

Nonprofit Grant Program
Process and Application Guidelines
Fiscal Year 2021



Revised November 22, 2019

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The purpose of the County's nonprofit grant program is to strengthen the County's coordination with nonprofit partners, and to ensure opportunities for local funds to be leveraged in the most effective manner for services that assist vulnerable and disadvantaged individuals and families in meeting a critical need for safety, health, security and independence.

Loudoun County prioritizes investment in high quality human services that provide significant positive outcomes for County residents.

FY 2021 Application Changes

Feedback was solicited from nonprofit applicants after the FY 2020 process, and additional improvements were made as a result. In addition to an earlier application release date, changes to the FY 2021 process include:

- Bonus points will not be added on to the final scores. Partnerships, past performance, and evidence-based programming are now benchmarks for excellence in the scoring criteria.
- Each question will include word limit suggestions (not requirements) to give a general idea of the maximum amount of information expected.
- The application evaluation requirements will be shared in application materials.
- Questions will be answered via web portal instead of phone or email to provide equitable assistance to all applicants.
- The evaluation plan will include required outcomes. Each applicant will choose targets and objectives based on the services for which you are requesting funds.
- As in previous years, no organization may request more than 30% of its current operating revenue. In addition, individual awards will be limited to no more than \$113,000 (10% of the competitive process's FY 2020 budget, plus 3%), to ensure that the county retains the capacity to make multiple awards across all areas of need.
- The FY 2021 application does not distinguish between operating and program grants. All funding is intended for services provided to our community; in order to provide the services you may need staff salaries, rent, supplies, etc. Regardless, you must be able to justify the funding requested in terms of the services you will provide.

These changes are reflected in this application manual and will be covered in depth at the Application Development Workshops on November 15.

Areas of Need

The four Areas of Need established by the Board of Supervisors are:

- Prevention and Self-Sufficiency: Services focused on assisting individuals and families in becoming and/or remaining independent and stable, and providing tools, skills, strategies, and resources to individuals and families.
- Crisis Intervention and Diversion: Services provided to individuals and families in crisis to overcome immediate problems, and reduce or prevent further penetration to more restrictive and expensive higher level services.

- **Long-term Support:** Services that focus on assisting individuals who have continuing, long-term support needs to remain healthy, safe, and independent in the community.
- **Improved Quality of Human Services:** Services and opportunities provided to individuals, organizations, and communities that enhance the quality, accessibility, accountability and coordination of services provided by community organizations.

Funding Options

The County has two options for organizations wishing to apply for funds through the human services nonprofit grant process: the standard nonprofit application process for organizations wishing to apply for awards of more than \$5,000; and a mini-grants process with a simplified application for any organization applying for a small grant of \$5,000 or less.

Eligibility Criteria

Applicants must meet the following criteria to be eligible for a FY 2021 Nonprofit grant:

- Be a nonprofit certified as a 501(c)3 by the Internal Revenue Service at the time of submission of the application.
- Have a mission that is consistent with the County’s Areas of Need.
- Present a documented, data-driven need for the organization’s program or service.
- Show demonstrated outcomes for the program or service.
- Show that they provide a direct benefit to Loudoun residents.
- Demonstrate that the program or service enhances County functions.
- Show documented efforts by the organization to secure funding from other sources.
- Demonstrate that the organization has the administrative resources to administer funds and to implement and oversee the program or service.
- Show that funding requested is realistic given the service level, and that the organization does not rely predominantly on County grant funds.
- Provide a program or service impacting one of the Areas of Need created by the Board of Supervisors.

FY 2021 Process and Timeline

FY 2021 Nonprofit Grant Process Timeline	
November 13, 2019	Grant Application Release Date
November 15, 2019	Grant Application Development Workshops Friday, November 15, 2019: <ul style="list-style-type: none"> • 10:30 a.m. to 12:30 p.m., Cascades Library, Meeting Room A, 21030 Whitfield Place, Potomac Falls • 2:30 p.m. to 4:30 p.m., Rust Library, 380 Old Waterford Road NW, Leesburg
December 13, 2019	Deadline for Applicant Questions
December 20, 2019	Grant Application Due

January/ February 2020	Application Review
April 2020	Award Recommendations presented at Board meeting
June 15, 2020	Signed MOUs due
July 1, 2020	FY 2021 Award Funding Begins
October 15, 2020	FY 2021 1 st Quarter report due
January 15, 2021	FY 2021 Mid-Year report due
April 15, 2021	FY 2021 3 rd Quarter report due
July 30, 2021	FY 2021 Final report due

Resources for Applicants

The application development workshop is strongly recommended for all applicants. The workshop will be specifically tailored to this grant opportunity. The same session will be offered at two different locations; applicants may choose which time and location best suits their schedule.

Applicants for the FY 2021 Nonprofit Grant will be required to submit an application using the online form located at: <http://www.loudoun.gov/NonprofitGrants>. Applicants may only submit one application for FY 2021.

For FY 2021, questions will not be accepted via phone or in person. A question and answer (Q&A) page, where answers to all applicant questions will be posted publicly, will be available on the website. Questions may be submitted only via email to: nonprofits@loudoun.gov. Questions regarding specifics like program design cannot be answered.

This is a competitive grant application process in which each applicant will be competing against other applicants for a limited amount of funding. At the conclusion of the application period, all applications will be reviewed by a team of County staff that includes senior staff representatives from health, human services, budget, and finance departments.

Committee members evaluate the applications on the services provided and demonstration of need as well as impact and other financial indicators. Each reviewer’s scores are compiled for a final average score, with any major discrepancies reconciled by consensus.

Within the guidelines approved by the Board, specific criteria exist that guide the interdepartmental committee in fairly reviewing each application. The main areas of evaluation within the application are:

Area of Evaluation	Point Value	Percent of Score	Mini-grant points	Mini-grant percent
Background, Services, and Partnerships	27	22%	12	24%
Demonstration of need and impact	21	17%	12	24%
Outcomes	20	16%	8	16%
Funding Request	13	11%	9	18%
Financial Information	21	17%	9	18%
Organization management and administration	21	17%	0	0
Total	123	100%	50	100%

Once the scores are available, applicants will be ranked and the funding amount will be determined. Recommendations for funding decisions will then be made to the Board of Supervisors at the second April 2020 Board meeting. Following approval by the Board of Supervisors, applicants will be informed of the funding decision.

All organizations approved for funding must complete a Memorandum of Understanding prepared by the County and signed by the appropriate authority for the organization. Funds will be distributed in two installments for FY 2021 (July 1, 2020 - June 30, 2021). The second installment of funds will be contingent upon the organization submitting satisfactory quarterly reports to the County.

Funding Limits and Restrictions

Individual awards will be limited to no more than \$113,000 (10% of the competitive process’s FY 2020 budget, plus 3%), to ensure that the county retains the capacity to make multiple awards across all areas of need. The amount of funding requested should be clearly presented and explained and should be consistently tied to the need described throughout the application. County funding can be used to fund costs that are required to run an organization; while there are no restrictions on the amount of grant funds that applicants can apply towards funding these operating expenses, funds requested should align with the County imperative of investing in high quality human services that meet the needs of our residents.

The following are specific examples of unallowable expenses but is not an exhaustive list:

- Corporate debts,
- Contingencies,
- Contributions and donations,
- Entertainment costs,
- Fines and penalties,
- Interest and other financial costs, and
- Legislative expenses.
- Fiscal agents may not charge their administrative fee to the County award.

The final approved funding amount for organizations will be based on a combination of factors: the total amount of funds available, the total amount of awarded requests, the application score, and a review of the reasonability of proposed budget items and cost for services. The ratio of County funding to the organization's overall operating budget will be carefully considered to ensure a healthy fund mix that does not rely predominantly on County grant funds (no more than 30%). The Board of Supervisors has advised a funding allocation to be applied to all awards, with the proportion of the requested amount to be awarded based on the application score. For mini-grants, organizations will be awarded the full amounts they request.

Fiscal Agents

Nonprofits without an independent audit or review may apply either for the mini-grant process, or apply with a fiscal agent. Fiscal Agency refers to an arrangement in which a small nonprofit that has its own tax-exempt status wishes to contract with another nonprofit organization to provide financial or administrative support. Organizations applying with a fiscal agent are typically too small or new to manage grant funds effectively on their own. A fiscal agent is typically a larger, well-established and financially sound organization that believes in the mission and administration of the new organization and is willing to manage and distribute their funds.

A copy of the fiscal agency agreement/ MOU must be uploaded in Part VIII (Additional Attachments) and must remain in place through the entire grant term. The executed fiscal agency agreement/ MOU should include clearly defined relationships and responsibilities, such as who is responsible for fundraising, filing taxes, paying expenses, and maintaining insurance. The fiscal agent may submit a separate application for its own programs. The dependent nonprofit must also attach its current financial statement along with the MOU; County reviewers will consider both organizations' finances in the application review. An applicant organization cannot accept an award and later transfer the award to a fiscal sponsor/agent.

Partnerships

For FY 2021, bonus points for partnership applications will not be offered, but collaboration and partnerships across organizations are encouraged as an effective way of leveraging resources. If partnering on a project in which County funding will be subawarded to another nonprofit partner, please be sure to clearly describe the planned role and responsibilities of each partner at all stages of the project. Only the lead organization will receive the grant funds and will be contractually responsible for funding disbursement, grant administration, reporting and delivery of the project.

Online Application Instructions

For the FY 2021 Nonprofit Grant process, applicants can access the online application form at the following link: <http://www.loudoun.gov/NonprofitGrants>. The application form includes the following sections:

- Part I - Organizational Information
- Part II – Background, Services, and Partnerships
- Part III – Demonstration of Need and Impact
- Part IV – Outcomes
- Part V – Funding Request
- Part VI – Financial Information
- Part VII – Organization Management and Administration
- Part VIII- Required Documentation

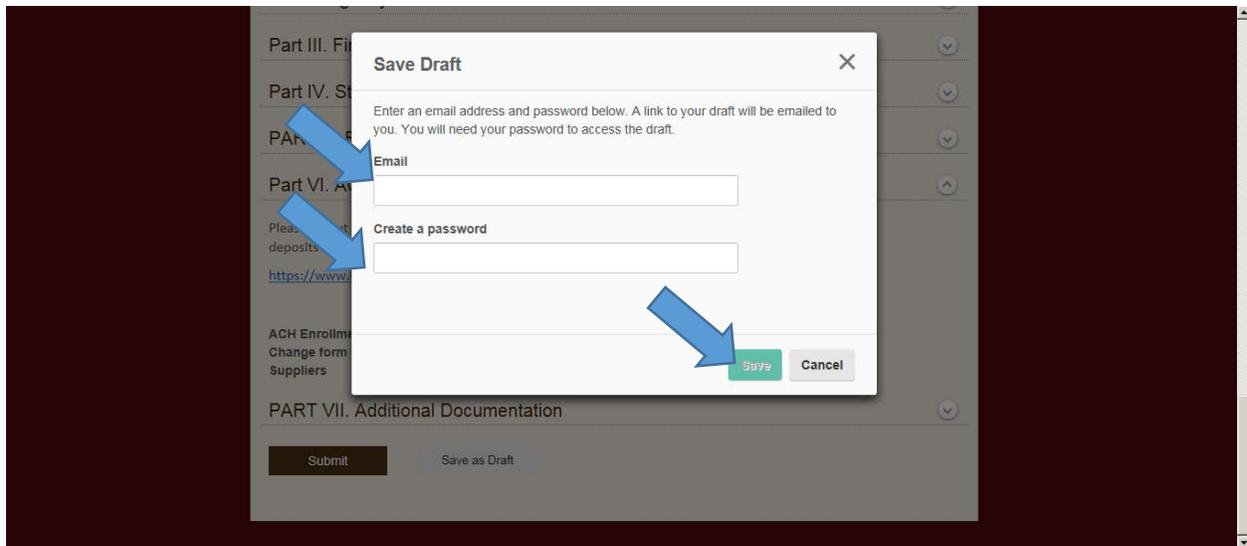
Questions with an asterisk “*” are required. If the required questions do not apply to your organization, please enter “not applicable” or “N/A” for questions requesting a monetary or numerical response, enter “0”. There is no character limit attached to the text boxes in the application.

IMPORTANT: Before you begin the application sections, please be sure to select an answer for “Applying for Mini-Grant of \$5,000 or less?*” This selection will automatically hide or show the appropriate questions you will need to answer.

Applicants should frequently save their application form and return to the form to make changes or add more information at a later time. To save, click on “Save as Draft.”



After clicking the “Save as Draft” button, a window will appear. Applicants should input an email address and create a password. Be sure to write down the password you create! Once this has been completed click the “Save” button in the bottom right hand corner of the window. After clicking the “Save” button a link or internet address will be emailed to you.



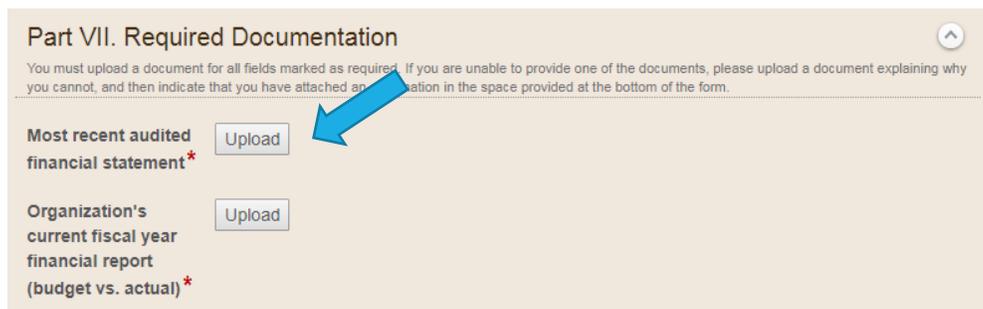
Adding Rows to a Table

To add additional lines in a table, click on the “Add” link as illustrated below.

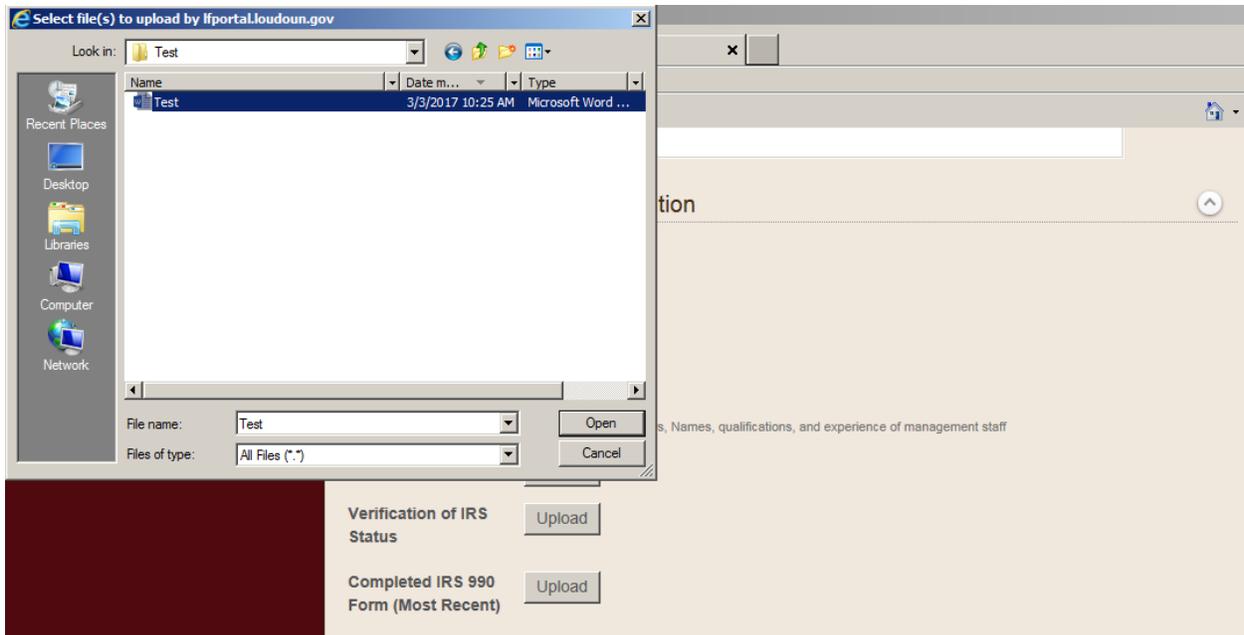


Attachments

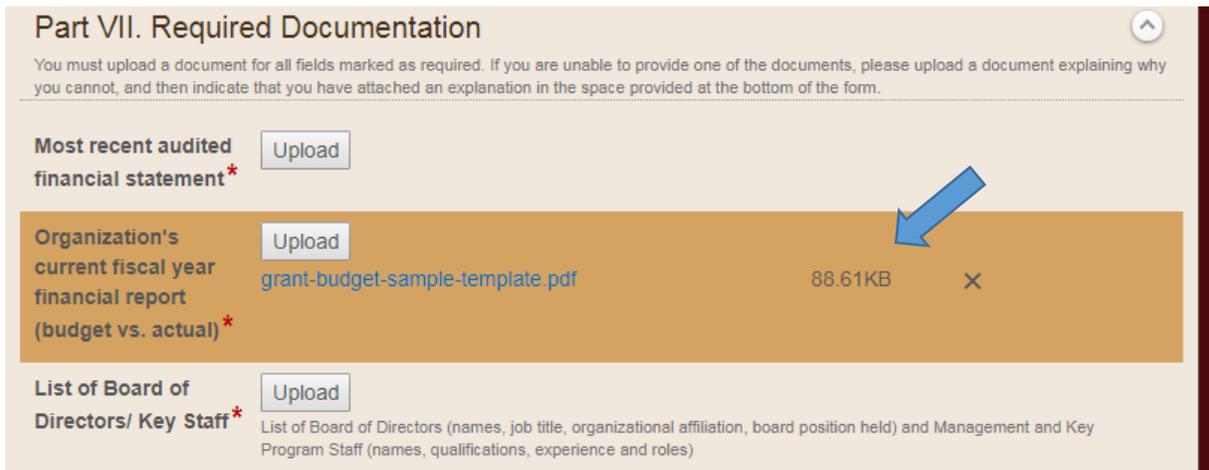
Documents up to 250MB may be uploaded or attached to the application in PDF, Microsoft Word, or Microsoft Excel formats. Applicants are required to attach or upload the requested documents where indicated by clicking the “Upload” button as seen below.



Once clicked, this button will open a window that will allow you to find the file or document that you want to add.



If the wrong file was chosen you can click the X. This will remove the file. To replace the file or add another file simply click the Upload button and repeat the process that is detailed above.



Application Submission

When the form is completely filled out and all files have been attached using the Upload button, you will electronically “sign” the application and agree to the conditions listed by entering the email address of your organization’s designated authorizing official. You can then click on the Submit button to send the application for review and consideration.



If you submitted the form correctly, you will receive the following message on the webpage:

Thank you!

Your form has been submitted.

If you do not receive a confirmation email within the next 2 hours, please check your email spam folders, and then contact Nonprofits@loudoun.gov

Do not wait until the last minute to submit your application! Make sure that you save your work frequently and that you receive the message above as well as the confirmation email.

Application Scoring Criteria

Each reviewer will use a standardized scoring matrix to review grants. Proposals will be evaluated using the Commonwealth's Best Value rating method; a scale of 0-3 will be used across criteria with points representing the following descriptions:

3=Excellent: Response demonstrates a very strong fit with the objectives of the question. There may be strengths and weaknesses, however strengths greatly outweigh the weaknesses.

2= Acceptable: Response demonstrates an adequate fit with the objectives of the question. Weaknesses are present but can be corrected.

1= Unacceptable: Response fails to demonstrate a reasonable fit with the objectives of the question. The response has one or more significant weaknesses that outweigh the strengths. Weaknesses will be very difficult to correct.

0= Deficient: Response fails to demonstrate relationship to objectives of the question or is deemed unresponsive to the question. The response has significant weaknesses which are not correctable.

Each question has at least one objective that further describes how an applicant's response will be evaluated. Where there are multiple objectives, the points described above will be applied to each objective.

Questions to be answered by both full and mini-grant applicants are indicated below with an (A) for All. Mini-grants are scored using the same criteria and point values.

Background, Services, and Partnerships (27 points)

1: Describe what the proposed funding will be used for, and how that use relates to the Area(s) of Need chosen above. 3 points. (A)

Objective: Describes how funding request will be used to provide services within Area of Need.

2. What were the organization's major accomplishments/ milestones since its establishment? List no more than 10. If your organization or program achieved accreditation, list the accrediting agency and timeframe. 3 points.

Objective: High quality, stable organization as represented by achievements such as growth, accreditation, awards, major grants, etc. as appropriate for the organization size and service type.

3: Describe your organization including the following: Populations served, Service(s) for which the requested funds will be used aligned to area of need, Administration and operation of services, Implementation timeline for services to be funded. 9 points. (A)

Objective 1: Services are defined and applicant provides description of services' alignment to area of need.

Objective 2: Administration and operations align to best practices in service area.

Objective 3: Implementation timeframe can be achieved within funding window.

4: Describe any program characteristics or specializations that set your services apart from other similar providers in Loudoun County. 3 points.

Objective: High quality set of services described within context of other similar services provided locally.

5: Why was this service approach chosen? If you utilize any evidence-based programs, please indicate which federal website lists the program and the rating given (such as statistically significant, effective, promising, etc.). 3 points.

Objective: Evidence-based programs, with promising or effective ratings, are utilized with fidelity. If not applicable in this field, then best practices have been researched and are in use.

6: Describe any current or planned cooperative agreements, MOUs, MOAs or contracts with other agencies to coordinate services with Loudoun County Government or other local organizations that support the service provisions outlined in this application. Include a copy of the front page of any current MOUs, MOAs, or contracts with service agencies. 3 points

Objective: One or more documented MOUs in place for duration of proposed grant cycle, supporting services being provided.

7: Describe any current or planned partnerships or collaborations with Loudoun County Government or other local organizations that support service provision to Loudoun County residents. How long have these partnerships been in place? 3 points

Objective: One or more partnerships or collaborations in place for at least one year.

Demonstration of Need and Impact (21 points)

8: Describe the scope of the need for your service(s), including: (1) Data describing needs specific to your field of service (for example, number of Loudoun children in poverty; number of clients on a wait list) which documents the local need; (2) Demographic information (such as age, race, ethnicity, gender, and location of residence) for Loudoun residents you served in 2018/ 2019. In answering, please cite sources for your data. 12 points. (A)

Objective 1: Data documents local need.

Objective 2: Data describes a rationale for service.

Objective 3: Data is cited from sources listed on application.

Objective 4: Demographic information is well-defined and provides comprehensive view of individuals to be served aligning with current service population.

9: If this is not a new program, provide evaluation results showing the impact of the program in 2017 and 2018. If planning to collect new measures, please include a copy of the plan. 3 points

Objective: Past outcomes, or proposed new measures, show significant impact to well-defined population of Loudoun residents. 10a. Number of unduplicated Loudoun County residents served by organization (FY 18 Actual, FY 19 Actual, FY 20 Projected, FY 21 Estimated)

Number of unduplicated Loudoun residents served specifically within area of service to be funded (FY 18 Actual, FY 19 Actual, FY 20 Projected, FY 21 Estimated)

10b: Explain the numbers reported in Question 10a chart. How do you track the overall number of participants served by your program and the number of participants living in Loudoun County who are served by your program? Are you able to track unduplicated numbers of participants among all of your programs? If so, how? 3 points

Objective: Reliable, best-in-industry procedures in place to accurately track participants and service contacts, and to determine which individuals are Loudoun residents.

11. Please describe the duration (number of visits) and intensity (minutes or hours per visit) of your services provided to the population described in question 3. 3 points.

Objective: Taking into account the population characteristics, duration and intensity of services; the numbers to be served, or level of service for each individual receiving intensive services, have a significant impact.

Outcomes Evaluation (20 points)

Outcomes section: 20 points (A)

Criteria	1. Number meeting criteria	2. Total Number
Objectives reflect quality of services provided		
Outputs reflect quantity of services provided		
Demonstrates how proposed services would meet need identified in Question 8		
Reliable data sources and tracking processes		

Score calculated by dividing column 1 by column 2 and multiplying by 5

Funding Request (13 points)

12a. Please provide a cost calculation and a narrative description for each line item above, explaining how the items requested relate to the objectives you proposed. Why are County funds needed for these items? 9 points (A)

Objective 1: Costs are aligned with industry cost standards per service.

Objective 2: Items requested are well-justified. Applicant explains how each line item relates to services provided.

Objective 3: Considering the project impact, outcomes, and service level, the amount of funding requested is appropriate for the project.

12b. Previously funded applicants: if requesting an increase in funding this year, please provide enhanced service level data to justify this increase. (No score; may impact award amount)

Objective 1: Anticipated service level data ties directly to requested increase.

Objective 2: Funding increase can be demonstrated to increase impact.

13. If fully funded, what percentage of your organization's (or local chapter's) current FY 2020 operating revenues would these County funds comprise? Show how you calculated this percentage. (No score; may impact award amount)

14. Please discuss how you plan to sustain this service if County funds do not continue beyond FY 2021. List the other resources your organization will use to support the service. Include funding requests that have been submitted, considered, and awarded. 3 points

Objective: Other resources, including financial resources, confirmed; OR, expense is one-time and does not need to be sustained beyond FY 21.

15. Please list 5 funding references (name and email address) who can provide feedback on your performance. Funders may include private donors, county grantors, federal or state grantors, foundations, or other types of funding. Reviewers will contact 3 individuals on the list for a reference. 1 point

Objective: 100% of evaluation contacts provided positive feedback on applicant's grant administration.

Financial Information (21 points)

Based on Audits, financial statements, and 990 form (21 points)

If applicant did not provide all requested information, reviewers score only areas in which an adequate determination can be made

- Objective 1: Current year Program expense percentage is more than 65% (1 point)
- Objective 2: Current year Management and general expense less than 25% (1 point)
- Objective 3: Current year Fundraising expense less than 15% (1 point)
- Objective 4: Multiple years of operating surplus (2 points)
- Objective 5: Current year revenue composition is not over-reliant (more than 30%) on one funding line or grant (2 points)
- Objective 6: More than 3 months of Liquid Unrestricted Net Assets (2 points)
- Objective 7: More than 1 month of cash on hand (3 points) (A)
- Objective 8: Net assets increasing (3 points) (A)
- Objective 9: Current assets > current liabilities (3 points) (A)
- Objective 10: Are there negative audit findings? (3 points)

Management and Administration (21 points)

Part VI: Board and staff qualifications: 9 points

- Objective 1: Board has more than 5 members not counting paid staff or family members (2 points)
- Objective 2: Staff, Board, and/or Consultants represent entire range of 6 governance competencies. (3 points)
- Objective 3: At least 75% of Board members are experienced (5+ years of service) in their respective fields. (2 points)
- Objective 4: Board meets at least 6 times per year (2 points)

Part VI upload: Strategic plan. 12 points

- Objective 1: Adopted by Board for current year (2019) into at least December 2020 (3 points)
- Objective 2: Organizational goals and strategies align to organization's mission (3 points)
- Objective 3: Resource requirements (financial and personnel) align to services projected for this grant period (3 points)
- Objective 4: Timeframe for accomplishing objectives includes milestones and metrics for measuring progress (3 points)

General Tips for Application Development

Below are some tips that will help improve your application.

- Assume that the reviewers are not familiar with your organization; scores are based on application content only.
- Emphasize results achieved by the program, and any specific to the service for which you are applying for funding.
- All questions are scored independently, so you may need to repeat answers or explicitly refer to another question.
- Reviewers are not comparing this year's application to last year's.
- Ensure that costs in requested budget are reasonable, thoroughly explained, and within industry standards.
- Be sure that responses to questions:
 - Directly answer the question;
 - Are concise, specific, and thorough;
 - Are specific to Loudoun County.
- Be sure that all required documents have been uploaded, or explain why you cannot provide them.

Information for Grant Recipients

Once awards have been announced, grant recipients will be required to sign an agreement with the County in order to receive the grant funds. This agreement, a Memorandum of Understanding (MOU), will outline the requirements for receiving the grant award. The MOU will include important terms relative to the grant award as follows:

Funding Term and Disbursement

The term of the funding will begin on July 1, 2020 and, unless sooner terminated, will expire on June 30, 2021.

The County will make two payments to the organization:

- The first half of the funding award will be made at the beginning of FY 2021.
- The second half of the funding will be awarded after submission and approval by the County of a mid-year progress report and expenditure report.

The County may delay or cancel payments for failure by the organization to comply with any part of the MOU.

For mini-grants, one payment of the full amount will be made at the beginning of FY 2021.

Tracking of Expenditures and Use of Funds

The Organization will account for all expenditures made from the awarded funding. This accounting will be submitted on the Expenditure portion of both the mid-year report and the final report. These forms will be supplied by the County.

The Organization shall repay to the County:

- Any funds that remain at the end of the Fiscal Year;
- Any funds expended for purposes other than those stated in the Funding Applications.

Reporting Requirements

Grant recipients will be required to submit quarterly reports as well as a final report that provide information on expenditures and the progress of the organization in meeting the performance measures identified in the funding application. The template used in the evaluation plan for the application will serve as the reporting template as well. Quarterly reports are due no later than 15 days after the end of the quarter. The final report is due 30 days after the end of the grant period. *Timely submission of grant reports is counted as part of the past performance score.*

Organizations not meeting at least 75% of their mid-year target for any performance measure will be reviewed by the County. If County staff determines that there may be a performance issue underlying the lack of progress toward the goal, they will request that the organization complete a corrective action plan before the 2nd fund disbursement will be given. A corrective action plan consists of a statement of the issue needing improvement and a request for the organization to present a remedy, in writing, within a certain timeframe.

Mini-grant recipients only have to complete final, not quarterly, reports, and will be paid in full for the year. They do not need to turn in anything except for the final report.

Invoicing Requirements

Grant recipients will also be required to invoice the County for the bi-annual disbursements of the approved grant award. The invoices should be included when submitting the signed copies of the MOU and the Mid-Year report. Invoices should be submitted to the contract manager on organizational letterhead and include the date, invoice number, amount to be disbursed, and reference the FY 2021 Nonprofit Grant award.

Fiscal Agency

If an organization with a fiscal agent receives County funds, the executive directors of both organizations must sign the MOU, signifying their mutual acceptance of the terms of the agreement.

Contact Information

Questions about the application form or process may be directed to Nonprofits@loudoun.gov.

Outcomes and Evaluation Plan Instructions

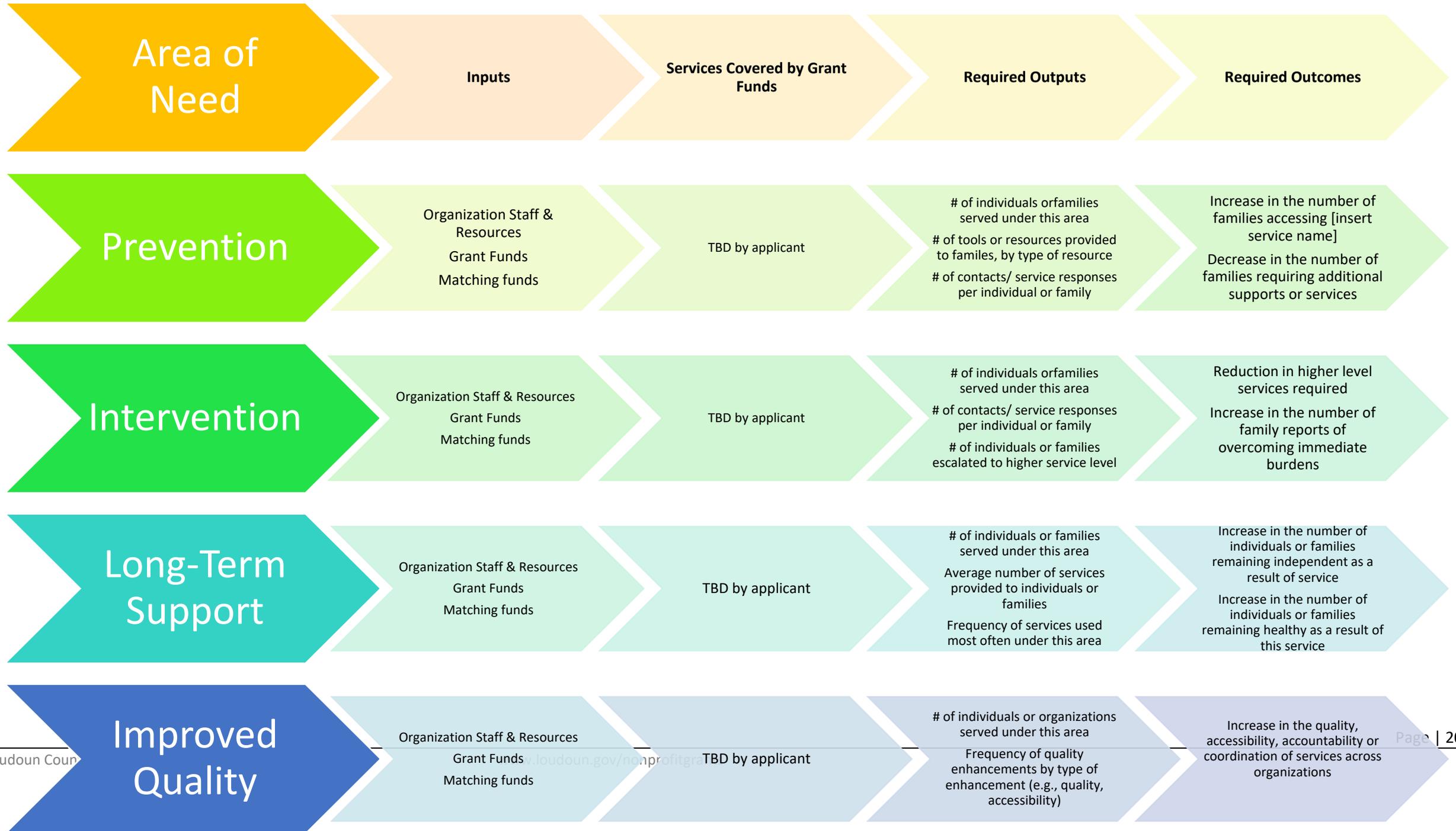
The mission for the Human Services Nonprofit Grant Program is to support local nonprofits providing services that assist vulnerable and disadvantaged individuals and families in meeting a critical need for safety, health, security and independence. To accomplish this mission, Loudoun County Government will be collecting evaluation results from grantees on each of the areas of need for which they applied. The evaluation results will provide the Loudoun County Board of Supervisors with valuable information on the health of the program, whether nonprofits are meeting the needs of their communities and areas for improvement. The purpose of this template is to provide an outline and instructions for developing outcome measures in addition to the required outcome measures by area of need.

Exhibit 1. Areas of Need

Prevention and Self-Sufficiency	Crisis Intervention and Diversion	Long-Term Support	Improved Quality of Human Services
Services focused on assisting individuals and families in becoming and/or remaining independent and stable, and providing tools, skills, strategies, and resources to individuals and families	Services provided to individuals and families in crisis to overcome immediate problems, and reduce or prevent further penetration to more restrictive and expensive higher level services.	Services that focus on assisting individuals who have continuing, long-term support needs to remain healthy, safe, and independent in the community.	Services and opportunities provided to individuals, organizations, and communities that enhance the quality, accessibility, accountability and coordination of services provided by community organizations.

Each area of need can be associated with multiple outcomes. For the purpose of the Human Service Nonprofit Grant program, Loudoun County Government has identified a set of required outputs that should be measured for this grant. For each area of need identified in your application, you will need to complete the logic model components for services covered by grant funds. Applicants are required to set targets and collect data for the outputs and outcomes within their identified area of need. Applicants may choose to identify and collect additional outputs and outcomes data associated with their services for reporting as part of this grant cycle or for other reasons (i.e., reporting to their advisory board, public awareness campaigns, etc.)

Please review each of the logic models below to see the required outcomes.



Examples:

Service covered by grant funds	Class for 200 teen participants to prevent binge drinking
Area of Need	Prevention
How many individuals, families or orgs will be served by June 30 2021? (output)	200 teenagers in 3 high schools
How many tools or resources will be provided to individuals, families, or orgs by June 30 2021? (output)	One class on preventing binge drinking
How often will services be provided? (output)	Weekly from 10/2020 through 12/2020
How many contacts or service responses, on average, will you have with each individual, family, or org by June 30 2021? (output)	12 one-hour classes
What number (or percentage) of these contacts do you anticipate will result in a decreased need for services? (if applicable) (outcome)	Based on research, we anticipate 90% will not need additional services for binge drinking in the next year.
What impact(s) will these services and resources have on the quality of life for individuals, families and orgs by June 30 2021? (outcome)	<ol style="list-style-type: none"> 1. 90% (180) of participants will report new skills in avoiding peer pressure to drink 2. 80% (160) of participants will report they did not engage in binge drinking during the past 3 months
What data sources will help you determine if you made an impact?	<ol style="list-style-type: none"> 1. Survey of participants at last class 2. Survey of participants 3 months after last class

Service covered by grant funds	Coordination of service provider network
Area of Need	Improved Quality
How many individuals, families or orgs will be served by June 30 2021? (output)	300 human service agency staff
How many tools or resources will be provided to individuals, families, or orgs by June 30 2021? (output)	8 meetings
How often will services be provided? (output)	8 times per year
How many contacts or service responses will you have with each individual, family, or org by June 30 2021? (output)	Minimum 1, maximum 8
What number (or percentage) of these contacts do you anticipate will result in a decreased need for services? (outcome)	N/A
What impact(s) will these services and resources have on the individuals, families and orgs by June 30 2021? (outcome)	75% of all agencies participating in first meeting will send a representative to each subsequent meeting
What data sources will help you determine if you made an impact?	Sign in sheets from meetings

Frequently Asked Questions

Financial Health

- *Definitions for some of the scoring criteria on financial health:*

Liquid Unrestricted Net Assets (LUNA), or reserves, consists of that portion of an organization's unrestricted net assets balance that could be converted to cash relatively easily if necessary. LUNA equals unrestricted net assets minus board designated reserves and the equity portion of fixed assets. Subtracting these two amounts removes the portion of the unrestricted net assets balance that is tied up in a building, equipment, designated fund or other illiquid asset. Negative LUNA occurs either when the organization's unrestricted net asset balance is negative, or when the unrestricted net asset balance is smaller than the organization's net fixed assets.

Operating results are the key source of the accumulation or depletion of reserves. Surpluses increase reserves and allow for future flexibility and sustainability. Deficits deplete reserves and should be balanced by surpluses in prior or later years. Operating results can vary widely across organizations or across years, so it is important to note longer term trends. Any negative result or downward trend should be investigated further and analyzed to understand whether a change in operating results is being driven by operating revenues, expenses, or both. Multiple years of operating deficits can indicate that an organization's deficit is "structural" and needs to be addressed strategically by raising additional revenue or reducing operating costs.

Months of cash on hand is an important measure of liquidity. The amount needed will vary based on how quickly an organization can convert receivables into cash; in the nonprofit sector, a range of **1 to 3 months** is recommended. Organizations should think strategically about cash flow management and maintain rolling cash flow projections in order to predict and plan for potential cash flow issues.

Outcomes

- *Where do I indicate the Area of Need that my organization addresses in the community?*
Please indicate the Area(s) of Need that your organization addresses in two places: the Organization Information Areas of Need checklist, and the Evaluation plan. The Areas of Need you choose in both sections should be the same.
- *Can you put many outcomes under a single Area of Need? What about more complex prevention where measures can only approximate outcomes?*

All of your outcomes may be organized under a single Area of Need, or multiple Areas of Need; no preference is given either way. Please include what you feel are your strongest outcomes.

- *If you are applying for operational funds and taking the perspective of your whole organization, is it better to list outcomes by program or by Area of Need?*

Please submit outcomes by Area of Need. Remember when applying for operating funds to organize your outcomes by service and Area of Need and look at the big picture impact that operating funds will facilitate.

Financial Information and Budget Request

- *How should we calculate whether our funding request is more than 30% of our operating revenue?*

Look at your current fiscal year's actual operating revenue. Your funding request should not be more than 30% of that number.

- *Is the 30% cap on requests based on the current fiscal year's operating revenue, or on the FY 2021 projected revenue?*

In ensuring your request does not exceed the 30% cap, please use your most recent one year actuals when calculating 30% of the operating revenue.

- *My organization is relatively new and we do not have a lot of funding sources yet. How can we show our organization's solvency and prove that we are not relying solely on County funds?*

The mini-grant program was created to assist new, small organizations, so the application and scoring puts a stronger emphasis on programmatic elements that meet identified needs, instead of financials and administration.

- *Can you clarify what you mean by operational costs? Does the grant have to solely be asking for funding for a program or can operational and program costs overlap?*

Operational costs are costs that cannot be linked directly to a program, such as rent, administration, printing, and utilities. You can request both program and operating costs, but be sure to explain your request thoroughly.

- *Should the financial information reflect my organization's fiscal year or the county's fiscal year?*

Financial information in Part VI should reflect your organization's fiscal year. The number of employees should also be for that same fiscal year. If you have any significant anticipated changes for FY21, please describe them in your application narrative.

- *I heard that you can apply to the County for operating funds. Is that true? Does that change my application at all?*

Yes, your organization can apply for operating funding. This choice may influence what information you provide in *Part I* of the application, so be sure to signify that you are requesting operating funds.

- *In Section VI, there is a discussion box; what should be included in this discussion?*
 - *"If desired, please use this space to explain any area of concern on your financial statements."*

The Section VI text box is optional; it can be used to provide context for financial statements, if desired. For example, if an organization had a large one time donation in 2018, the financials would show a large revenue increase, and then a large decrease in 2019. This box would be the place to explain.

- *We do not have an "audited financial report" nor do we use a "Financial Statement." What we do have are our 990's and profit and loss statements from the accountant's office. Can we submit the P and L instead of the audited report? And/or could this suffice for the financial statement?*

The Financial Statements for the last 2 years, signed by the organization's board chair or treasurer if unaudited, are required.

Organizational Governance

- *Can you include contractors in the governance competencies chart?*

Yes, if you contract with someone who has one of the competencies, you may list them.

- *What if we have multiple staff and Board members who have competencies in the six areas identified in the application?*

Please list the most experienced individual for each competency area. We do not give a higher score based on whether the individual is a Board member or staff person; we are simply checking to see that all areas are represented. For smaller organizations, one person may be listed for several competencies.

- *What if an organization does not have a dedicated person assigned to legal or public relations?*

There does not have to be a staff or Board member who is dedicated to this role alone. You may have an individual who has competency in this area as well as another area of governance.

- *How will you evaluate a board with consumer or client members?*
Boards will be evaluated on the 6 key governance competencies that should be common among all nonprofit boards and staff.
- *What conclusions and then decisions are based on the board information?*
Governance information is reviewed to understand whether the organization has (1) the full complement of staff needed for the service levels they provide, (2) if staff and board possess all 6 competencies, and (3) if the Board has a diversity of skills and experience.

Strategic Planning

- *What if we are in the process of updating our strategic plan?*
Please attach your most recent strategic plan, along with a note regarding when you anticipate your next strategic plan will be completed.
- *What if we do not have a strategic plan?*
A solid strategic plan can take several months to develop. It's a good idea to start the process now so that you will have a plan in place for next year's funding process. Your application will still be considered without a strategic plan in place.
- *Is our organization too small to do a strategic plan?*
The County has prioritized the presence of a strategic plan in its application review process; this is considered a best practice for nonprofits of all sizes.
- *Most strategic plans cover at least 3 years; what if an organization submits the same plan as in past years?*
Given that most strategic plans cover 3-5 years, we anticipate that we will receive the same strategic plans from some organizations. Whether it is the same or new, we will be looking to see that it covers the current or FY21 timeframe and lists the organization's goals, strategies, resource requirements, and timeframe for accomplishing objectives.

Attachments

- *Where do we attach additional documents?*
Attach any additional documents in Section VIII. Keep in mind that the only documents we will use in scoring will be those that we have requested.
- *How long does it take to get a certificate of good standing?*

If you do not have any outstanding issues with the SCC, you can get your certificate instantly. If you need to resolve an issue, it could take up to several weeks to resolve the issue before they will issue a certificate.

- *What if we have multiple documents to upload for one requirement?*

The application allows for multiple uploads for each “Upload” button.

Other questions

- *Is there a list of local grant writers?*

While the County cannot advise on or endorse local grant writers, a link to a list of grant writers certified by the Grant Professional Association can be found at:

https://www.grantprofessionals.org/AF_ConsultantDirectory.asp

- *Are there character limits on the application?*

No, there are no character limits within the text boxes; however, we have suggested word limits for each question to lessen the burden on reviewers.

- *Will mini-grants and larger grants be reviewed together? Is there a limited pot of funds (or number of grants) for mini-grants?*

There are separate processes through which each type of grant will be reviewed and allocated funding. For both grant types, funding recommendations will be based on scores, so that applications portraying strong, high quality services are prioritized for funding.

- *I wasn't able to attend the in person training sessions. What resources are available online?*

The Informational session and two trainings will be available online at

www.loudoun.gov/NonprofitGrants, along with the PowerPoint presentations and handouts from those sessions. The Application Manual contains detailed instructions and guidelines.

- *The grants (excluding mini-grants) have quarterly reporting requirements; do the grants payments correspond to those?*

No. All awardees will receive two payments (around July 2020 and February 2021); the first payment will be disbursed following receipt of the signed MOU, and the second payment will be disbursed following approval of your mid-year report.

- *Can nonprofits attend the Board of Supervisors meeting when funding decisions are made?*

Yes, these meetings are open to the public. The Board agenda is published the week before the meeting.

- *Where can we find current local data?*

Loudoun County data can be found at <http://www.livehealthyloudoun.org> and <http://www.countyhealthrankings.org>. Data included on these sites is the most current available.

- *Do you have a sample MOU template that you could share with us?*

The County does not have a preferred MOU template; MOUs should be created at the discretion of partnering agencies.

- *Do you have a good example of a program budget and an organization's financial reporting that we could look at?*

There are some examples available through an online search of grant resources such as the following:

- GrantSpace: www.grantsspace.org
- The Grantsmanship Center: tgci.com
- National Grants Management Association: ngma.org
- Foundation Center: foundationcenter.org
- Grant Writing USA: grantwritingusa.com

- *What are the budget reporting requirements, if granted? (Quarterly, monthly, annual?)*

Performance reports are required quarterly and financial reports are due at mid-year and end-of-year.

- *Funding is paid "upfront" as opposed to in arrears, correct? Is funding given all at once or throughout the year?*

Payments are given in advance in two halves, at the start of the fiscal year (July), and after the mid-year reports are received (January).

- *I am trying paste in charts but can't load them into the text box. Should I just reduce the data to text?*

There is no way to insert charts into the application, so it is best to reduce it to text. You may also attach charts under "Additional Documents" in Part VIII, but be sure to reference them in the narrative.

- *In Question #3, what is meant by the "timeframe for implementation"?*

The timeframe is essentially asking for a descriptive work plan to carry out the activities described in this section. For example, explaining that 3 workshops will be conducted in March, or more generally, in the spring, would give reviewers a good idea of when the activities being described will take place.

Additional Resources

Grant Writing:

- ▶ Grant Professionals Association: www.grantprofessionals.org
- ▶ The Grantsmanship Center: www.tgci.com
- ▶ Thompson (Federal): www.grants.thompson.com
- ▶ National Grants Management Association: www.ngma.org
- ▶ Foundation Center (local DC office): www.foundationcenter.org
- ▶ Grant Writing USA: www.grantwritingusa.com
- ▶ Grants 101 webinar (Loudoun.gov)

Evaluation:

- ▶ Innovation Network: www.innonet.org
- ▶ WK Kellogg Foundation: www.wkcf.org
- ▶ Institute of Museum and Library Sciences Outcome-Based Evaluations: www.ims.gov/grants/outcome-based-evaluations

Strategic Planning and Nonprofit Health:

- ▶ <https://www.bridgespan.org>
- ▶ <https://www.wanonprofitinstitute.org/planning/>
- ▶ <https://www.wallacefoundation.org>
- ▶ <http://www.engineofimpact.org/> (also book)
- ▶ www.councilofnonprofits.org
- ▶ www.boardsource.org
- ▶ *Nonprofit Sustainability* by Bell, Masaoka and Zimmerman (book)
- ▶ www.joangarry.com
- ▶ www.nonprofitadvancement.org
- ▶ www.loudouchamber.org/nonprofits