

**Pro Bono Innovation Fund
Application Instructions
for 2020 Grant Funding**

Issued: March 26, 2020

Application Submission Deadline

Monday, June 15, 2020

By 5:00 P.M. Eastern Time

Submit via Email to probonoinnovation@lsc.gov

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I. Funding Opportunity Description

The purpose of the Pro Bono Innovation Fund is to develop and enhance pro bono programs that serve low-income clients by improving the reach, quality, and effectiveness of the services clients receive. The Pro Bono Innovation Fund will provide grants for efforts that are:

- (1) Innovative *and* replicable or;
- (2) Replications of successful and effective pro bono models.

LSC divides Pro Bono Innovation Fund grants into three categories: (1) Project Grants, which focus on using pro bono volunteers to serve unmet and well-defined client needs, (2) Sustainability Grants, which provide continued development support for prior Pro Bono Innovation Fund grant projects; and (3) Transformation Grants, which build comprehensive and effective pro bono systems through new applications of existing best practices.

II. Award Information

A. Available Funds

A total of approximately \$4,275,000 will be available for 2020 grant awards. Publication of these *Instructions* does not obligate LSC to award any specific number of grants or to obligate the entire amount of funding available.

B. Estimated Award Funding Amounts

There is no maximum amount for Pro Bono Innovation Fund requests. The average grant award amount for FY 2014-2019 was \$284,478. In 2019, the average awards for the Project, Sustainability, and Transformation Grants were \$306,189, \$209,796, and \$320,699, respectively.¹ Applications may request an amount up to the total available funds. LSC expects that the amount of funds awarded for each grant will vary. LSC will not designate fixed or estimated amounts for the three different funding categories and will make grant awards across the three funding categories based on merit and quality.

C. Grant Term

LSC will fund Project grants for terms of either 18- or 24-months, Sustainability Grants for 24 months terms, and Transformation grants for either 24-or 36-month terms. All applications must specify the grant term, and all application materials and budgets must cover the entire grant term. LSC expects to award grants that will commence in October 2020, subject to execution of all grant documents.

D. Funding Instrument

The funding mechanism for the Pro Bono Innovation Fund is a grant.

¹ All of the 2018 grants have 24-month timelines.

III. LSC Requirements and Eligibility Information

A. *LSC Requirements*

Pro Bono Innovation Fund grants are subject to all the requirements of the Legal Services Corporation Act of 1974 as amended (LSC Act), any applicable appropriations acts and any other applicable law, rules, regulations, policies, guidelines, instructions, and other directives of including, but not limited to: [LSC Audit Guide for Recipients and Auditors](#), [Accounting Guide for LSC Recipients \(2010 Edition\)](#), [CSR Handbook \(2008 Edition, as amended 2017\)](#), with any amendments to the foregoing adopted before or during the period of the grant.

Pro Bono Innovation Fund grants are subject to additional grant terms and conditions in the [Pro Bono Innovation Fund Grant Terms and Conditions for 2020](#).

B. *Eligible Applicants*

To be eligible for the Pro Bono Innovation Fund's Project, Sustainability, and Transformation grants, Applicants must be current grantees of LSC Basic Field-General, Basic Field-Migrant, or Basic Field-Native American grants. Sustainability Grant Applicants must also be a current Pro Bono Innovation Fund grantee from the FY18 grantmaking cycle.

In addition, to be eligible, Applicants must have submitted a Letter of Intent to Apply for Funding and have been invited by LSC to submit a full application. All Applicants must be current with all information and reporting requirements for all other LSC grants (Basic Field, Technology Initiative Grants, Pro Bono Innovation Fund, or others).

C. *Eligible and Ineligible Activities*

Pro Bono Innovation Fund grants must meet the purpose and goals described above, consistent with all LSC requirements and restrictions. In addition, Pro Bono Innovation Fund grants cannot involve *judicare*, reduced fee, or other arrangements in which individuals are paid fees (in full or in part) for representing eligible clients, regardless of whether those arrangements would qualify as PAI activities under 45 C.F.R. Part 1614.

IV. Application and Submission Information

A. *Submission via email to probonoinnovation@lsc.gov*

Applicants must submit applications via email to probonoinnovation@lsc.gov. LSC will not accept applications or portions of applications by physical delivery.

LSC will confirm via email upon submission of each completed application. Please keep this email as verification that an application was submitted and received. If you do not receive a

confirmation email, then please inquire about the status of your application at probonoinnovation@lsc.gov, please copy Colleen Harwood, harwoodc@lsc.gov, on any correspondence.

Before you email your completed application to LSC, please use the 2020 Application Submission Checklist in Appendix I to ensure you have attached all applicable files to the email. All files can be attached as Word documents or PDFs, except for the Excel Budget Detail. If the files are too large, please send attachments in separate emails or send them in a zipped file attachment. Do not use Google Drive links, One Drive links, or any format that requires a passcode or user permissions.

B. Application Deadline

Applications for the 2020 Pro Bono Innovation Fund grant program are due no later than **5:00 P.M. Eastern Time, Monday, June 15, 2020**. The date and time the Application is received in the probonoinnovation@lsc.gov email box will verify whether the Application was submitted within the required deadline.

C. Late or Incomplete Applications

LSC may consider an application after the deadline, but only if the Applicant has submitted an email explaining the circumstances that caused the delay to probonoinnovation@lsc.gov and Colleen Harwood, harwoodc@lsc.gov, **before** the applicable deadline. Communication with other LSC staff, including assigned Program Liaisons, is not a substitute for sending an explanatory email to probonoinnovation@lsc.gov and harwoodc@lsc.gov. At its discretion, LSC may consider incomplete applications. LSC will determine the admissibility of late or incomplete applications on a case-by-case basis.

D. Supporting Documentation

Applicants may also include up to 30 total pages of documentation to support the project proposal. Supporting documentation can include:

- Letters of commitment to the project from all key partners whose participation is necessary for project completion;
- Maps of office locations and counties discussed in the proposal, relevant data, and statistical information;
- Letters of support from other justice community stakeholders;
- Information on past projects; and
- Credentials of partners and other entities involved in the project.

Please address all letters of support or commitment to: Ronald S. Flagg, President, Legal Services Corporation, and submit them via pdf attachment to probonoinnovation@lsc.gov with the rest of your application. Please do not mail any original, hard-copy letters separately to LSC. Letters and other supporting documentation that are not submitted to probonoinnovation@lsc.gov by the application deadline will not be considered as part of the application submission.

E. Page Limits and Formatting Requirements for Narrative

The total page limit for the *Narrative* portion of the Project and Sustainability application is 20 double-spaced pages with one-inch margins, using Times New Roman 12-point font, which approximates 13,000 words or 66,500 characters not including spaces in a standard word processing document.

Applicants for Transformation Grants may submit a longer *Narrative*. The total page limit for the *Narrative* portion of a Transformation Grant application is 30 double-spaced pages with one-inch margins, using Times New Roman 12-point font, which approximates 15,000 words or 68,000 characters not including spaces in a standard word processing document.

All pages in the *Narrative* must be numbered. The *Narrative* page limits above do not include the *Budget Detail, Supporting Documentation, or other required information such as Organizational Charts*. Applicants who do not follow the above formatting requirements for the *Narrative* submission may be subject to scoring penalties.

F. Narrative Questions and Reviewer Guidance

The questions for Project Grant narratives and the guidance provided to application reviewers about Project Grant criteria can be found at *Appendix II: Project Grant Questions and Reviewer Rating Criteria*. The questions for Sustainability Grant narratives and guidance provided to reviewers about Sustainability Grant criteria can be found at *Appendix III: Sustainability Grant Questions and Reviewer Rating Criteria*. The questions for Transformation Grant narratives and guidance provided to reviewers about Transformation Grant criteria can be found at *Appendix IV: Transformation Grant Questions and Reviewer Rating Criteria*.

Applicants for Pro Bono Innovation Fund grants must provide a *Narrative* that responds to the questions provided for each grant category. Reviewers will score the *Narrative* responses using the *Reviewer Rating Criteria* questions as guidance. Please be sure to answer all questions completely. Applicants who fail to answer a question completely may be subject to scoring penalties. To ensure your *Narrative* responds to all key questions, please use the appropriate template for your grant category ([Project Grant Template](#), [Sustainability Grant Template](#), [Transformation Grant Template](#)).

G. Multiple Applications; One Grant per Application

Upon invitation by LSC, Applicants may submit separate applications for multiple Pro Bono Innovation Fund grants and/or categories. Each separate application must contain complete information and not rely upon information contained in other applications.

V. Review and Selection Process

A. *Review and Selection Process*

LSC uses a multi-stage review process to assess Pro Bono Innovation Fund *Applications*. Reviewers read, score, and assess each eligible application. The results of the review are compiled and used to inform LSC’s internal deliberations and decisions. The following depicts a summary of the Pro Bono Innovation Fund Grant Review and Selection Process.



1. Eligibility Review

LSC reviews applications to determine compliance with eligibility and submission requirements. The eligibility review does not include reading the entire application.



2. Expert and Programmatic Review

Expert reviewers and LSC staff assess applications based on selection factors stated in these *Instructions*. Experts are screened for conflicts and recruited based on demonstrated expertise in pro bono, innovation, nonprofit management, and legal services delivery systems.



Transformation Grants Only: Executive Director Interview

LSC staff hold a video conference or phone interview with the Executive Director for all applicants seeking a Transformation Grant.



3. Quality Control and Risk Assessment

LSC staff identify outstanding applications that demonstrate high alignment with the *Selection Criteria* and key goals of the Pro Bono Innovation Fund. LSC staff will also evaluate the grant operational risks posed by each Applicant and conduct a due diligence review of each Applicant’s ability to manage grant funds.



4. Program Staff Recommendation

LSC staff recommend applications for selection based on the results of the above-described review process and the goals and selection factors stated in these *Instructions*.



5. Selection for Funding

The LSC President makes the final decision on funding for Pro Bono Innovation Fund awards based on his overall assessment of the applications, the staff recommendations, and achieving a balanced portfolio of grants.

B. Reviewer Rating Criteria and Weighting

Reviewer rating criteria are the factors that tell Applicants how reviewers will assess the merits of an *Application* in the context of the goals and requirements of the Pro Bono Innovation Fund and each grant category. Reviewers are required to assess an application based on the Applicant’s responses to each of the published *Selection Criteria*. The following charts detail the Reviewer rating criterion weighting for each Pro Bono Innovation Fund grant category (Project, Sustainability, Transformation):

Project Grants

Category	%	Sub-Category	%
Project Design	60	Need Statement	10
		Project Description including Goals, Objectives, and Project Activities	20
		Capacity, Interest, and Recruitment of the Pro Bono Volunteer	10
		Innovations, Best Practices, and Potential for Replication	10
		Proposed Performance Measures & Project Evaluation	10
Organizational Capacity, Project Partners, and Sustainability	25	Project Staffing, Leadership, and Oversight	10
		Project Partners	10
		Sustainability of the Project	5
Cost-Effectiveness and Budget Adequacy	15	Budget Justification	15

Sustainability Grants

Category	%	Sub-Category	%
Project Design	60	Summary of Project, Client Impact, and Ongoing Client Need	20
		Engagement of Volunteers and Pro Bono Best Practices	20
		Project Evaluation	20

Category	%	Sub-Category	%
Organizational Structure, Staff and Partners	15	Organizational Structure, Project Staff, and Partners	15
Proposed Budget and Sustainability	25	Sustainability Grant Budget	10
		Sustainability Plans and Demonstrated Support or Match	15

Transformation Grants

Category	%	Sub-Category	%
Transformation Strategy	60	Vision and Context for a Pro Bono Transformation	15
		Need and Opportunity for Pro Bono Transformation	30
		Proposal for Comprehensive Assessment of Pro Bono	10
		List of Short-Term Improvements and Commitment to Pro Bono Pilot	5
Guiding Coalition	25	Transformation Team	10
		Active Support of Executive Director	15
Cost-Effectiveness and Budget Adequacy	15	Cost-Effectiveness and Budget Adequacy	15

C. Reviewer Rating System

The application quality rating system for Pro Bono Innovation Fund grants is based on rating descriptions and scoring rubric provided to Pro Bono Innovation Fund and LSC staff reviewers. Reviewers must support their rating with comments and numerical scores. Reviewers cite each *Application's* significant strengths and/or weaknesses, in addition to providing an assessment that captures the quality of the overall application.

The ratings include four categories: Excellent, Good, Acceptable, and Not Acceptable. Reviewers decide which rating is the best overall fit in characterizing how the *Application* addresses the criterion being evaluated. The following chart details the definitions provided to reviewers to assist with their ratings of applications.

Rating	Description
Excellent	High quality response, addressing all elements of the selection criteria, and exceeding the requirements in almost all instances. Identified strengths are

	substantial with no weaknesses or additional questions identified. Any identified weakness has minimal effect on the overall quality of the response.
Good	Quality response, addressing all or most elements of the criteria and exceeding requirements in some instances. Identified strengths are substantial and identified weaknesses or additional questions are minimal in quantity and effect on the overall quality of the response.
Acceptable	Adequate response, addressing some of the elements of the selection criteria. Strengths and weaknesses are identified that may balance each other in significance. Overall quality of response is satisfactory, with several important areas for improvement.
Not Acceptable	Very weak response, neglecting to address many of the elements of the criteria and failing to meet the requirements in most instances. Identified weaknesses hold significant weight, overshadowing the identified strengths. Overall quality of response is inadequate, with significant flaws in key elements.

D. Anticipated Announcement and Award Dates

LSC will announce the results of this competition in by the **End of Summer 2020**. Successful Applicants will receive an official notification that their application was selected for an award. This notification is not an authorization to begin grant activities.

LSC will provide each successful Applicant with a *Grant Award* package containing the terms and conditions for the grant. The grant commences on the date specified in the award package after both LSC and the grantee execute all the grant documents. Grantees whose applications were not selected for funding will also receive a separate notification.

VI. Award Administration Information

A. Award Notices

1. Activities Prior to Award or Negotiated Starting Dates

LSC has no obligation to fund pre-award costs out of a Pro Bono Innovation Fund grant and LSC does not intend to authorize any pre-award costs. Grant funds are available only for the purposes stated in the *Grant Award* and only after commencement of the grant term. If an Applicant incurs any project costs prior to the project start date specified in the executed *Grant Award*, it does so solely at its own risk.

2. No Obligation for Future Funding

If an application is selected for funding, LSC has no obligation to provide any additional or future funding for that award. Amendment of an award to increase funding or extend the period of performance is at the sole discretion of LSC.

3. False Statements

A false statement on an application is grounds for denial or termination of funds and grounds for possible punishment by a fine or imprisonment as provided in 18 U.S.C. § 1001.

4. Applicable Law

All grants made pursuant to this solicitation will be subject to the LSC Act of 1974, as amended, applicable appropriations acts, any other laws affecting LSC funds or LSC grantees, and all lawful requirements of the rules, regulations, policies, guidelines, instructions, and other directives of LSC (LSC Laws, Rules, and Regulations). Any amendments to or other applicable LSC Laws, Rules, and Regulations adopted during the period of this grant shall also apply. The LSC Laws, Rules, and Regulations, including program letters and other policies and guidelines, are available on [LSC's website](#) or by contacting LSC directly.

5. Application of Federal Law

Applicant agrees that as a grantee it will be subject to all [provisions of Federal law relating to the proper use of Federal funds](#). It understands that if it violates any of the Federal laws on the list, it may be subject to the summary termination of its LSC grant as authorized by Pub. L. 104-193, Tit. V., § 504(a)(19). It represents that it has informed employees and board members of the Federal laws and their consequences both to the recipient and to themselves as individuals as required by 45 C.F.R. § 1640.3. It will also notify any subgrantees about the applicability of these laws and obtain the subgrantees consent to their application.

6. Waiver Authority

Under extraordinary circumstances and when it is in the interest of the eligible client community, LSC, upon its own initiative or when requested, may waive provisions in these *Instructions* at its sole discretion. Waivers may be granted only for requirements that are discretionary and not mandated by statute or regulation. Waiver requests must be submitted by email to probonoinnovation@lsc.gov and must set forth the extraordinary circumstances for the request. Please see *Section VII: LSC Contacts* of this application.

7. Freedom of Information Act

LSC may receive requests for copies of applications submitted to it. Applicants are hereby notified that the applications they submit are subject to the Freedom of Information Act. For guidance on the availability of information submitted by any Applicant, see LSC's Freedom of Information Act Regulation, 45 C.F.R. Part 1602. To assist LSC in making disclosure determinations, Applicants may identify sensitive information and label it "confidential."

B. Reporting Requirements and Performance Measures

Pro Bono Innovation Fund team uses performance measures to assess the progress of these grants. Awardees should expect to work with LSC to finalize the expected performance measures they will use, which may include some standardized measures and surveys that are related to the LSC's key goals for the Pro Bono Innovation Fund.

If the grant is awarded, the grant goals, objectives, and milestones will be agreed upon by LSC and the awardee and documented in a Project Plan that becomes part of the grant award package.

C. Payment Schedule and Continued Funding

Applicants who are selected for funding should plan to receive an initial grant payment after the Project Plan for the grant is approved. Interim fixed payments are subsequently scheduled for every six months of the grant term. Interim payments will be made based on narrative reports, documents, and other resources developed through the grant, and meetings with LSC staff that show milestone completion and progress toward achieving project goals. Eighteen-month grants will have a total of 4 fixed payments each equaling 25% of the total grant award. Twenty-four-month grants will have a total of 5 fixed payments each equaling 20% of the total grant award. Thirty-six-month grants will have a total of 7 fixed payments each equaling 14.3% of the total grant award. The final payment will be available upon approval of the project final report and final financial report.

Continued funding is contingent upon satisfactory progress and compliance. For all projects, grantees must demonstrate satisfactory performance with respect to key program goals and requirements in their reports, as well as compliance with the terms and conditions of the grant to ensure continued funding. Please note that payments may be withheld due to insufficient progress or late reporting. A decision by LSC to withhold a payment will not constitute a suspension, termination, lesser reduction of funding, or disallowed cost under the LSC regulations.

D. Sustainability Grants and No Cost Extensions for Current FY18 Grantees

Applicants who are current Pro Bono Innovation Fund FY18 grantees and who are awarded an FY20 Sustainability grant to continue their project must complete their Project grant within the original grant term and before the Sustainability grant term begins. Applicants who are awarded a Sustainability grant may not request a no-cost extension on the grant for same Project.

E. Third-Party Transfers of Funds: Subgrants and Contracts

Organizations and entities that are not current LSC grantees are not eligible to apply directly to LSC for Pro Bono Innovation Fund grants. However, LSC encourages collaborations between LSC grantees and other partner organizations that strengthen pro bono delivery systems, avoid duplication of services, and expand services to clients. In some circumstances, Applicants will need to formally contract or subgrant with third parties to accomplish the goals of the grant. Such

partnerships, subgrants, and contracts can raise special issues and be subject to certain LSC regulations and procedures. Applicants should be familiar with these and take them into account during the design and planning of the grant. Applicants that require pre-approval under 45 C.F.R. Part 1630 (for contracts) or Part 1627 (for subgrants) should work with Pro Bono Innovation Fund staff upon notification of funding to initiate the approval process with LSC's Office of Compliance and Enforcement.

LSC's program integrity rules apply to any Pro Bono Innovation Fund grant. These rules require "objective integrity and independence" between you and any Pro Bono Innovation Fund partner organization that performs LSC-restricted activities. [45 C.F.R. § 1610.7](#).

Before making an award of Pro Bono Innovation Fund or other LSC grant funds to a third party, Applicants must determine whether the award meets the characteristics of a subgrant in 45 C.F.R. § 1627.3(b). A Part 1627 subgrant is an award of Pro Bono Innovation funds or property or services purchased in whole or in part with Pro Bono Innovation funds to another entity to perform part or all of the legal assistance activities. The characteristics of a subgrant are set forth in § 1627.3. Applicants should carefully review the rule before submitting proposals with potential subgrants.

Subgrants: The general rule under 45 C.F.R. § 1627.5 is that both the LSC and non-LSC funds of the subrecipient are subject to the restrictions listed in 45 C.F.R. § 1610.2(b). [45 C.F.R. Parts 1610 and 1627](#). There are exceptions for the subgrantee's non-LSC funds when the subgrant is "for the sole purpose of funding private attorney involvement (PAI) activities pursuant to 45 C.F.R. Part 1614 or when an in-kind subgrant involves pro bono, reduced fee, or Part 1614 PAI activities. 45 C.F.R. § 1627.5(d).

Although Pro Bono Innovation Fund grants are not eligible for allocation to a grantee's 12.5% PAI requirement under Part 1614, Pro Bono Innovation Fund subgrants may qualify for the section 1627.5(d) exception if they meet two requirements:

- 1) The subgrant is for activities that meet the substantive requirements of Part 1614 or are for providing legal information or legal assistance on a pro bono or reduced-fee basis to individuals who have been screened and found eligible to receive legal assistance from an LSC recipient; and
- 2) The subgrant is for those activities only.

Process for Subgrants over \$20,000 Requiring Prior Approval: LSC requires grantees seeking prior approval to subgrant a portion of their Pro Bono Innovation Fund grants to use a process similar to LSC's Basic Field subgrant application. LSC Basic Field grantees are required to submit a formal request. Applicants that require pre-approval under 45 C.F.R. §§ 1630 or 1627 should work with Pro Bono Innovation Fund staff upon notification of funding to initiate the approval process with LSC's Office of Compliance and Enforcement. More information on the subgrant application process can be found [on LSC's website](#).

Contracts: Procurement contracts using Pro Bono Innovation Funds are subject to the contracting requirements set out below, in addition to the cost standards and prior approval requirements of [45 C.F.R. Part 1630](#).

As further discussed in the *Eligible Costs* section of *Appendix V: Budget Information*, recipients must comply with all of the Part 1630 requirements, including the requirement to obtain prior approvals. [45 C.F.R. Parts 1630](#) and [1631](#), [Fundamental Criteria of an Accounting and Financial Reporting System](#) of the LSC Accounting Guide. The award of a grant does not constitute a prior approval unless it specifically states otherwise.

Consistent with Applicant's written procurement policy, Applicant must obtain best value – the most advantageous balance of price, quality, and performance – and seek to minimize fraud, waste, and abuse, when purchasing products and services with grant funds. Best value is typically achieved through transparent and objective competition.

Pro Bono Innovation Fund purchases and/or contract for service of \$25,000 or more must be pre-approved by LSC. You must apply for any required prior approval as required by [45 C.F.R. § 1631](#), your grant award does not constitute pre-approval.

VII. LSC Contacts

These *Instructions* will be available [online](#) on the Pro Bono Innovation Fund website.

For more information, technical issues or to reach a member of the Pro Bono Innovation Fund team, please send an email to Colleen Harwood, harwoodc@lsc.gov.

VIII. Technical Assistance

LSC will schedule feedback calls to answer questions about the funding opportunity, compliance and regulatory issues, and the overall application process. LSC strongly encourages all Applicants to participate in these sessions. LSC staff will also be available to provide feedback to Applicants about their grant applications on an ongoing basis until the application deadline.

Appendix I. 2020 Application Submission Checklist

Project Application Components Checklist:

- Narrative Response, 20-page, double spaced maximum. Page limit does not include coversheet. [Project Template](#).
- [Budget Detail](#)
- Resumes of Key Staff, Position Description for any proposed New Project Position
- Up to 30 pages of Supporting Documentation

Sustainability Application Components Checklist:

- Narrative Response, 20-page, double spaced maximum. Page limit does not include coversheet. [Sustainability Template](#).
- [Budget Detail](#).
- Resumes of Key Staff, Position Description for any proposed New Project Position
- Up to 30 pages of Supporting Documentation

Transformation Application Components Checklist:

- Narrative Response, 30-page, double spaced maximum. Page limit does not include coversheet. [Transformation Template](#).
- [Budget Detail](#).
- Resumes of Key Staff, Position Description for any proposed New Project Position
- “Current” Organizational Chart that identifies Key Staff with Pro Bono responsibilities
- “Future” Organizational Chart that identifies Key Staff with Pro Bono responsibilities
- Up to 30 pages of Supporting Documentation
- Interview with Applicant’s Executive Director in May 2020 (GoToMeeting or by Phone).

Appendix II. Project Grant Questions and Reviewer Rating Criteria

PROJECT DESIGN (60%)

Question 1. Need Statement (10%): Please provide a description of the client need that this project seeks to address and why it is a strategic priority for your organization. Please also provide a statement that describes challenge(s) or inefficiency(ies) in the pro bono system that this project also will address.

Reviewer Rating Criteria

- Does the response provide a clear description of the specific client need and the current gaps in service?
- Does the response inspire confidence that clients will seek the pro bono services being offered?
- Does the response illustrate need for the project by using available statistical information and other data to identify the gap(s) in services?
- Does the response articulate the challenge(s) or inefficiency(ies) in the pro bono delivery system that the project will address in a thoughtful and detailed manner?
- Does the response address access or other barriers which may prevent clients from seeking the services offered?
- Does the Applicant make the case that the client need being addressed is a critical one and a strategic priority for the organization?
- For projects that focus on legal issues that are “upstream,” non-emergency, and preventative in nature, does the Applicant describe how they plan to ensure a steady and reliable pipeline of clients for the project?
- Does the Applicant describe any current efforts (by the Applicant or other entities) that are related to the client needs and gaps in service, including an explanation why the Applicant and other service providers cannot meet the need with current resources?

Question 2. Project Description including Goals, Objectives, and Project Activities (20%): Please describe your project and how you plan to meet the specific client needs with pro bono resources. In your response, please state the project’s high-level goals and objectives, then provide a complete description of your project and the project activities that are designed to address the issues identified in the Need Statement and goals of the Pro Bono Innovation Fund. Your response must include a description of the targeted volunteers, their role and activities in the project, and the full range of pro bono legal assistance that you plan to leverage for clients through the project.

Reviewer Rating Criteria

- Does the response articulate the project’s goals and objectives in clear, compelling, and measurable terms?
- Does the response include a description of targeted volunteers and provide for meaningful and impactful roles and responsibilities for the volunteers?

- Does the Applicant propose to implement specific activities and strategies that will achieve the goals and objectives?
- Does the Applicant clearly identify supports and resources needed to leverage the volunteers effectively?
- Does the Applicant describe a thoughtfully designed and cohesive project with well-defined activities designed to address issues identified in the Need Statement?
- Does the overall project seek to leverage volunteer resources to provide higher levels of legal assistance for clients?
- Does the overall project make the highest and best use of staff and volunteer attorneys?

Question 3. Capacity, Interest, and Recruitment of the Pro Bono Volunteer (10%): Please provide a description and analysis of (a) volunteer interest or demand for the project or your assumptions about volunteer motivation and interest in this project, and (b) a well-defined recruitment strategy for the targeted volunteers that includes a description of the size and makeup of the private bar and legal community in your service area.

Reviewer Rating Criteria

- Does the response demonstrate that there is strong volunteer interest and support for the project, including volunteer interest in using the resources, and/or engaging in the volunteer opportunities proposed?
- Does the response clearly identify the specific segment(s) of the bar or other volunteers who will be the focus of the project?
- Does the response recognize the challenges to engaging volunteers for their project and propose clear plans to address the challenges?
- Does the response describe volunteer motivation in a manner that is thoughtful and credible and with a basis in the Applicant's or other's experiences with volunteers?
- Does the response provide analysis and information about the pro bono capacity of the legal community in Applicant's service area for this type of project, including trends and demographic shifts using available statistical information and other data?
- Does the Applicant use and/or expand their current pro bono volunteer network to support the project?
- How does volunteer interest drive, define, or limit the proposed assistance being offered to clients and how does the Applicant view or address this?
- Does the Applicant identify whether there are other pro bono programs in their service area providing similar volunteer experience(s), and if there are plans to address this potential challenge?
- Does the Applicant provide letters of support that demonstrate support for the specific project being proposed?

Question 4. Innovations, Best Practices, and Potential for Replication (10%): Please describe what this project offers that is new in the justice community and the part(s) of your project that you believe will be replicable. If the project replicates existing pro bono delivery models, your response should clearly identify what pro bono project, program and “best practice” you plan to replicate and how you plan to adapt or improve upon the replication.

Reviewer Rating Criteria

- Does the response clearly describe a new strategy in the pro bono or legal aid community that is being employed in the project?
- Does the response demonstrate whether the new strategy is focused on areas of the pro bono delivery system that pose significant challenges to legal aid providers and are commonly found in the legal services community?
- If proposing to replicate an effective pro bono model within a new or different context, how did the Applicant come to identify the pro bono model as one that is effective? Did the Applicant conduct research and due diligence in the design of their project by speaking with other pro bono programs or Pro Bono Innovation Fund grantees?
- Does the response make connections between the new strategy or replication and issues in the pro bono delivery system that are important and timely to the legal aid community?
- Does the Applicant set forth a reasonable basis to expect that the project could be replicated and adapted in other communities, especially regarding the cost and complexity of the strategies employed in the project?
- Does the Applicant articulate how the proposed project’s innovation(s) will address the current challenge, problem, or inefficiency in the pro bono system described in the Need Statement?

Question 5. Proposed Performance Measures & Project Evaluation (10%): Please identify the specific, measurable outcomes that the project seeks to accomplish in the proposed timeframe. In addition to numerical targets, please describe your plan to evaluate your project’s efficacy in providing meaningful outcomes for clients, volunteers and your organization.

Reviewer Rating Criteria

- Does the response clearly identify measurable outcomes that will be achieved through the proposed project?
- Does the response identify outcomes that are aligned with the key goals of the Pro Bono Innovation Fund and the project’s own goals outlined in Question #2?
- Does the response demonstrate a connection between project activities and meaningful outcomes?
- Does the response include some numerical targets for the estimated number of clients who will be served, estimated number of volunteers participating in the project, etc.?
- Does the response specify the outcome measures, evaluation methods, and data sets that will be used to assess and demonstrate the project’s achievements?

- Does the Applicant provide a thoughtful description of how they plan to evaluate the project with resources allocated in the budget towards evaluation?
- Does the Applicant articulate a thoughtful approach to evaluation for replication?

ORGANIZATIONAL CAPACITY, PROJECT PARTNERS, AND SUSTAINABILITY (25%)

Question 6. Project Staffing, Leadership and Oversight (10%): Please describe the role and involvement of key staff in the project. The response should describe the role of senior management, substantive experts, and the current pro bono/PAI staff in the development and implementation of the project. The response should also include a brief explanation of your capacity to provide programmatic and financial oversight of this project.

Reviewer Rating Criteria

- Does the response show that the project is coordinated with the organization's existing PAI or pro bono program?
- Does the response show that the project is coordinated with the organization's overall advocacy efforts and key substantive experts?
- Does the response demonstrate a track record of success with pro bono and private attorney involvement efforts?
- Does the response describe the Applicant's senior management's level of involvement in the design or implementation of the project?
- For proposed new position(s), does the Applicant describe the level of experience expected for the position that fits with the project responsibilities, including a timeline and strategy for recruiting qualified candidates to the position?
- Does the Applicant present a staffing plan with a qualified roster of key staff members that have the experience and capacity to effectively implement the proposed project and meet the grant's program and fiscal requirements?

Question 7. Project Partners (10%): Please describe the role and involvement of key partners who will be collaborating with your organization on the project. If the project proposes subgrantees and contractors, the response should outline the key project activities each partner will be responsible for.

Reviewer Rating Criteria

- Does the response demonstrate that key partners who are important to the project's success, have a well-defined and substantive role?
- Does the response demonstrate a history of collaboration with the key partners or community stakeholders, including any prior work with proposed partners such as subgrantees?
- For proposed subgrantees and/or contractors, does the Applicant clearly describe the role, activities, and qualifications of each that is supportive of the project goals, objectives and activities?
- Does the Applicant provide letters of support that demonstrate stakeholder and partner support for the specific project being proposed?

Question 8. Sustainability of the Project (5%): Please describe your strategy to sustain the proposed project beyond the grant period. The response should identify the elements of the project that you anticipate will require a commitment of staffing and resources beyond the project period and those that will not require ongoing resources. The response should also include information on current or future partners and funders who are positioned to sustain the project and/or plans that the Applicant can develop to adapt its operations and staffing to support the project after the grant period.

Reviewer Rating Criteria

- Does the Applicant recognize the project's staffing and resource requirements and discuss plans and strategies to sustain the project beyond the proposed grant term?
- If proposing to hire new project staff, does the Applicant describe considerations for the position after the grant period ends?
- Does the Applicant identify other potential sources of support for the project?
- Does the Applicant describe potential changes to internal operations and staffing to support the project beyond the proposed grant term?
- Does the Applicant identify project partners who are willing and positioned to maintain elements of the project beyond the grant term?

COST-EFFECTIVENESS AND BUDGET ADEQUACY (15%)

Question 9. Budget Justification (15%): Please describe how the budget allocations and other sources of support will advance the desired goals, objectives, and project activities being proposed. Please include a statement of where the highest percentage of the Pro Bono Innovation Fund grant will be directed and your justification for this allocation.

Reviewer Rating Criteria

- Does the response provide clear detail and adequate budget narrative that demonstrates the relationship of budgeted items to project activities?
- Does the Applicant propose a reasonable and justifiable budget consistent with the proposed goals and objectives of the project?
- Does the Applicant present a budget adequate to successfully support the project activities?
- Does the Applicant submit a budget that is understandable and free from mathematical errors?
- Are grant dollars being directed towards expenses that are consistent with the goals of the Pro Bono Innovation Fund?
- Does the Applicant demonstrate past success in managing LSC grant funds and complying with LSC fiscal requirements and guidelines?

Appendix III. Sustainability Grant Questions and Reviewer Rating Criteria

PROJECT DESIGN (60%)

Question 1. Summary of Project, Client Impact and Ongoing Client Need (20%): Please describe the project you seek to support with a Sustainability Grant. In your response, please incorporate the following information supported with data from your project:

- a. A description of the components of your 2018 Pro Bono Innovation Fund project.
- b. A description of your project's efficacy in obtaining meaningful outcomes for clients, volunteers and your organization.
- c. A description of the compelling, ongoing client need for the project.
- d. Whether and/or why you are proposing changes or expansions to your original project.

Reviewer Rating Criteria

- Does the response provide a clear description of the Pro Bono Innovation Project?
- Does the response demonstrate that the client need is a high priority for the organization and client community?
- Based on the client needs described, is there a clear case that the project will be integrated into core services?
- Does the response use statistical information, project data and other metrics to show compelling results and ongoing need?
- Does the Applicant propose to provide the same amount and level of services during the Sustainability Grant?
- Does the response demonstrate that changes to project are focused on strengthening client outcomes or volunteer support and engagement?

Question 2. Engagement of Volunteers and Pro Bono Best Practices (20%): LSC wants to showcase Sustainability Grants nationally as examples of excellent, client-centered pro bono delivery. Please describe how your Pro Bono Innovation Fund project is an example of excellent and high-quality pro bono delivery. In your response, please incorporate the following information:

- a. A description of the specific aspects of your Pro Bono Innovation Fund project that contribute to the success of your project and the aspects of your project that are replicable by other grantees across the country.
- b. A description of how the role of pro bono volunteers in your Pro Bono Innovation Project achieved or contributed to more meaningful outcomes for clients, volunteers and your organization. In your response, please detail the level of service and the quality of engagement and assistance provided to clients by pro bono volunteers.
- c. A description of whether and/or how the role of pro bono volunteers will change in the Sustainability Grant.

Review Rating Criteria

- Does the response describe excellent results for clients that are qualitative and quantitative?
- Does the response demonstrate alignment between the ability and interest of pro bono volunteers and the specific client need being addressed?
- Does the response illustrate success with pro bono volunteers through quantitative and qualitative data from the Pro Bono Innovation Project?
- Does the response describe high-quality pro bono practices that are replicable?
- Does the response or supporting documentation demonstrate that the Pro Bono Innovation Project has support from the volunteer and legal community outside the organization?
- Does the response detail a well-defined role for pro bono volunteers in the Sustainability Grant Project and, where such role is expanded, an explanation for the expansion?

Question 3. Project Evaluation (20%): Please identify the measurable client, volunteer and other outputs from your project activities that will be accomplished during the Sustainability Grant and, where applicable, note whether these are the same, different or increased from those in your 2018 Project Grant Evaluation Plan. Then describe, in addition to the numerical targets, how you plan to collect other data to demonstrate your project's value in providing meaningful outcomes for clients, volunteers and your organization. In your description, please provide a thoughtful analysis on how you plan to use the new data collected during the Sustainability Grant.

Reviewer Rating Criteria

- Does the Applicant articulate measurable outputs that will be achieved through the proposed project?
- Does the Applicant include and expand numerical targets for the estimated number of clients who will be served, estimated number of volunteers participating in the project, etc.?
- Does the response identify sophisticated outcome measures, evaluation methods, and data sets that will be used to assess and demonstrate the project's longer-term achievements?
- Does the response describe a thoughtful evaluation plan to ensure the needed data are obtained and compiled over the grant period?
- Does the response demonstrate a connection between project activities and meaningful outcomes?
- Does the response demonstrate the organization has capacity for quality project evaluation?

Organizational Structure, Staff and Partners (15%)

Question 4. Organizational Structure, Project Staff, and Partners (15%): Please describe the role and involvement of key staff and project partners in the Sustainability Grant. In your description, please provide analysis on how the staffing and organizational structure has or will evolve since the original grant proposal. Please also describe the additional staff, partners, or volunteers (legal and/or non-legal), if any, that will be needed for the Sustainability Grant.

Review Rating Criteria

- Does the response provide a clear description of the organizational structure of the Sustainability Grant and the roles of current staff, partners, and stakeholders?
- Does the response demonstrate that the project is now supported by diverse community organizations that are invested in the long-term success of the project?
- Does the response demonstrate that the project has support from within the larger organization and outside the organization?
- Does the response demonstrate how the organization will support the integration of the Pro Bono Innovation Project into core legal services? Does the Applicant describe activities they will undertake to institutionalize the project into core services during the Sustainability Grant period?
- Does the response demonstrate how the organization will support the integration of the Pro Bono Innovation Project into existing PAI or Pro Bono Program? Does the Applicant describe activities they will undertake to institutionalize the project into existing PAI or Pro Bono Program services during the Sustainability Grant period?
- For proposed new position(s), does the Applicant clearly describe the level of experience expected for the position that fits with the project responsibilities, including a timeline and strategy for recruiting qualified candidates to the position.
- For proposed new partner(s) or staff, does the Applicant clearly describe the role, activities and qualifications of each that is supportive of the Sustainability Grant.
- For proposed new volunteer(s), does the Applicant clearly describe potential sources of new volunteers and a timeline and strategy for recruiting new volunteers to the Sustainability Grant.

PROPOSED BUDGET AND SUSTAINABILITY (25%)

***Question 5. Sustainability Grant Budget (10%):* Please explain your overall Sustainability Grant budget and what it seeks to fund for the 24 month grant period. Please also provide a justification for the allocation of the Pro Bono Innovation Fund share of the budget and your share of the budget and how this allocation will support the project goals and objectives. In your description, please make sure to detail how the proposed budget supports the Sustainability Grant's goal to find new resources to support this pro bono effort.**

Review Rating Criteria

- Does the response provide clear detail and adequate budget narrative that demonstrates the relationship of budgeted items to project activities?
- Does the Applicant propose a reasonable and justifiable budget consistent with the proposed goals and objectives of the project?
- Does the Applicant present a budget adequate to successfully support the project activities?
- Does the Applicant submit a budget that is understandable and free from mathematical errors?
- Does the response demonstrate a thoughtful and rational allocation of Pro Bono Innovation Fund dollars in the project?

- Does the response provide clear detail and adequate justification as to the differences, if any, between the Pro Bono Innovation Project budget and the Sustainability Grant budget?

Question 6. Sustainability Plans and Demonstrated Support or Match (15%): Please provide a detailed strategy on how you will begin to support the project with other resources during and after the Sustainability grant term. Your response should detail how the level of support from the Pro Bono Innovation Fund will change from the 2018 levels and over the term of the Sustainability Grant. In your discussion, please confirm the level of staffing that you propose for the project once the grant has ended. Please also include a description of any proposed match and planned sources of revenue. If there is support from another funder, please include the amount and terms of the funding. Please also include a discussion of your prior success, if any, in sustaining grant-funded projects or fellowships after the support is reduced or ends.

Review Rating Criteria

- Does the Applicant propose a reasonable and ambitious plan to sustain the project consistent with the proposed goals and objectives of the Sustainability Grant?
- Does the response provide a clear description of staffing levels and how the project will transition to other sources of support during and after the Sustainability Grant period?
- Does the response demonstrate that the project will be funded through a variety of sources?
- Does the Applicant identify potential sources of money outside of the organization for the Sustainability Grant term?
- Does the response demonstrate the Organization's commitment to securing other support either through new sources of revenue or, if necessary, reallocation of general monies?
- Does the response describe the organization's prior experience in funding new projects or integrating new projects into core legal services?

Appendix IV. Transformation Grant Questions and Reviewer Rating Criteria

TRANSFORMATION STRATEGY (60%)

Question 1. Vision and Context for a Pro Bono Transformation (15%): Please describe your vision for a modern and high-impact pro bono program at your organization. Provide context for this vision by discussing trends in your state or service area that have shaped your vision and decision to transform your approach to pro bono (i.e., changing legal market, shifts in client and volunteer demographics, justice community initiatives or partnerships, new pro bono policies or leadership).

Reviewer Rating Criteria

- Does the Applicant provide a compelling and strategic vision for their future pro bono efforts?
- Is the Applicant’s vision consistent with modern, effective practices for legal aid pro bono?
- Does the Applicant’s vision have a strong connection with clients and client communities?
- Does the Applicant’s vision propose a new approach or collaboration with existing legal service providers and/or pro bono programs?
- Does the Applicant’s response identify new rules, trends, and stakeholders in the service area that are key to pro bono delivery?
- Is the Applicant’s vision exciting and opportunistic, staying ahead of current trends and seizing on new resources that are ready to be leveraged?

Question 2. Need and Opportunity for Pro Bono Transformation (30%):

(a) Please provide a description of your current pro bono program, how it functions, how it is staffed and structured in your organization. What needs to change and how you would like to improve it? What new approach are you proposing for your pro bono staffing and capacity in your organization? How is this consistent with your vision?

As part of your response to this question, you are required to submit two organizational charts. The first is a “current” organizational chart that reflects your full organization and identifies the positions that carry any responsibility for pro bono and PAI. The second, “future” organizational chart reflects your proposed new structure with any new position(s) that will be funded through the Transformation grant.

(b) Please identify recent changes at your organization that have influenced your decision to transform your approach to pro bono. (i.e., new management, organization-wide initiatives, changes in staff or reorganization, new strategic plan, board of directors’ mandate, new technology systems, etc.)

Reviewer Rating Criteria

- Does the Applicant's response reflect a complex understanding of pro bono delivery in legal aid? For example: staff cultural or attitudinal issues about pro bono; distinctions between priority and non-priority work; recognition of volunteer needs and motivations; difficulty in maintaining rigorous quality controls; etc.
- Does the Applicant provide two Organizational Charts that clearly identify the key pro bono staff in the organization and where the pro bono positions are or will be located?
- Does the Applicant explain their new structure and clearly describe the future staffing and of the pro bono program? For example: whether there is a separate pro bono unit; whether there is full-time pro bono staff; the number of staff members who carry pro bono responsibilities; identification of the management position responsible for overseeing pro bono.
- Does the proposed staffing demonstrate a commitment to elevate and professionalize pro bono in the organization?
- Will the proposed change impact how overall services will be delivered in the program?
- Does the Applicant address how it will integrate pro bono into its advocacy structure and decisions throughout the organization?
- Does the response show alignment between the pro bono transformation and other organization-wide initiatives or efforts?
- Does the response make the case that the organization is ready, and the timing is appropriate for the Applicant to undertake a significant change effort for their pro bono program?

Question 3. Proposal for Comprehensive Assessment of Pro Bono (10%): Transformation Grants are designed to support LSC grantees in the thorough and rigorous assessment of their pro bono program. These assessments typically take between 3 - 6 months and result in a written report with key recommendations or a pro bono strategic plan. Please describe the assessment of your pro bono program that you plan to undertake as part of your pro bono transformation effort.

In your response, please be sure to include the following:

- a. A detailed proposal for a rigorous and comprehensive assessment of your pro bono program that includes the focus, key questions, and timeline for completion.
- b. A description of who will be leading the assessment, their role, their qualifications, and the role of others in your organization who will play a key role in the assessment. If you plan to use new or current staff to lead and facilitate the assessment, how will you assure they are afforded adequate time to complete the assessment within the first 6 months of the grant?
- c. A description of the data you will be gathering and/or analyzing as part of your assessment.

Reviewer Rating Criteria

- Does the response put forth a thoughtful and well-defined plan for the assessment/evaluation of its pro bono program?
- Does the response show that client needs and the client experience will be a part of the assessment?

- Are there specific issues in the assessment that are important for the organization to resolve to make progress towards a more high-performing pro bono program?
- Does the response indicate that the evaluation will be probing, allowing the Applicant to gain new or important insights about its pro bono program?
- Is the scope of the assessment clear and appropriate?
- If proposing to use a consultant for the assessment of the pro bono program, will the consultant serve to facilitate the assessment process or make recommendations to the Applicant on pro bono delivery? Is the consultant's role well-defined with evidence of active staff involvement and ownership of the assessment process?
- If proposing to use new or existing staff for the assessment, does the Applicant's plan afford adequate time for staff to complete the assessment on time? Will the staff have other concurrent responsibilities and if so, how significant are they?

Question 4. List of Short-Term Improvements and Commitment to Pro Bono Pilot (5%):

(a) Please provide a list of two or three short-term improvements or investments that you would like to make to your pro bono program during the term of the grant. In your response, please provide a clear description of each practical and short-term performance improvement that is being proposed and discuss how these changes impact clients, reflect best practices in pro bono delivery, and advance your vision for a modern pro bono program. If you are requesting funding short-term improvements, please describe it in this response.

(b) If funded, the Pro Bono Innovation Fund team will work with Transformation grantees to develop a pro bono pilot project that is consistent with recommendations that emerge from your pro bono assessment or strategic plan under the grant. Currently, is there a promising area where you would like to consider piloting a new form of pro bono delivery under your Transformation grant? If so, please describe it briefly here. Please note, if you are awarded a grant, this response will not become a grant requirement until negotiations with the PBIF team after Year 1 of the grant is complete.

Reviewer Rating Criteria

- Are the proposed short-term improvements consistent with modern pro bono practices?
- Are there innovations in management, business processes, or technology that are being tested to help make the pro bono program more robust and effective?
- Do the proposed changes support the effective delivery of pro bono services?
- Does the organization suggest new or strengthened areas for their pro bono pilot? Are the suggestions consistent with the vision for pro bono transformation?

GUIDING COALITION (25%)

Question 5. Transformation Team (10%): Please describe the role and involvement of each team member who will be responsible for your pro bono transformation effort and the rationale for selecting these individuals. In your response, you may also discuss whether you have support from key external stakeholders and their level of support and involvement in your transformation effort.

As part of your response to this question, you are required to submit position descriptions for any new or existing pro bono FTEs that will be funded under the grant. The descriptions should clearly define the responsibilities, skills, experience level and salary range for the position.

Reviewer Rating Criteria

- Is the transformation team an effective and diverse group in terms of title, information, reputation, and relationships? Do senior managers form the core of the group?
- Does the response demonstrate executive management, board of directors, and other key stakeholder support to revitalize the organization's entire approach to pro bono?
- Does the transformation team include leaders from the Applicant's advocacy teams? Does the transformation team include the current pro bono or PAI staff?
- Is there demonstrated external stakeholder support? If so, does the response demonstrate the stakeholders and their role.
- Does the Applicant identify the skills and experience level required for pro bono FTEs funded under the grant?
- Do the position descriptions for FTEs funded under the grant reflect a desire to professionalize and elevate pro bono in the organization?
- Does the salary range reflect the experience-level and/or an organization-wide focus of the positions?

Question 6. Executive Director Statement and Interview (15%): Please provide a statement from your Executive Director in support of this pro bono transformation effort. In the statement, please ensure the Executive Director describes the role he/she/they played in the development of this application and the specific ways he/she/they plan to support this effort over the next two years. Your Executive Director will be interviewed by the Pro Bono Innovation Fund team in late June to early July, 2020 as part of this section to your application.

Reviewer Rating Criteria

- Has the Executive Director been actively engaged in the development of the proposal?
- Does the response demonstrate or describe substantive support and guidance from the Executive Director that is credible and practical?
- Did the interview with the Executive Director demonstrate a level of support, knowledge, and engagement that confirms the application's stated and proposed role for the Executive Director in the transformation process?

COST-EFFECTIVENESS AND BUDGET ADEQUACY (15%)

Question 7. Cost-Effectiveness and Budget Adequacy (15%): Please provide a detailed budget, in the [Excel Template](#) provided that shows the anticipated expenses necessary for your pro bono transformation effort described in this proposal and for which you are seeking funding. Please also provide a description of what the grant will fund, where the highest percentage of the grant will be directed, and your justification for the expenditures.

Please see *Appendix V: Budget Instructions* for more information on eligible costs and completing proposed project budgets.

Reviewer Rating Criteria

- Does the response clearly describe what the grant funds will be directed to support?
- Does the Applicant propose a reasonable and justifiable budget that thoughtfully supports the transformation effort?
- Does the budget support the short-term improvements proposed in Question 3?
- Is the proposed budget for proposed consultants or contractors a reasonable use of grant funds and justified in the proposal?
- Are grant dollars being directed towards expenses that are consistent with the goals of the Pro Bono Innovation Fund?
- Does the response provide clear detail and adequate budget narrative that demonstrates the relationship of budgeted item to proposed activities?
- Is the budget understandable and free from mathematical errors?

Appendix V. Budget Information and Detail

I. GENERAL BUDGET GUIDELINES

A. *Importance of Budgets to Application Scoring*

The budget is a critical part of an application that tells reviewers how the Applicant plans to prioritize and spend Pro Bono Innovation Fund dollars. Reviewers consider the proposed budget as part of their overall substantive assessment of an Application and under the *Cost-Effectiveness and Budget Adequacy* criteria.

The proposed budget should be sufficient to allow the Applicant to perform the activities described in the *Narrative* and provide an explanation of costs, their purpose, and the basis of the Applicant's calculations. Applicants must submit a proposed budget that includes the Pro Bono Innovation Fund's share of the project and other sources of support. Applicants are responsible for ensuring that their proposed budget is complete and accurately reflects the level of effort and cost of the proposal. If important grant-related expenses, such as in-kind staff time, do not appear in the Applicant share of the budget, reviewers cannot assume these resources will be contributed to the project which may impact Application scoring.

If awarded a grant, LSC will negotiate final budgets with the Awardee.

B. *Eligible Costs*

LSC will allow costs that are directly related to the grant, subject to [45 C.F.R. Part 1630](#), *Cost Standards and Procedures*. This includes costs for: personnel; fringe benefits; purchase or rental of computer hardware, software, and other end-user equipment; telecommunication services and related equipment; consultants and other contractual services; travel, and supplies.

All costs must be reasonable and directly related to the grant. *Please note that all costs for the proposed grant must be captured through line items—there is no general “administrative cost” line item. Indirect costs are not eligible costs under a Pro Bono Innovation Fund grant and will not be approved.* Costs based on actual usage must be justified with supporting data and documentation. In addition, the Applicant must comply with the requirements of Part 1630, must obtain prior approvals required by Parts 1627, 1630, and 1631, and must comply with any other LSC requirements. The award of a grant does not constitute prior approval of a subgrant or contract unless the grant award document explicitly states otherwise.

C. *Discounts*

The value of products or services must reflect the fully discounted price to the Applicant. For instance, if there is a 70% discount on computer equipment, then the value of the equipment should appear in the budget as the actual amount paid (i.e., 30% of the undiscounted price of the computer equipment).

D. Reporting on Expenditure of Funds

Applicant must describe the methods that it will use and the records that it will keep to track and identify the source and application of all funds used to support the Pro Bono Innovation Fund grant effort. These methods should include separate reporting of the grant funds by line item in the annual audit and recordkeeping to track all time and costs charged to this grant separate from other funds. See [LSC's Accounting Guide for LSC Recipients](#), 2010 Edition, for guidance on financial accounting and reporting standards.

E. Prior Approval for Property Acquisition

LSC requires grantees to obtain prior approval to use more than \$25,000 in Pro Bono Innovation Fund dollars for any of the following:

1. A single purchase of lease or personal property;
2. A single contract for services;
3. A single combined purchase or lease of personal property and contract for services;
and
4. Capital improvements. [45 C.F.R. Part 1630](#).

To expedite purchases after the grant award, Applicants may indicate in their *Budget Narrative* where there are anticipated purchases that will require prior approval once the grant award is made.

II. COMPLETING THE BUDGET DETAIL

Applicants are provided with an Excel template spreadsheet to present their total (Tab 1) and detailed budget (Tabs 2-11) information for the entire grant term. The template is referred to as the *Budget Detail*. **Applicants should not fill out Tab 1 manually.** Applicants must provide the complete and total cost for the grant in Tabs 2-11. Tab 1 will be automatically calculated and populated from Tabs 2-11.

The Budget Detail presents the total and detailed budget information for the entire term of the grant. There are three budget categories in the *Budget Detail*: (1) *Personnel Expenses*, (2) *Project Expenses*, and (3) *Third-Party Transfers*. Across these categories, there is a total of twelve (12) budget line items available. The budget must be reasonable for the tasks proposed, and the relationship of items in the budget to the *Narrative*, especially the grant goals, objectives, and activities, should be clearly defined and communicated to allow for effective evaluation of the grant. When the grant award is made, unless it is modified by agreement with LSC, the Applicant is committed to the budget submitted in the application, including contributions from the Applicant and from other partners. Please be sure that the anticipated additional resources are realistic.

Grantees may need to change their budgets during the grant, and changes to the Pro Bono Innovation Fund budget may require LSC approval.

A. Tab 1: Total Budget

Tab 1 of the budget spreadsheet shows the total budget and who is contributing to each of the twelve budget items in columns for: (A) the amount requested from LSC for this grant, (B) the Applicant’s contributions from other sources, (C) cash contributions from other partners, and (D) the value of in-kind contributions from other partners.² The last column, (E), provides the total of columns (A) - (D). Tab 1 provides the aggregated total budget for the grant. Do not fill out Tab 1. The *amounts* are automatically tabulated from the amounts the Applicant provides in Tabs 2 through 11 of the Budget Detail.

Tab 1

		A	B	C	D	E
		Pro Bono Innovation Fund Share	Applicant Share	Cash Support from Other Partners	In-Kind Support from Other Partners	Total Columns A through D
1. Personnel Expenses	a. Salaries/Wages					
	b. Fringe Benefits					
	<i>Subtotal Personnel Expenses</i>					
2. Project Expenses	a. Travel					
	b. Equipment					
	c. Software					
	d. Supplies					
	e. Communication					
	f. Training					
	g. Evaluation					
	h. Other (Identify)					
	<i>Subtotal Project Expenses</i>					
3. Third-Party Transfers	a. Contract					
	b. Subgrant					
	<i>Subtotal Third-Party Transfers</i>					

² In Column D, please do not include the estimated value of pro bono legal assistance provided through the project to clients. Column D is intended to capture the value of any in-kind contributions to project expenses only.

TOTALS					
Percentage of Total Project					

B. Tabs 2-11 of the Budget Detail: Description of Budget Line Items

Tabs 2-11 sets out the itemized description, purpose, and calculation for each budget line item. This is where Applicants detail proposed expenditures concerning the grant activities and timetable. Applicants should fully explain each budget item, including descriptions of the item and specific costs.

Tabs 2-11 populate the budget items listed in Tab 1 through up to eleven sheets in the Excel template.

1. Tab 2: Budget Items 1a and 1b

- a) *Salaries and Wages:* Applicant must include the salary or wages of Applicant personnel who will staff or have responsibilities for the proposed Pro Bono Innovation Fund grant.

Please provide the following detail for each Applicant staff person with responsibilities on the grant. List each individual separately with his/her name and title, annual salary, the percentage of time that the person will spend on the grant, the amount charged to the Pro Bono Innovation Fund, the amount charged to the Applicant's other funds, and the Other Partner(s) shares through cash or in-kind contributions. If the Applicant is planning to subgrant for personnel at a third party as part of this grant, the personnel costs related to each subgrant must be detailed in a separate *Subgrant Form Tabs 6 through 11*. This requirement applies to all contracts and subgrants that will be supporting the proposed grant, not only those that are funded directly by the grant.

Name & Position Title	Project Personnel								
	Full Annual Salary	% Time Dedicated to the Project per year	Number of months on project	Prorated project salary	Pro Bono Innovation Fund Share	Applicant Share	Cash from other Partner(s)	In-Kind from Other Partner(s)	Project TOTAL
John Smith/Project Director	60,000	100%	18	90,000	60,000	30,000	0	0	90,000
Jane Doe/Grants Manager	45,000	20%	18	13,500	13,500	0	0	0	13,500
Salary Subtotal					73,500	30,000	0	0	103,500
Fringe Benefits Rate									
Total Fringe Benefits					0	0	0	0	0
TOTAL Personnel Expenses					73,500	30,000	0	0	103,500

Provide a brief statement of the responsibilities of the listed staff members in the comment box provided just below the table.

For grant staff included in the *Budget Detail* and for whom LSC Pro Bono Innovation Funds are not being requested, please provide a brief explanation

of the amounts included and the responsibilities of these individuals in the comment box provided just below the table.

b) *Fringe Benefits:* Include cost of benefit(s) for the grant staff. In the *Budget Detail*, Applicants will identify the fringe benefit rate as a percentage of the salaries to which they apply. Allowable costs typically include FICA, worker's compensation, retirement, state unemployment tax, health and life insurance, IRA, and 401K or 403(b). If the total fringe benefit amount is over 35% of the salary subtotal line, Applicants must list the covered items separately and justify the cost in the space provided in the *Budget Detail*. Holidays, leave, and other similar vacation benefits are not included in the fringe benefit rates, but are absorbed into the personnel expenses (salary) budget line item.

2. Tab 3: Budget Items 2a through 2d

a) *Travel:* Include costs for staff travel that is directly related to the grant. Allowable costs are transportation, lodging, subsistence, and other related expenses.

Within the Travel line item, please provide a calculation that includes itemized costs for airfare, transportation, lodging, per diem, and other travel-related expenses multiplied by the number of trips and grant staff per trip. Where applicable, identify the current standard reimbursement rate(s) of the organization for mileage, daily per diem, and similar supporting information. Reimbursement should not exceed the federal mileage rate unless as a result of Applicant policy and justified in the description of travel items below the *Travel Budget Detail*. Only costs for domestic travel are allowable.

Applicants should include travel costs associated with participation in or presentation at conferences such as the National Legal Aid and Defender Conference, the Pro Bono Institute's Annual Conference, and state/local bar conferences. Applicants are encouraged to include costs for key staff to attend the Equal Justice Conference in May 2021 and May 2022.

Travel costs associated with research visits and/or learning tours should also be included in this line.

Applicants **must** include funds to send key grant staff (for both grantee and subgrantee) to LSC's Innovations in Technology Conference for each grant year. Key staff must attend the Pro Bono Innovation Fund Grantee meeting, which will take place during LSC's Innovations in Technology Conference in January each year. Applicants are encouraged to budget enough money to attend the PBIF Grantee Meeting and to stay for the Innovations in Technology Conference.

Travel						
Purpose of Travel	Calculation	Pro Bono Innovation Fund Share	Applicant Share	Cash from other Partner(s)	In-Kind from Other Partner(s)	Project TOTAL
Annual State Bar Conference	780 miles RT x .40/mile = \$312 Lodging \$150/night x 2 nights = \$300 Per diem \$35/day x 2 days = \$70 Conference Fee: \$300 waived	682			300	982
Total Travel		682	0	0	300	982

Please provide a brief description and justification for the travel items listed in the comment box provided just below the table.

b) *Equipment:* Equipment is defined as tangible, non-expendable personal property having a useful life of more than one year. In the *Budget Detail Tab 3*, if applicable, please show the unit cost and number of units you are requesting funding to purchase or lease. Applicants also must provide a brief justification. LSC may ask applicants to provide further explanation of equipment costs that exceed 10% of the total LSC funds requested.

Equipment						
Item/Purpose	Calculation	Pro Bono Innovation Fund Share	Applicant Share	Cash from other Partner(s)	In-Kind from Other Partner(s)	Project TOTAL
Tablets purchase	3*\$500	1,000	500			1,500
Total Equipment		1,000	500	0	0	1,500

Please provide a brief description and justification for the equipment listed in the comment box provided just below the table.

c) *Software:* Software may include the purchase of off-the-shelf software that is directly related to the grant, subscriptions, user licenses, or add-on modules for existing software necessary for the proposed Pro Bono Innovation Fund grant. In the *Budget Detail Tab 3*, if applicable, please show the cost and number of licenses you are requesting funding for.

Software						
Item/Purpose	Calculation	Pro Bono Innovation Fund Share	Applicant Share	Cash from other Partner(s)	In-Kind from Other Partner(s)	Project TOTAL
<i>Item/Purpose goes here (insert as many lines as necessary below.) Please make sure to adjust the Total Software formula to reflect the additional lines.</i>						0
<i>Item/Purpose</i>						0
<i>Item/Purpose</i>						0
<i>Item/Purpose</i>						0
Total Software		0	0	0	0	0

Please provide a brief description and justification for the software costs in the comment box provided just below the table.

d) *Supplies*: Include the funds necessary for the purchase of consumable supplies and materials. In the *Budget Detail Tab 3*, Applicants should provide a list of the types of supplies that will be necessary for the grant with a calculation for cost determinations.

Supplies						
Item/Purpose	Calculation	Pro Bono Innovation Fund Share	Applicant Share	Cash from other Partner(s)	In-Kind from Other Partner(s)	Project TOTAL
<i>Item/Purpose goes here (insert as many lines as necessary below.) Please make sure to adjust the Total Supplies formula to reflect the additional lines.</i>						0
<i>Item/Purpose</i>						0
<i>Item/Purpose</i>						0
<i>Item/Purpose</i>						0
Total Supplies		0	0	0	0	0

Please provide a brief description and justification for the supply costs in the comment box provided just below the table.

3. Tab 4: Budget Items 2e through 2h

a) *Communication*: Include the costs necessary to maintain communications and connectivity for the grant, and to market and promote the grant to clients and volunteers. These costs may include web content development, use of social media, promotional print materials, translation services, advertising or other types of outreach. It can also include data charges or plans necessary to maintain communications for the grant.

Communication						
Item/Purpose	Calculation	Pro Bono Innovation Fund Share	Applicant Share	Cash from other Partner(s)	In-Kind from Other Partner(s)	Project TOTAL
<i>Purpose of Communication goes here (insert as many lines as necessary below.) Please make sure to adjust the Total Communication formula to reflect the additional lines.</i>						0
<i>Item/Purpose</i>						0
<i>Item/Purpose</i>						0
<i>Item/Purpose</i>						0
Total Communication		0	0	0	0	0

Please provide a brief description and justification for the communication costs in the comment box provided just below the table.

b) *Training*: Include the costs associated with training staff on grant requirements or to enhance the skills staff need for effective grant implementation. Training costs may also include the expenses associated with training pro bono volunteers including materials, meeting space fees, and incidentals. Costs associated with food and beverages, gifts, awards, volunteer incentives and/or other marketing items should not be included in the Pro Bono Innovation Fund share. These costs can be included in the applicant share of the budget using non-LSC dollars. Expenses

associated with travel and lodging to conferences like the Equal Justice Conference, Innovations in Technology Conference, the Pro Bono Institute Conference, etc. should be included within the Travel Section.

Training						
Item/Purpose	Calculation	Pro Bono Innovation Fund Share	Applicant Share	Cash from other Partner(s)	In-Kind from Other Partner(s)	Project TOTAL
<i>Item/Purpose goes here (insert as many lines as necessary below.) Please make sure to adjust the Total Training formula to reflect the additional lines.</i>						0
<i>Item/Purpose</i>						0
<i>Item/Purpose</i>						0
<i>Item/Purpose</i>						0
Total Training		0	0	0	0	0

Please provide a brief description and justification for the training costs in the comment box provided just below the table.

c) **Evaluation:** Include costs associated with evaluation activities that are conducted in-house, such as purchase of survey tools or other costs. If you are hiring an outside evaluator to conduct your evaluation, that expense should appear in the **third-party transfer section** under Contracts.

Evaluation						
Evaluation	Calculation (if applicable)	Pro Bono Innovation Fund Share	Applicant Share	Cash from other Partner(s)	In-Kind from Other Partner(s)	Project TOTAL
<i>Include ONLY Total Evaluation costs here. Do NOT itemize.</i>						0

Please provide a brief description and justification for the evaluation costs in the comment box provided just below the table.

d) **Other:** Include and explain any other grant-related costs not otherwise captured in the categories above. Please note that general indirect costs are not allowed in the Pro Bono Innovation Fund share of the budget. Costs must be based on actual usage and should be justified with supporting data and documentation.

Project Expense: Other						
Project Expense: Other	Calculation (if applicable)	Pro Bono Innovation Fund Share	Applicant Share	Cash from other Partner(s)	In-Kind from Other Partner(s)	Project TOTAL
<i>Include any other project related costs not otherwise captured</i>						0

Tab 5: Contracts

Contracts include the total costs for third parties to provide services related to the grant’s operations that are not subgrants for programmatic activities. This may include contracts to provide software coding for new online templates, provide project management support in technology implementation efforts, conduct technical training, conduct surveys, provide graphic design or user interface services, or conduct web or software development work. Where applicable, please indicate the hourly rate for contractors. See *Section VI Award Administration Information* of these instructions for more information on eligible costs and third-party transfers of funds for more information and *Appendix VIII* for a copy of the *Contract Form*.

Applicants with expenses listed under *Contracts* should list each entity or type of entity with whom Applicants propose to contract in *Budget Detail Tab 5*.

Please indicate the cost of each contract below.

Contracts					
Contractor	Pro Bono Innovation Fund Share	Applicant Share	Cash from other Partner(s)	In-Kind from Other Partner(s)	Project TOTAL
<i>Contractor Name/Purpose goes here (insert as many lines as necessary below.) Please make sure to adjust the Total Contracts formula to reflect the additional lines.</i>					0
<i>Contractor/Purpose</i>					0
<i>Contractor/Purpose</i>					0
<i>Contractor/Purpose</i>					0
Total Contracts	0	0	0	0	0

4. **Tab 6-11: Subgrant Budget Forms**

Subgrants include costs for third parties to engage in programmatic activities that the grantee would otherwise be expected to carry out in furtherance of the grant goals and activities. This may include subgrants to third parties to conduct intake, place cases, recruit and train volunteers, or develop substantive content in any format and present it to the eligible client population or pro bono volunteers. Applicants should determine that the proposed subgrant meets the characteristics of a subgrant specified in 45 C.F.R. § 1627.3(b).

See *Section VI Award Administration Information* of these instructions for more information on eligible costs and third-party transfers of funds.

Beginning in *Tab 6*, Applicants will detail the expenses that will fall under each subgrant. For each proposed subgrantee, Applicants should complete one-tab, beginning with *Tab 6* through *Tab 11* for up to six separate subgrantees provided in the template Excel spreadsheet. The subgrant information provided in these tabs will automatically pull into *Tab 5* and in *Tab 1*.

Subgrants					
Subgrant	Pro Bono Innovation Fund Share	Applicant Share	Cash from other Partner(s)	In-Kind from Other Partner(s)	Project TOTAL
<i>Subgrantee Organization Name from Tab 6</i>		0	0	0	0
<i>Subgrantee Organization Name from Tab 7</i>	0	0	0	0	0
<i>Subgrantee Organization Name from Tab 8</i>	0	0	0	0	0
<i>Subgrantee Organization Name from Tab 9</i>	0	0	0	0	0
<i>Subgrantee Organization Name from Tab 10</i>	0	0	0	0	0
<i>Subgrantee Organization Name from Tab 11</i>	0	0	0	0	0
Total Subgrants	0	0	0	0	0