish through this investment.

Guidance: Provide a clear overview of what you propose, why it is needed, and what you hope to improve. Identify the leadership, organizational, or collaborative challenge and who will benefit, such as staff, leaders, board members, or participating organizations. Focus on the purpose and goals; the activity timeline belongs in the next question. Examples include leadership coaching, stronger financial or technology systems, or coalition coordination and shared planning.

Activities and Implementation

Character limit: 3000

Application Question: Describe the primary activities that will be undertaken as part of this initiative, including the anticipated timeline, key milestones, and individuals or organizations responsible for implementation.

Guidance: Describe the major activities, approximately when they will occur, and who is responsible. Organize the timeline by months, quarters, or phases. Identify important milestones, such as completing an assessment, selecting a consultant, implementing a system, or adopting shared priorities. Include the

roles and relevant expertise of staff, consultants, and participating organizations. A detailed project plan is not required.

Example: During the first quarter, we will assess leadership development needs and select a training provider. Supervisors will participate in monthly training and coaching during the second and third quarters. In the final quarter, participants will complete development plans and provide feedback. Our Human Resources Director will coordinate the initiative.

Organizational and Community Impact

Character limit: 1500

Application Question: Describe how this investment will strengthen your organization's leadership, effectiveness, or capacity. How will these improvements benefit the individuals or communities your organization serves in northern Lake County?

Guidance: Explain what your organization, its leaders, or the network will be better equipped to do and how that improvement will benefit the community. Benefits might include stronger supervision and retention, more efficient financial systems, or better coordination among organizations. Community benefits may be indirect or longer-term; you do not need to promise immediate health outcomes.

Example: By strengthening our program managers' supervisory skills, we expect to improve staff support and reduce turnover. Greater staff stability will help us provide more consistent services and maintain stronger relationships with families.

Partnerships and Collaboration

Character limit: 1500

Application Question: Describe any organizations or external partners involved in this initiative, including their roles and how they will contribute to its implementation or success. If the initiative does not involve external partners, please indicate that.

Guidance: Identify partners, consultants, or other organizations directly involved and explain their contributions. Note whether roles are confirmed or anticipated. For a coalition or network, describe participating organizations, shared decisions, and coordination. Focus on partners involved in this initiative rather than listing all organizational relationships. External partnerships are not required; indicate if the work will be internal.

Example: We will work with an external consultant to assess and improve our financial management systems. The consultant will provide technical expertise and staff training, while our Finance Director oversees implementation and develops internal procedures.

Measurement of Success

Character limit: 1000

Application Question: Identify 2–3 measurable outcomes you expect to achieve through this initiative. For each outcome, include a specific target or indicator of success and describe how you will assess progress or results.

Guidance: Identify two or three improvements, each with a specific target and a method for assessing progress. Measures may address leadership skills, operational efficiency, governance, or coordination. Focus on change rather than simply counting activities, although completing and implementing an

important organizational milestone can be a valid result. Use realistic, practical tools such as surveys, assessments, staff-time comparisons, or progress reports.

Initiative type	Example target	Assessment
Leadership	80% of supervisors demonstrate improved knowledge	Pre/post assessment
Leadership	75% apply two new practices within three months	Follow-up survey
Organizational capacity	Reduce monthly financial reporting time by 30%	Staff time comparison
Organizational capacity	90% of board members understand governance responsibilities	Board self-assessment
Coalition/network	80% of member organizations report improved coordination	Member survey
Coalition/network	Adopt a shared action plan with three priorities and begin implementation	Action plan and progress reports

Sustainability and Long-Term Benefits

Character limit: 1000

Application Question: Describe how your organization plans to sustain or build upon the improvements achieved through this initiative after the grant period ends. Include any ongoing resources, organizational commitments, or practices that will help maintain these benefits.

Guidance: Explain how the benefits will continue after HFNLC funding ends. This might mean integrating new skills into staff responsibilities, maintaining improved systems, adopting policies, or continuing collaboration. If ongoing resources are necessary, describe how you will address them. Not every initiative requires new funding to sustain its benefits. For networks, explain how members will maintain shared responsibilities and coordination.

Example: After implementing our financial management system, our Finance Director will oversee its use. Updated procedures will become part of regular operations, staff will be trained, and annual software costs will be incorporated into our operating budget.

GREEN | Program for Renewal

Review your last full application to HFNLC before completing this section. Focus on significant changes and plans for the upcoming grant year. You do not need to repeat information that remains unchanged.

Changes to the Initiative

Character limit: 2000

Application Question: Describe any significant changes to your leadership development or capacity-building initiative since your last full application to HFNLC. Consider changes to the initiative's goals, activities, implementation, staffing, partnerships, or anticipated organizational benefits. If no significant changes have occurred, please indicate that.

Guidance: Describe meaningful changes in direction, activities, staffing, implementation, partnerships, or expected benefits. Briefly explain why changes were made and how they affect the initiative. If nothing significant has changed, simply state that; do not invent changes or repeat your prior application.

Example: We expanded leadership development to newly promoted supervisors after staff feedback showed a need for earlier support. Core training remains the same, with introductory coaching added for new supervisors.

Plans for the Coming Grant Year

Character limit: 2500

Application Question: Provide a narrative summary of your leadership development or capacity-building initiative's work plan for the upcoming grant year. Include the primary goals or priorities, key actions planned to achieve them, and anticipated milestones or timelines. If your organization has an existing work plan or project management document, you may include it under Additional Attachments to supplement your response.

Guidance: Describe your priorities, major planned activities, and milestones for the upcoming year. Include approximate timing and, for collaborative initiatives, how responsibilities will be shared. Focus on the coming year rather than repeating the full history. You may upload an existing work plan under Additional Attachments, but summarize it here; you do not need to create a separate plan just to apply.

Example: During the coming year, supervisors will receive quarterly coaching and peer learning. By the second quarter, each will identify two practices to use; in the final quarter, we will assess progress through feedback and supervisor evaluations.

Measurement of Success

Character limit: 1000

Application Question: Identify 2–3 measurable outcomes you expect to achieve through this initiative during the upcoming grant year. For each outcome, include a specific target or indicator of success and describe how you will assess progress or results.

Guidance: Identify two or three measurable improvements, with a specific target and assessment method for each. Measures should reflect the current stage of the initiative: for example, progress from developing a plan to implementing it, or from gaining skills to using them. Existing measures may continue if relevant. Describe anticipated results for the NEXT grant year, not past accomplishments.

Initiative type	Example target	Assessment
Leadership	80% of supervisors consistently use two practices	Follow-up assessment and feedback
Organizational capacity	Reduce financial reporting time by an additional 15%	Staff time records
Coalition/network	Complete three shared-plan activities with at least four member organizations	Progress and participation records

YELLOW | Budget — All Applicants

Annual Expenses

Character limit: 20

Total actual expenses for the entire organization in its most recently completed fiscal year.

Guidance: Use actual expenses, not the current budget or program-only expenses.

Use ACTUAL total expenses from the most recently completed fiscal year for the ENTIRE organization. Do not use the current-year projected budget, the grant request amount, or the program-only budget.

Use of HFNLC Funds

Character limit: 1000

Explain how funding supports the proposed initiative and strengthens the organization or network.

Guidance: Describe how the investment will strengthen leadership, systems, coordination, or effectiveness. Do not assign HFNLC dollars to specific expense lines.

Describe how the grant will support the proposed leadership development or capacity-building initiative. Explain how the investment strengthens staff skills, organizational systems, governance, or collaboration.

You do NOT need to assign HFNLC dollars to individual expense categories. Example: HFNLC support will help us strengthen financial reporting systems and train staff to use them.

Financial Health and Significant Changes

Character limit: 1500

Describe major financial changes and differences between current/projected budget and last completed actual expenses.

Guidance: Explain causes and responses. Example: loss of a government grant reduced revenue 12%; organization adjusted expenses, delayed vacancies, and diversified fundraising. Financial challenges do not automatically make an applicant less competitive. If no significant changes, say so.

Compare the current or projected organization-wide budget with actual expenses from the last completed fiscal year. Explain substantial changes in revenue, major grants, costs, staffing, or financial stability. If nothing material changed, say so.

Positive example: Revenue is expected to rise 15% due to a new service location and added staff, supported by several new funding commitments.

Challenge example: A government grant expired, reducing revenue by 12%. The organization adjusted expenses, delayed filling two vacancies, and increased efforts to diversify funding while preserving core services. Financial challenges are not automatically disqualifying; HFNLC wants context and the response.

Budget Summary Worksheet — Required

Upload projected income and expenses for the proposed leadership development or capacity-building initiative during the upcoming grant period, limited to the portion benefiting northern Lake County.

For initiatives operating in multiple areas, use reasonable allocations based on participants, staff time, activities, or other appropriate measures.

The worksheet should reflect the FULL projected income and expenses of the proposed initiative, not just the HFNLC request.

Complete the required worksheet for the INITIATIVE requesting funding during the upcoming grant period—not the entire organization.

Include ALL initiative income sources, secured and anticipated, including the HFNLC request. Include relevant expenses and contributions from participating organizations, as appropriate.

For shared costs across geographic areas, use a reasonable allocation based on actual activities, participants, staff time, or another documented method. You may explain allocations in worksheet notes.

Do not earmark the requested HFNLC amount to individual expense lines. Check worksheet formulas if you change cells, and add notes where needed.

Special budget guidance for coalitions and networks

If your organization applies on behalf of a coalition or network without its own 501(c)(3) status, distinguish the applicant organization's finances from the coalition or network's proposed initiative.

Annual Expenses and Financial Health: Report information for the organization submitting the application. Use of HFNLC Funds: Explain how support will strengthen coalition or network activities, coordination, or capacity.

Budget Summary Worksheet: Show the FULL projected income and expenses for the coalition or network initiative, including relevant coordination, facilitation, shared activities, administrative support, and contributions from participating organizations. Include reasonable allocations of applicant staff time and other shared costs. If work extends beyond northern Lake County, show only the portion attributable to activities benefiting northern Lake County and explain the allocation in the notes.

YELLOW | Attachments — All Applicants

Organization Operating Budget

Current fiscal year income and expense budget for the entire organization, all programs and locations.

Upload the organization's CURRENT fiscal-year operating budget, showing anticipated revenue and expenses for all programs and locations. You may use the format your organization already maintains.

This differs from the Budget Summary Worksheet: the operating budget covers the whole organization; the worksheet covers the requested initiative.

Grant List

All government, corporate, and foundation grants for the current fiscal year, organization-wide, secured and pending. Include funder, amount, purpose if relevant, and status. A table or spreadsheet is fine; individual donations and event revenue need not appear.

Include government, corporate, and foundation grants across the WHOLE organization for the current fiscal year. List the funder, amount, purpose if applicable, and whether the award is SECURED or PENDING.

A simple table or spreadsheet is acceptable; no special format is required. Individual donations and event revenue do not belong on this grant list.

Board of Directors

Current one-page portrait list of board members, affiliations, and vacancies. Affiliations can include employers and positions, other board memberships, professional associations, or community leadership roles. Retired or unaffiliated members may be identified as such. Do not include phone numbers, home addresses, or other personal contact information.

Provide a CURRENT one-page list in portrait orientation, including each board member's name, affiliations, and any board vacancies.

Examples of affiliations include employers and job titles, membership on OTHER boards, professional associations, or community leadership roles. You may note that someone is retired or has no current affiliation. DO NOT include phone numbers, home addresses, or other personal contact information.

Additional Attachments

Upload only helpful supporting materials, such as an assessment, evaluation report, existing work plan, or coalition action plan. Do not create new materials solely for this application.

Upload only materials that add meaningful context, such as an organizational assessment, evaluation report, or EXISTING initiative work plan. Avoid duplicative promotional materials.

Renewals may upload an existing work plan under Additional Attachments; still summarize plans in the narrative. Staff résumés are not required.

Special attachment guidance for coalitions and networks

If applying on behalf of a coalition or network that does not have its own 501(c)(3) status, submit the applicant organization's operating budget, grant list, and board list, as applicable. You may include a coalition action plan, governance structure, or participating-organization list under Additional Attachments; these are optional unless HFNLC requests them.

Application FAQs

Do we need to hire a grant writer or use technical language to prepare a competitive application?

No. HFNLC values clear, specific information about your organization, program, and community. You do not need professional grant-writing experience or specialized terminology. Focus on explaining what you do, why it matters, and what you hope to accomplish.

Do we need to repeat information from our previous application?

Regular renewal applicants should review their last full application and focus on significant changes, accomplishments, and plans for the coming year. You do not need to repeat information that has not changed unless the application specifically requests it.

What if nothing significant has changed since our last application?

That's okay. An effective initiative does not need to change every year. If your initiative continues to strengthen leadership, organizational effectiveness, or collaboration, explain that. HFNLC values sustained improvements and consistent progress as well as innovation.

What if our initiative fits more than one leadership and capacity-building category?

Some initiatives may fit more than one category. For example, a leadership development initiative may also strengthen organizational effectiveness, or a coalition-building initiative may include leadership training. Select the category that best represents the primary purpose of your initiative. You may describe other relevant benefits in your application.

What if our organization doesn't have formal evaluation tools?

You do not need a sophisticated evaluation system. Describe the information you currently collect or plan to collect, such as participant feedback, staff assessments, progress toward organizational goals, or coalition member surveys. Explain how you will use that information to understand whether the initiative is achieving its intended improvements and identify opportunities for continued progress.

What if we haven't established outcome targets for a new initiative?

New initiatives should propose realistic targets based on anticipated activities, available resources, and organizational needs. These may be informed by assessments, similar initiatives, or your organization's experience. Targets might include improvements in leadership skills, implementation of new systems or practices, or progress toward shared coalition goals. Targets can be refined as the initiative develops, but your application should explain what you hope to accomplish and how you will measure progress.

Can we use estimates if we don't have exact numbers?

Yes, when exact figures are not available. Use reasonable estimates based on the best information you have, and briefly explain how you arrived at them. Clearly identify estimates rather than presenting them as confirmed figures.

Do we need formal partnerships to be considered for funding?

No. Partnerships can strengthen an initiative, but they are not required for every request. Some leadership development and organizational capacity-building initiatives may be carried out entirely within an organization. If your initiative involves external partners, explain their roles and contributions. For coalition or network initiatives, describe the participating organizations and how they will work together.

Does our initiative need to directly serve individuals or community members?

No. Leadership development and capacity-building initiatives may focus on strengthening staff, organizational systems, governance, or collaboration rather than providing direct services. Explain how these improvements will ultimately benefit the individuals or communities your organization serves in northern Lake County. These benefits may be indirect or realized over time.

Can we include general administrative expenses in our initiative budget?

Yes. Include a reasonable portion of administrative or shared expenses that support the initiative, such as supervision, accounting, technology, facilities, or coordination. For leadership development and capacity-building initiatives, these expenses may be central to the proposed work. Explain how shared expenses were allocated to the initiative.

What if our organization or initiative operates outside northern Lake County?

You may describe the broader organization or initiative, but your HFNLC funding request and Budget Summary Worksheet should focus on activities and expenses benefiting northern Lake County. For example, an organization-wide technology improvement or leadership development initiative may benefit staff working in multiple locations. If expenses are shared across geographic areas, use a reasonable allocation method and explain your approach.

Can we estimate the portion of our initiative expenses associated with northern Lake County?

Yes. You may use a reasonable allocation based on factors such as staff time, participating organizations, geographic coverage, or initiative activities. Explain your method in the Budget Summary Worksheet's notes section. You do not need a separate accounting system for northern Lake County.

Do we need to identify exactly which expenses will be paid with HFNLC funds?

No. The Budget Summary Worksheet should reflect the full projected income and expenses for the initiative in northern Lake County, including the requested HFNLC funding. You do not need to assign HFNLC dollars to individual expense lines.

Our organization is applying on behalf of a coalition or network that is not a separate nonprofit. Whose information should we provide?

Use the applicant organization's information for the Organization section, organization-wide financial questions, and required organizational attachments. Use the initiative questions to describe the coalition or network and the work for which you are requesting funding. The Budget Summary Worksheet should reflect the proposed coalition or network initiative.

Does sustainability mean we must secure additional funding to continue the initiative?

Not necessarily. Sustainability means maintaining or building upon the benefits of the investment after the grant period ends. For example, leadership development may result in new supervisory practices, technology improvements may become part of regular operations, or a coalition may establish shared processes for ongoing collaboration. If continued funding will be necessary, explain how you plan to address that need. However, not every initiative requires ongoing funding to sustain its benefits.

Glossary Of Terms

Term	Definition
Allocation Method	A reasonable way to divide shared expenses among programs or geographic areas based on factors such as staff time, participants served, or services delivered.
Anticipated Funding	Funding an organization expects to receive but that has not yet been confirmed or awarded.
BIPOC	Black, Indigenous, and People of Color. HFNLC uses this term when asking about representation among organizational leadership, staff, and board members.
Community Voice	The perspectives, experiences, and ideas of people directly affected by an issue or served by a program.
Equity	Recognizing that people face different barriers and may need different resources or support to have fair opportunities.
Evaluation	The process of collecting and reviewing information to understand how well a program is working and identify opportunities for improvement.
Evidence of Need	Information showing why a program is necessary, such as community data, participant feedback, service records, or partner observations.
Fiscal Year	The 12-month period an organization uses for financial reporting. It may differ from the calendar year.
Competent and Emerging Leaders	Investments that strengthen the knowledge, skills, and effectiveness of current and emerging nonprofit leaders. Examples include leadership training, coaching, mentoring, succession planning, and professional development.
Sustainable and Efficient Nonprofits	Investments that strengthen an organization's internal operations, systems, governance, or long-term effectiveness. Examples include strategic planning, financial management, technology improvements, organizational assessments, and board development.
Effective and Innovative Coalitions or Networks	Investments that strengthen collaboration among organizations working toward shared goals. Examples include coordination, shared planning, network governance, collective learning, and systems that support joint action.
Capacity Building	Activities or investments that strengthen an organization's ability to fulfill its mission effectively over time. This may involve developing staff skills, improving systems, strengthening governance, or building organizational infrastructure.
Coalition or Network	A group of organizations or individuals working together toward shared goals. A coalition or network may operate independently or be supported administratively by a participating organization.
Indirect or Shared Expenses	Costs that support more than one program, such as accounting, technology, insurance, or office space.

Last Full Application	The most recent application submitted to HFNLC containing complete organization and initiative information, rather than a shortened renewal application.
Letter of Inquiry (LOI)	The initial stage of HFNLC's application process, when applicants provide basic information about their organization and funding request.
Measurable Target	A specific result an organization expects to achieve, expressed as a number, percentage, or other indicator that can be tracked.
Milestone	An important step or accomplishment along the way toward completing a program or achieving a goal.
Northern Lake County	HFNLC's designated geographic service area within Lake County, Illinois. Funding requests should focus on activities and expenses benefiting communities within this area. See HFNLC's Service Area Map.
Organizational Capacity	An organization's ability to carry out its work effectively, including its staffing, leadership, systems, resources, and partnerships.
Organization Operating Budget	A financial plan showing anticipated income and expenses for the entire organization during its current fiscal year.
Outcome	A change or benefit resulting from program activities, such as improved knowledge, increased access to services, or greater financial stability.
Output	A count of activities or services delivered, such as the number of workshops held, meals distributed, or people served.
Initiative Budget	A financial plan showing income and expenses associated with a specific program. For HFNLC applications, it should reflect the portion benefiting northern Lake County.
Secured Funding	Funding that has already been awarded or firmly committed to an organization.
Social Drivers of Health (SDOH)	The social, economic, and environmental conditions that influence people's health and well-being. HFNLC focuses on four priorities: Healthcare Accessibility & Availability, Access to Healthy Food, Employment & Income, and Community Engagement & Social Support.
Target Population	The specific group of people a program is designed to serve.
Turnover Rate	The percentage of employees who leave an organization during a specific period.
Work Plan	A document outlining program goals, activities, responsibilities, timelines, and important milestones. It may be presented as a narrative, table, or timeline.
Sustainability	The ability to maintain or build upon the benefits of an initiative after the initial funding period. This may involve continued funding, organizational commitments, or incorporating improvements into regular operations.