Request for Grant Application

Issue Date:	Monday, November 16, by 3:00 PM
Title:	Loudoun County Human Service Nonprofit Grant Program
Issuing Agency:	Loudoun County Government Department of Finance and Budget 1 Harrison Street, SE Leesburg, VA 20175
Contact Information:	Barb Lawrence Barbara.lawrence@loudoun.gov
Application Due Date:	4:00 PM, Monday, December 21, 2020
Period of Funding:	July 1, 2021 – June 30, 2022

Application Information Webinar: An application information webinar will be held Friday, November, 20 from 1:00pm to 3:00pm. The GoToMeeting information is: https://global.gotomeeting.com/join/386250269 . By phone: +1 (786) 535-3211, Access Code: 386-250-269. The pre-application conference will be recorded and available here: loudoun.gov/NonProfitGrants.

Anticipated number of Awards: Multiple

All inquiries for information should be directed to: nonprofits@loudoun.gov

Revised November 16, 2020

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Award Information

Purpose of Request for Grant Application (RFA)

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 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.

Priority

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

Areas of Need

Organizations interested in applying to receive funds from Loudoun County must provide a program or service impacting one or more of the Areas of Need established by the Board of Supervisors.

The four Areas of Need 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 the need for 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.

Eligibility Criteria

Applicants must meet the following baseline criteria to be eligible for a FY 2022 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 serving the County's Areas of Need;
- Be in good standing with the Virginia State Corporation Commission;
- Subject to limited exceptions, Virginia law prohibits localities from appropriating public funds to organizations controlled in whole or in part by churches (to include other houses of worship such as temples, mosques, synagogues, etc.) or sectarian societies. Therefore, a faith-based organization may be eligible to receive grants from Loudoun County only if it can submit evidence satisfactory to County staff demonstrating that (i) it is not controlled in whole or in part by a church (or other house of worship) or sectarian society; and (ii) the programs of such organization do not discriminate based on, and are not otherwise contingent upon the religious affiliation of participants or those eligible to receive

assistance. Furthermore, County grants may not be used for any religious purpose or activity including, but not limited to, religious worship, instruction, or proselytization.

To be considered for funding, applicants must demonstrate the following criteria:

- Present a documented, data-driven[1] need for the organization's program or service;
- Show demonstrated outcomes for the program or service
- Show that the program or services provide a direct benefit to Loudoun residents;
- Demonstrate that the program or service enhances the quality of life for Loudoun County residents
- 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
- Agree to sign a Memorandum of Understanding with the county and adhere to reporting requirements
- Show that funding requested is realistic given the service level, and that the organization does not rely predominantly on County grant funds.

Applicants for the FY 2022 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 2022.

For FY 2022, 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 and will be available on the County website. Questions may be submitted only via email to: nonprofits@loudoun.gov. Note that County staff are unable to answer questions regarding specific program/service design or plans.

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 at a minimum senior staff representatives from health, human services, budget, and finance departments.

Funding Options
The County has two options for organizations wishing to apply for funds through the human services nonprofit grant process:

1 - The standard nonprofit application process for organizations wishing to apply for awards of $5,001 - $113,000; and,

2 – A mini-grants process with a simplified application for any organization applying for a small grant of $5,000 or less. For mini-grants, organizations will be awarded the full amounts they request.

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[1] Data-driven is the use of data (i.e., surveys, evaluations, case data) collected by an organization to make strategic decisions to improve services and client experience.

Period of Performance
July 1, 2021 – June 30, 2022

Funding Limits and Restrictions
Individual awards will be limited to no more than $113,000, 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 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 percent). The Board of Supervisors has advised a funding allocation to be applied to all awards, with the proportion of the requested amount awarded based on the application score.

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
- Legislative expenses
- Fiscal agents may not charge their administrative fee to the County award
- Any religious activity

Application Information Session
An application information webinar will be held Friday, November, 20 from 1:00pm to 3:00pm. The GoToMeeting information is: https://global.gotomeeting.com/join/386250269 . By phone: +1 (786) 535-3211, Access Code: 386-250-269. The pre-application conference will be recorded and available here: Loudoun.gov/NonProfitGrants.

The pre-application information session is strongly recommended for all applicants and will be specifically tailored to this grant opportunity.

FY 2022 Application Changes

Changes to the FY 2022 process include:
- Organizations who receive notice of funding through this opportunity will be required to set up an Automated Clearing House (ACH) account with the County to receive electronic payments. Paper checks will no longer be issued by the County.
- Eligibility criteria for faith-based organizations has been clarified in accordance with the requirements of Virginia law (see eligibility section).
- Scoring. The County has streamlined the scoring criteria and have added required tables to complete to support certain narrative.
  - The following additional tables have been added:
    - Budget and Budget justification
    - Staff and Board
    - Grant, Contract and MOU
- The County is requesting information as to how organizations collect data and is requiring the completion of a demographic table.

These changes will be covered in depth at the pre-application information session, November 20th.

FY 2022 Process and Timeline

FY 2022 Nonprofit Grant Process Timeline	
November 16, 2020	Grant Application Release Date
November 20, 2020	Information Session
December 11, 2020	Deadline for Applicant Questions
December 21, 2020	Grant Application Due
January/ February 2021	Application Review
April 2021	Award Recommendations presented at the second Board meeting in April
June 15, 2021	Signed MOUs due
July 1, 2021	FY 2022 Award Funding Begins
October 15, 2021	FY 2022 1st Quarter report due
January 14, 2022	FY 2022 Mid-Year report due
April 15, 2022	FY 2022 3rd Quarter report due
July 29, 2022	FY 2022 Final report due

Application Submission Information/Application Content

The following will be completed in Laserfiche:

For the FY 2022 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:

- 1 – Cover Form
- 2 – Grant Application
    - a. Statement of Need
    - b. Project Description and Timeline
    - c. Organizational Background, Qualifications and Expertise
    - d. Evaluation and Sustainability
    - e. Budget and Supporting Financial Documents
        - Most recent audit
        - 2018, 2019, 2020 financial statements
        - Organization's Current Year Operating Budget
        - 2017, 2018, 2019 990 form
        - IRS Letter of Determination
        - Certificate of Good Standing with Virginia SCC
- Required attachments to be completed by applicant – there is a link in the application to upload
    - Demographic Information
    - Staff and Board Information
    - Outcome and Evaluation Plan
    - Grants, Contracts, MOU Table
    - Budget Template

All questions are required to be answered. If a question does not apply to your organization, please enter "not applicable" or "N/A". There are word limits 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.

1. COVER FORM

Organization Name:

Organization Legal Name, if different:

Project Name(s):

Organization's Federal Tax ID#:

Year Established:

Number of Years Organization has operated in Loudoun County or served Loudoun County Residents:

Organization's Mailing Address:

Organization's Loudoun Address (if different):

Organization's Authorizing Official Contact Information:

Organization's Application Contact Person (if different):

Requested County Funds/Total Cost:

Organization 2020 Operating Budget:

Current Fiscal Year State/End Date:

Brief Overview of Request: (100 word limit.)

Applying for Mini-Grants of $5,000 or less:

First Time Applicant: Y/N

Type of Support Requested:

2. GRANT APPLICATION

a. Statement of Need - 25 points

Describe the scope of the need for your service(s), including:
1. What need does your program address? Describe what the proposed funding will be used for and how it relates to the Area of Need chosen above. 750 word limit. (7 points) Mini-grant question (7 points)
2. Describe your service population's needs within Loudoun County (i.e. number of children in poverty; number of women in shelters, number of Latinx, number of clients on a wait list, number of Loudoun County residents served specifically within service area, etc.). 750 word limit. (7 points)
3. Describe how you track the overall number of Loudoun County residents served by your program? Are you able to track unduplicated numbers of participants among all of your programs? If so, how? 750 word limit (7 points)
   - Provide data that supports your description within the Demographic Information table.
4. Describe the data collected to inform and improve service delivery to this population (i.e. client satisfaction surveys, pre- post- surveys, client focus groups, client participation on your board) for assessing proposed service. 250 word limit (4 points)

b. Project Description and Timeline - 20 points
Based on your responses in the Statement of Need, please respond to the following:
1. What is your proposed solution to the need identified? Why was this service approach chosen? If you utilize any evidence-based programs, please indicate which federal websites lists the program and the rating given (such as statistically significant, effective, promising, etc.). 1000 word limit (8 points) Mini-grant question (8 points)
2. Describe any program characteristics or specializations that set your services apart from similar providers in Loudoun County. 100 word limit (2 points)
3. Describe the duration (number of visits) and intensity (minutes or hours per visit) of your services provided to the population described. 100 word limit (2 points)
4. Within the grant period, what is your plan for implementing the program or service? 250 word limit. 250 word limit. (4 points)
5. What results are you committed to achieving during the grant period? These results will be part of your evaluation plan. What evidence will you provide to show you achieved your results? 250 word limit. (4 points)

c. Organizational Background, Qualifications and Expertise – 15 points
Based on your responses in section a. and b., respond to the following questions about your organization:
   Describe your organization including the following:
1. Describe organizational capacity to achieve project objectives (include proven ability to manage grants, program management, prior experience with area of need and how this

program fits with your organization's mission, goals and values). 500 word limit. (6 points)

2. On the Staff and Board Information table describe your staff and the role and expertise of your board of directors. (3 points)
3. If your organization has multiple programs, briefly describe the overall populations served. 100 word limit. (3 points)
4. Describe current activities (i.e. current board initiatives, strategic plan), recent accomplishments within the past 3 years, and future plans. 100 word limit. (3 points) Mini-grant question (4 points)

d. Evaluation and Sustainability (15 points)

Based on your responses in the previous sections, please respond to the following:

1. Complete the Outcome and Evaluation Plan (6 points) Mini-grant (6 points)
2. Describe how your organization plans to sustain services long term if County funds do not continue beyond FY 2022. Describe other resources including donations that your organization will use to support the service. 100 word limit. (3 points)
3. On the Grants, Contracts, MOU table, list the top three grants or contracts and three most significant MOU's your organization currently holds or has held in the last two years along with the name and email of the point of contact. This includes previous Human Service Nonprofit grants, CDBG grants, etc. County staff will be contacting at least 3 individuals on the list for a reference.
4. Briefly describe your most significant collaborations with other entities in your field or geographic area. 100 word limit (3 points – both 3 and 4 combined)
5. If this is not a new program, provide evaluation results showing the impact of the program in 2018 and 2019. If planning to collect new measures, please include a copy of the plan. 100 word limit. (3 points)

e. Budget and Supporting Financial Documents (25 points)

1. Complete the Line Item Budget and Budget Justification Table. (10 points) Mini-grant (10 points)

2. Did your organization request funds under any of these programs in response to COVID-19? If yes, please select the funding source(s) from the list below, indicate the amount and describe the purpose of the funds. Select all that apply. (0 points)
   - CDBG (CARES)
   - PPP
   - Loudoun Economic Development Small Business
   - Loudoun Food Assistance
   - Community Foundation (Northern VA)
   - Community Foundation (Loudoun and Fauquier)
   - CARES funding through a Town
   - Other (explain)

Directions for completing the budget narrative:

Personnel/Employee: This section provides projected salary and fringe costs for your proposed program. This schedule provides calculation for percent FTE - list as .20, .80, etc. In the justification, explain how the positions requested relate to the objectives proposed.

Fringe Benefits: Provide your agency's fringe benefit rate - put the percent in the formula - F12; the justification should include what benefits are covered under fringe; and the fringe rate should be applied to the total salary line.

Consultants/Contractual: Provide a list of positions or activities that will be carried out by consultants or through contracts. Provide the unit of payment, this could be by the hour or the completed task; and provide the cost of each unit and the number of units being contracted for. In the justification, explain how the consultants/contractual relationships relate to the objectives proposed.

Occupancy:
Rent: This line item should be calculated using the following formula: percentage of space occupied by the proposed program, times the cost per square foot, times 12 months. EXAMPLE: This example supposes that your program will occupy 100 square feet at a cost of $30 per square foot, per month. 100 square feet x $30.00 per square foot = $3,000 x 12 months for a total of $36,000.

Utilities: This line should be calculated by naming utilities Gas/Electric/Water, as applicable. Provide an overall projected cost of those utilities multiplied by number of months (in most cases 12) of your program.

Travel/Transportation: If your organization has a policy that allows for reimbursement for staff's use of their personal vehicles, you should complete by filling in the number with the total number of miles projected times the unit reimbursement cost per OMB of 57.5 cents per mile. The other item that can be included in this line is tokens/fare cards for organization's staff. Provide a projected number that you will need for your program, indicate the item, the unit cost, number to be purchased and total cost. Costs to maintain cars/trucks is also an allowable expense. In the justification, explain how travel/transportation costs relate to the objectives proposed.

Supplies: This line should indicate the total projected costs of supplies needed to administer your program e.g. paper, pens, folders, printer ink, etc. In the justification, explain how the supplies requested relate to the objectives proposed.

Equipment: Long term equipment purchases that exceed $5,000. These purchases must be pre-approved by Loudoun County grants staff. In the justification, explain how the equipment costs requested relate to the objectives proposed.

Client Cost: This line should include specific client costs related to your program, e.g. tokens, fare cards, incentives (where allowed), and other program appropriate client costs. In the justification, explain how the client costs relate to the objectives proposed.

Communications: This line should include costs associated with maintaining communications necessary to administer your program, e.g., telephone, cell phones, internet, fax lines, copying. You should complete a projected cost for each item, indicate the unit and number on the budget sheet. In the justification, explain how the communication costs relate to the objectives proposed.

Other Direct Costs: This line should be comprised of direct program costs that cannot be attributed to other budget lines, e.g. materials for meetings, etc. In the justification, explain how the other direct costs relate to the objectives proposed.

3. Submit all of the following: (15 points) Mini-grant (15 points)
   - Most recent audit
   - 2018, 2019, 2020 financial statements
   - Organization's Current Year Operating Budget
   - 2017, 2018, 2019 990 form (For Mini-grant, most recent 990)
   - IRS Letter of Determination
   - Certificate of Good Standing with Virginia SCC

Applicants should frequently save their application form and may 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.
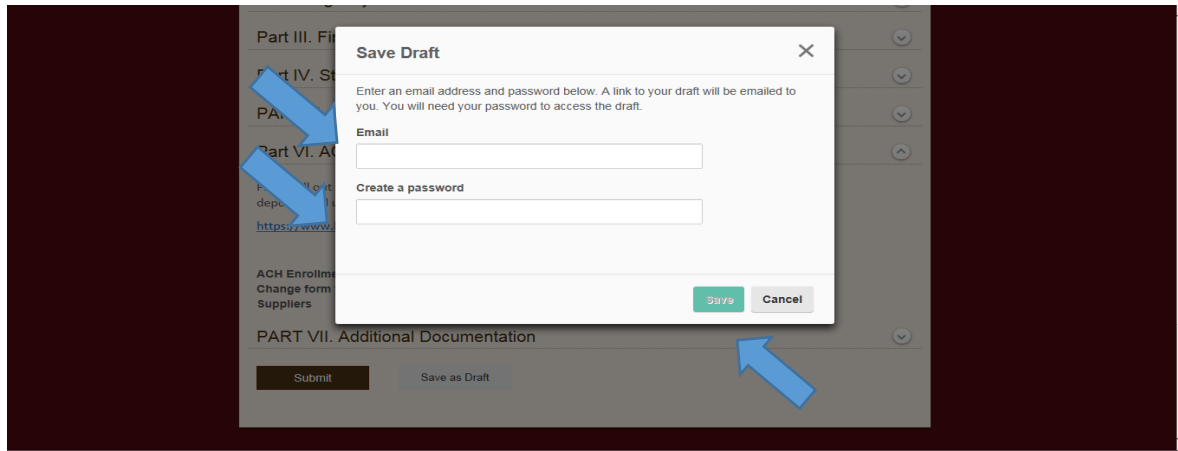
Application Scoring Criteria

Committee members will evaluate the applications based on the information submitted in the application including services provided, demonstration of need, impact and other financial indicators. All reviewers' scores are compiled for a final average score.

Within the guidelines approved by the Board, specific criteria exist that guide the interdepartmental committee in fairly reviewing each application.

Criteria	Related Question	Percent of Score	Mini-grant percent of score
a. Statement of Need		**25%**	**14%**
• Describes how funding request will be used to provide services within Area of Need	1		
• Data documents local need	2		
• Data describes a rationale for service	1		
• Data is cited from sources listed on application	2		
• Demographic information is well-defined and provides comprehensive view of individuals to be served aligning with current service population	3		
• Reliable, best-in-industry procedures in place to accurately track participants and service contacts, and to determine which individuals are Loudoun residents	3		
b. Project Description and Timeline		**20%**	**16%**
• Services are defined and applicant provides description of services' alignment to area of need	1		
• 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	1		
• Taking into account the population characteristics, duration and intensity of services or the level of	3		

service for each individual and the number served have a significant impact			
• Implementation timeframe can be achieved within funding window	4		
• Timeframe for accomplishing objectives includes milestones and metrics for measuring progress	4/5		
• High quality set of services described within the context of other similar services provided locally.	2		
c. Organizational Background, Qualifications and Expertise		**15%**	**8%**
• 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	4		
• Organizational goals and strategies align to organization's mission	1		
• Board has more than 5 members not counting paid staff or family members	2		
• Staff, Board, and/or Consultants represent entire range of 6 governance competencies	2		
• At least 75% of Board members are experienced (5+ years of service) in their respective fields	2		
• Board meets at least 6 times per year	2		
• Strategic Plan adopted by Board for current year (2020) into at least December 2021	4		
d. Evaluation and Sustainability		**15%**	**12%**
• Other resources, including financial resources, confirmed; OR, expense is one-time and does not need to be sustained beyond FY 22	2		
• One or more documented MOUs in place for duration of proposed grant cycle, supporting services being provided	3/4		
• 100% of evaluation contacts provided positive feedback on applicant's grant administration	3/4		
• Past outcomes, or proposed new measures, show significant impact to well-defined population of Loudoun residents	1/5		

|		10%	20%
e. Budget and Supporting Financial Documents			
• Resource requirements (financial and personnel) align to services projected for this grant period	1		
• Costs are aligned with industry cost standards per service.	1		
• Items requested are well-justified. Applicant explains how each line item relates to services provided	1		
• Considering the project impact, outcomes, and service level, the amount of funding requested is appropriate for the project	1		
		15%	30%
Based on Supporting Documentation	3		
• Current year Program expense percentage is more than 65%	3		
• Current year Management and general expense less than 25%	3		
• Current year Fundraising expense less than 15%	3		
• Multiple years of operating surplus	3		
• Current year revenue composition is not over-reliant (more than 30%) on one funding line or grant	3		
• More than 3 months of Liquid Unrestricted Net Assets	3		
• More than 1 month of cash on hand	3		
• Net assets increasing	3		
• Current assets > current liabilities	3		
• Are there negative audit findings?	3		
Total		**100 points/100%**	**50 points/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 2021 Board meeting. Following approval by the Board of Supervisors, applicants will be informed of the funding decision.

Required Attachments - please use the link in Laserfiche to download each document; save the document on your computer and use the upload feature to upload it into the application.

- Demographic Information
- Staff and Board Information
- Outcome and Evaluation Plan
- Grants, Contracts, MOU Table
- Budget Template

Required Financial 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.
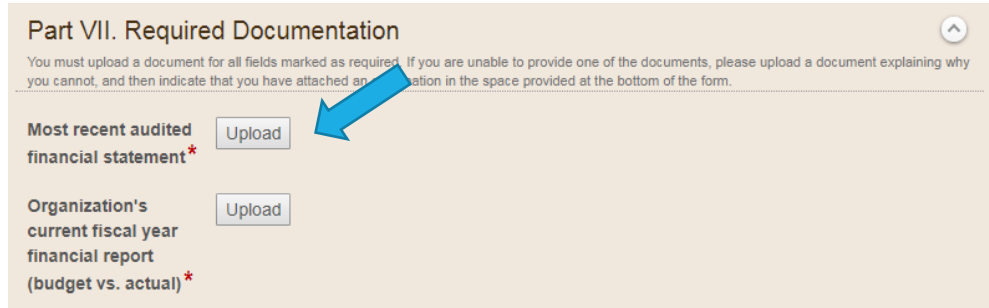
Once clicked, this button will open a window that will allow you to find the file or document that you want to add.
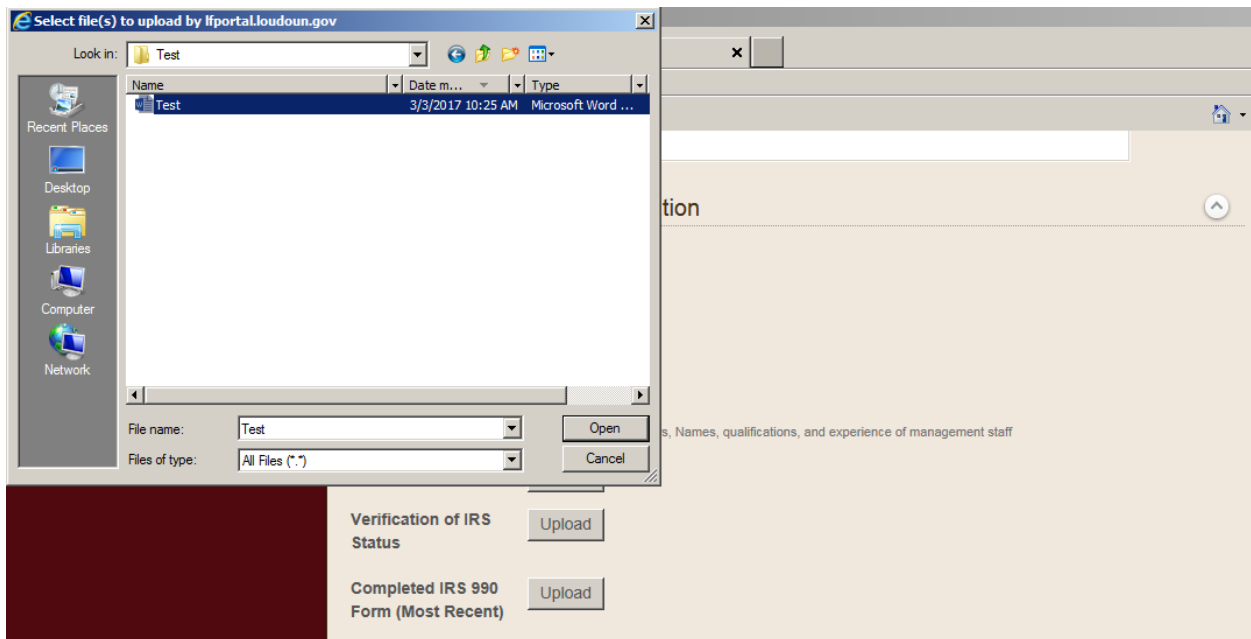
If the wrong file was chosen you can click the X. This will remove the file. To replace the file or add another file simply click the Upload button and repeat the process that is detailed above.

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.

POST AWARD REQUIREMENTS

All organizations approved for funding must complete a Memorandum of Understanding (MOU) prepared by the County and signed by the appropriate authority for the organization. This agreement, 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, 2021 and, unless sooner terminated, will expire on June 30, 2022.

All organizations approved for funding will be required to set up an Automated Clearing House (ACH) account with the County to receive electronic payments. Paper checks will no longer be issued by the County. Instructions will be provided with the notice of funding.

The County will make two payments to the organization:
- o The first half of the funding award will be made at the beginning of FY 2022.
- o 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 2022.

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 percent 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 2022 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

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

Frequently Asked Questions

Organizational Governance

- *Can you include contractors in the Staff and Board table?*

Yes, if you contract with someone who has one of the management expertise, 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 expertise 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 management expertise areas. Should someone hold several expertise areas, please indicate that in the Additional information.

- *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 expertise 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 six key area of expertise 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 six areas of expertise, and (3) if the Board has a diversity of skills and experience.

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: on the Cover Form of the application 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, organize your outcomes by service and Area of Need and look at the big picture impact that operating funds will facilitate.

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 three years; what if an organization submits the same plan as in past years?*

Given that most strategic plans cover three to five 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 FY22 timeframe and lists the organization's goals, strategies, resource requirements, and timeframe for accomplishing objectives.

Financial Information and Budget Request

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

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

- *Is the 30 percent cap on requests based on the current fiscal year's operating revenue, or on the FY 2022 projected revenue?*

To ensure your request does not exceed the 30 percent cap, please use your most recent one year actuals when calculating 30 percent 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 section e. Budget and Supporting Financial Documents 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 FY22, 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 a. Statement of Need of the application, so be sure to signify that you are requesting operating funds.

- *In Section e. budget and Supporting Financial Documents, 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."*

This 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 three years, signed by the organization's board chair or treasurer if unaudited, are required.

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 **one to three 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.

Attachments

- *Where do we attach additional documents?*

Attach any additional documents in section e. Budget and Supporting Financial Documents. 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 State Corporation Commission, 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 with the exception of the additional required attachments (Demographic Information Table, Staff and Board Information Table, Outcome and Evaluation Plan, Grants, Contracts, MOUs Information Table, Budget and Budget Justification) which only allows for one upload.

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 informational training sessions. What resources are available online?*

The Informational session will be available online at www.loudoun.gov/NonprofitGrants, along with the PowerPoint presentation. 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 2021 and January 2022); the first payment will be disbursed through Automated Clearing House (ACH) 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.grantspace.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 arears, 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).

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.wkkf.org
► Institute of Museum and Library Sciences Outcome-Based Evaluations: www.imls.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.loudounchamber.org/nonprofits