Routt County United Way

Routt County United Way (RCUW) 2022 Grant Application – Supplemental Instructions

The explanatory remarks in blue font are intended to help you understand why we are asking for you to supply certain kinds of information. We don't expect you to read our minds! We want to tell you what matters to us so you make your best case for funding.

GENERAL TIPS
- Read the Grant page on RCUW's website for info on what we want to fund and key grant award criteria.
- Fill out the Grant Report FIRST (Complete a Grant Report if RCUW awarded you more than $1000 last year.)
- Review our Program Rubric to see how we plan to assess how well your application meets our expectations.
- Read all the questions before you start filling out this application to avoid repeating your points.
- Use bulleted phrases where they help you tell your story.

Relationship with United Way

Relationship with United Way
- Are you a United Way Member Organization (yes or no)?
  — If yes, skip to "Organization Key Issues".
  — If not, please respond to the following questions.
    + If you are a school, pre-school, childcare provider, camp or other organization whose activities are state-regulated, please cite your accreditation, licenses, etc., as applicable for your 2022 fiscal year. (200 words max) We will only fund organizations that comply with all regulations pertaining to their activities. It is particularly important that organizations that provide services to children or healthcare/wellness services cite the regulations or standards that pertain to them and note the up-to-date licenses, accreditations, etc. that demonstrate compliance.
    + Does your organization now engage in or plan during fiscal year 2022 to engage in political advocacy (ex. contributions, influence, lobbying) for individuals, organizations or issues? If so, please explain. (300 words max) We do not fund political organizations.
    + Does your organization, staff or Board now have or anticipate having any conflicts of interest, or the appearance of a conflict of interest, with RCUW, its staff or its Board? If so, please explain. (300 words max) We want to know whether there could be even the appearance of a conflict of interest, so if you have a Board member, staff member, key volunteer or large donor/grantor who is also on the Board or staff of RCUW or who has a family member on the Board or staff of RCUW, we want you to disclose such relationships.

Organization Overview

Vision Statement

Mission Statement

The reason why we ask you to cite your vision and mission statements is to tell us the key drivers behind your engagement with your clients. We want to understand whether the programs and program components you want RCUW to fund are core to the "reason-for-being" of your organization. If this is the case, then we gain confidence that you will be diligent in program execution.

Organization Key Issues
Looking forward, are there any critical challenges and/or potentially transformational opportunities facing the organization in the next two years (yes or no)? If so, please describe (1000 words max). (Note: If you are making program-specific comments about how you are continuing to respond to covid19 in one or more questions below, there is no need to repeat those remarks here.)

This is where we give you an opportunity to explain any "big picture" organizational matters on your plate in the near to medium term. We are interested in understanding about these because they may have direct or indirect implications for such activities as your delivery of program services, recruitment of clients, ability to fully fund programs, or focus on Routt county issues. A key issue that is not "business as usual" and that is likely to take a significant amount of your Executive Director's or Board's time to address would likely merit discussion here.

Covid19. If your critical challenge is dealing with Covid19, we're most interested in how Covid19 affects your program, so make program-specific points in the Program section.   If you want to make organization-wide comments about Covid19's impact that aren't program-specific, you can make those either here or in response to the question about material concerns below. There's no need to repeat the same Covid19 comments in multiple places.

Board/Governance
- Describe briefly the role of the board of directors in advancing the mission of the organization, including the organization's policy regarding board terms, and the percentage of the board that contributes financially to the organization (150 words max):
- Are there significant issues related to board effectiveness that are being addressed this year (yes or no)?
  — If yes, please briefly note what these are. (100 words max)
- Upload the Board of Director's List:

The reason we ask these questions about your board of directors is to find out how engaged your board is in advancing the goals of your organization. Where the Board chooses to focus its attention also gives insight into the ability of your Board to drive excellence in what you do and how you do it.

Diversity/Equity/Inclusion
- Briefly describe how your organization's diversity/equity/inclusion policy benefits the program(s) that you want RCUW to fund. (200 words max)

This information will tell us how your organization sees your DEI policy as something that has traction in the general approach you take to serving your clients. RCUW's Board wants to fund the programs of organizations that advance social diversity, equity and inclusion in Routt County.

Financial Statements and Budget Information
- Please upload your most current 990 tax return.
- Please upload your current fiscal year budget.
- If you have audited financial statements, please upload your most recent audit here.
- If you do not have audited financial statements, or if your most recent audit was two or more years ago, please also upload the following:
  — Most recent fiscal year-end financial position
  — Most recent fiscal year-end profit and loss statement
  — Most recently completed independent financial review

We are not eager to fund programs of organizations with unaudited or unreviewed financial statements. RCUW is responsible to its donors for ascertaining that funds are made available to organizations with sound finances. One of the important elements of demonstrating sound finances is to submit financial information to a qualified third party's examination.

However, if you are an established, small non-profit that files a form 990N and do not have financial statements, then you may send us a bank account summary that shows at least beginning cash in bank, total funds received, total disbursements and ending cash in bank.

We're asking you to supply us with your most recent 990 filing because of the lag between filing and public posting by the IRS.

Operating Information
- Do you have an annual report (yes or no)?
  — If yes, please upload it here or provide a URL link.
  — If no, please upload your most recent promotional materials here or provide a URL link.

We will refer to your annual report or year-end promotional materials to learn more about your organization and how the programs that you want us to fund fit into the mosaic of what you do. We are not asking you to create any materials solely to respond to our question; your "on-the-shelf" materials should suffice.

Material Concerns
Looking forward, please explain any items in the budget, financial statements or annual report that may raise **material** concerns about your organization's financial or operational health. Materiality is defined as follows: *Information is material if its omission or misstatement could influence the economic decisions of users taken on the basis of the financial statements (IASB Framework)*. (Note: if you believe you have already addressed this under "Organization Key Issues", say "See Organization Key Issues".) (300 words max):

You should also understand that we mean materiality to apply not only in the context of financial statements but also operating statements, like your annual report, when these are two separate documents.

What is meant by an "economic decision" is the choice a stakeholder (donor, grantor, lender, volunteer) makes to put money or time into your organization in expectation of advancing your mission.

A material concern could be something that has arisen out of new information after you finalized your financial statements or annual report. It could be a matter that you have noted in one of these documents that is evolving or is worthy of more discussion. It could also be a major new or evolving event that is more likely than not to occur and that could adversely affect your organization.

Covid19. If your material concern is dealing with Covid19, we're most interested in how Covid19 affects your program, so make program-specific points in the Program section. If you want to make organization-wide comments about Covid19's impact that aren't program-specific, you can make those either here or in response to the question about organization key issues above. There's no need to repeat the same Covid19 comments in multiple places.

Program Information (Complete this section for each program for which funding is requested.)
RCUW funds only programs, not general operations. If the sole activity of your organization were to conduct a single program, we would still fund on a program basis even though the description of your program might at the time of your grant application be the same as the description of your organization.

Amount Requested for this Program:

Program title:
Is this a new program (yes or no)?
- If no, how long has this program been in existence?

Tuition Assistance or Fee Discount Programs
- Are you a preschool or child care provider and applying for a grant to fund a tuition assistance or fee discount program (yes or no)?

- — If yes, provide your current Colorado Shines level, the level you expect to have as of the end of fiscal year 2022 and any comments you wish to make. (500 words max)
- — How many children do you expect will benefit from tuition assistance? How many or what percentage of this number do you expect will be low-income children (below 325% Federal Poverty Level)?
- — Please describe any additional demographics and key challenges/issues facing your clients, if any, that you think we should understand as context for the tuition assistance you plan to deliver. (500 words max)
- — Is there additional information that you wish to convey about how you will provide tuition assistance (yes or no)? If yes, please do so here. (500 words max)
- — END PROGRAM APPLICATION – Skip to "Do you have another program…"

RCUW is looking to your participation in Colorado Shines and your steps to advance your Colorado Shines level as evidence of your commitment to deliver quality programming to your clients and to continually seek to improve your outreach and services.

- If you are not a preschool or child care provider, are you applying for a grant to fund a tuition assistance or fee discount program (yes or no)?
  - — If yes, please describe how you plan to allocate assistance from RCUW to clients. (500 words max)

Program Budget
- What is the total cost of the program?
- What percentage of total program cost is RCUW funding?

We want to understand the extent to which your revenue model for this program relies on RCUW funding or already has breadth/depth of financial support.

Program Client Population Demographics and Attributes
- Is this a program that RCUW funded last year (yes or no)?
  - — If yes, do you expect that the geographic area served by this program will be the sameas what you described in your Grant Report (e.g. by county, by town or by school, etc., as applicable) (yes or no)? If yes, skip to "How many children…". If no, please explain. (150 words max)
  - — If no, describe the geographic area served by this program (e.g by county, by town or by school, etc., as applicable) (150 words max)
- How many children do you expect this program directly will serve? How many or what percentage of this number do you expect will be low-income children (below 325% Federal Poverty Level)? What are the age ranges of the children you expect to serve (check all that apply): Infants & Toddlers, Pre-K, Grades K-5, Middle School, High School?
- How many adults do you expect this program directly will serve? How many or what percentage of this number do you expect will be low-income adults (below 325% Federal Poverty Level)? What are the age ranges of the adults you expect to serve (check all that apply): 18-26, 27-60, 60+?

RCUW prioritizes funding to programs that serve low-income and at-risk populations. We also give weight to the number of such clients your programs serve. It is important to us that you seek to understand and evaluate the numbers and attributes of clients using your services as part of your ongoing effort to be successful in your mission.

- Looking forward, please describe any additional demographics and key challenges/issues of the target client population, if any, that you think we should understand as context for the services you plan to deliver. (If your comments are the same as in the Grant Report, please say "See Grant Report".) (500 words max) We're interested in your understanding of the challenges, resiliencies and external pressures facing your clients. Your insights in this regard will likely help you to continually improve the tactics and processes you use to find and recruit clients, retain existing clients who continue to need your services, and tailor your intake mechanisms to address your clients' challenges (such as lack of reliable transportation, language barriers, cultural barriers, physical limitations, etc.). This is the place where you would comment on how Covid19 may be affecting your target clients. The next question is the place where you would comment on what your program is doing to address your clients' evolving needs.

Program Services

Looking forward, please explain how this grant will be used. Include in your discussion the actions you plan to reach out to and deliver program services to your target population, taking into account any material challenges that you already anticipate (e.g. coronavirus pandemic). (If you foresee significant collaborations or staffing challenges, please separately discuss these by responding to the questions below.) (1000 words max): Please focus your remarks in this section on the program that you are asking us to fund. This is also the place where you would say how Covid19 is affecting how you reach out to people to sign them up for your program, and comment on any temporary or permanent changes in program scope or services because of Covid19.

Program Collaboration
- Will collaboration with other organizations or programs be needed for this program to succeed (yes or no)?
    — If so, describe the collaborations that are most essential for success. (500 words max): Please focus your remarks in this section on collaborations most important to the specific program that you are asking us to fund. This is where you would comment on collaborations that you expect to be different because of Covid19. You can use your response to showcase a key example(s) of how you leverage the capabilities of others to improve the quality and/or scope of program services that you are able to deliver to your clients.

Program Staffing and Volunteers
- Upload a list of key staff for this program. For each key staff member, please note any certifications they hold and length of service with the organization. Do not include job descriptions or resumes.
- Do you foresee any significant staffing challenges (yes or no)?
    — If yes, please explain. (300 words max): This is where you would describe any unusually big staffing challenges as they affect the program you are asking us to fund. Such challenges could include training challenges from unusually high staff turnover, a need to hire qualified staff to enable program expansion, issues in attracting qualified volunteers, for example. This is where you would comment on how Covid19 is affecting how you will staff your program, if that impact is significant. If staffing turnover or issues are expected to be like those you routinely and successfully handle, then respond no to this question.

Program Evaluation Method
- Please outline the process or steps you plan to use to evaluate and improve program performance by responding to the questions below.
    + Does an independent party conduct one or more of your program evaluations? (150 words max)
    + Who prepares program evaluations? (150 words max)
    + Who reviews program evaluations? (100 words max)
    + Who approves recommended program changes? (50 words max)

We would like to understand your ongoing continuous improvement method or process. The focus here is on the steps you routinely follow to get and evaluate program information, not on what the information tells you.

Logic Model
Please upload this program's logic model. (Please refer to the Supplemental Instructions for summary information about logic models.)

Your logic model must include a description of desired program outputs and/or outcomes for your clients together with program performance targets for the upcoming year. Please describe the data you plan to gather (metrics) to gauge performance versus those targets. This is a forward-looking discussion of what you expect to achieve and to be evaluated against at the end of the year.   Please use a table like the one below to summarize the metrics you plan to use.

Metric (Outputs & Outcomes Indicators You Plan to Measure)	Target in 2022	
Aaaa	#, %, …	
Bbbb	#, %, …	
Cccc	#, %, …	
…	…	
…	…	

...		...	
...		...	

United Way organizations across the country use logic models to depict the how programs use resources of various kinds to deliver services that help clients meet their goals. A logic model describes a "theory of change" and is used in planning and/or evaluation. We ask that you provide us your program logic model, so all applicants have a consistent methodology with a common vocabulary to describe program objectives.

A logic model for your program should include inputs, activities, outputs/outcomes and metrics/targets and fit on one or at most two pages.

- Inputs: These are the resources dedicated to or consumed by the program and/or constraints on the program. (For example: money, staff and time, volunteers and time, subject matter experts, other organizations, facilities, equipment and supplies, laws and regulations, funder's requirements, etc.)

- Activities: These are what does the program does with the inputs to fulfill its objectives. (Examples of activities are the types of services provided and how they are delivered by this program, such as to provide evening classes for job/skills training, feed homeless families at community gatherings, offer classes to educate the public about drug abuse, run small group sessions to counsel pregnant women, create after-school mentoring relationships with youth, etc.)

- Outputs: These are the directly measurable quantities of your program activities. Outputs are client service results that can be easily counted. (Examples might be the number of classes taught, number of counseling sessions per client, number of meals distributed, hours per client of services delivered, number of clients served, etc.) Outputs that you plan to track are included as metrics in the table we're asking you to fill out. In your logic model, you might choose to say something like see metrics table for a list of outputs, to avoid repetition.

- Outcomes: These are the key benefits for clients that the program aims to produce. Outcomes are qualitative benefits in clients lives that can reasonably be expected to result from program participation and are squarely within the scope of the program to influence. (Examples of outcome statements could be: elderly clients can safely sustain independent living as long as health permits; clients will maintain or show improvement in their level of anxiety, depression or stress; clients will maintain or show improvement in social, occupational or psychological functioning; clients will improve their understanding of XYZ risky behaviors; clients avoid engaging in XYZ risky behaviors.) Remember that it is not possible to directly measure an outcome; instead, indicators are measured to gauge success on outcomes. For example, one indicator of clients improving their understanding of risky behaviors might be a measurable improvement in after-program versus before-program knowledge survey scores. Outcome indicators that you plan to track are included in the list of metrics in the table we're asking you to fill out.

  Note: Whether it is important to measure *both* outputs and outcomes to gauge program success depends on the nature of services that the program delivers. For example, if the sole purpose of a program is to increase *access* to nutritious meals by low-income, home-bound seniors, then counting the number of meals delivered to the target population or counting the number of low-income seniors served might be sufficient. If a program offers behavioral counselling to at-risk youth with the goal of enhancing clients' abilities to succeed in particular dimensions of their lives, then although tracked outputs could include the number of youth served or the number of sessions attended, unless an outcomes indicator is also tracked (such as whether youth maintain or improve in some aspect of behavior), performance measures will fall short of providing meaningful information that can be used to improve program services.

- Metrics: Use the table to list outputs and outcome indicators you plan to measure to assess whether program/client goals are being met. As noted above, an output is an amount of service delivery to clients (e.g. % of lower-income or "at risk" clients; number of meals delivered; sessions attended per client, etc.). An "outcome indicator" is the

measurable information collected to track client success in achieving an outcome within the scope of your program to influence.

- Targets: A target is a measurable result for an output or outcome indicator that you expect the program to achieve. Every metric should have a target. A target is usually expressed as a percentage, an amount of improvement or as some other numerical goal that makes sense in the context of whatever is being measured. A target might be set based on a benchmark (e.g. a measurable, best-in-class industry standard), an objective of maintaining or exceeding your prior performance, or what research shows would signal that clients are achieving a particular goal. Use the table to show your targets.

    Setting meaningful targets and evaluating performance against those targets is what United Way donors expect that the programs they fund will do.   The metrics and targets table is where you list the yardsticks you plan to use to gauge performance (metrics) and what you expect your results to be at the end of the program year (targets).

    (If we fund your program, we will expect your Grant Report next year to refer to what you say here, Your discussion in the follow-up Grant Report about how you set your targets, what you actually measured, the results you achieved, and what you did as a consequence to improve your services is where you have an opportunity to show the excellence of your program management.)

Please call Kate Nowak at RCUW if you want to learn more about logic models.

Additional Program Information
Is there additional information that is vital to convey about this program (yes or no)?
- If yes, please do so here. Please note that there is no need to repeat information that you have included in the Grant Report. (500 words max):

Do you have another program for which you are requesting RCUW funding? *(If yes, adds fields to populate the Next Program.)*
If any of your answers for the next program are identical to the first program, you are welcome to ask us to refer to your previous response. We don't want you to needlessly repeat information that you've already taken the time to upload. If you find that there are many instances of your having the same responses to program questions for two or more of your programs, you might want to think through whether these are really separate programs or different components of what is really the same program.

Agreement and Signature of the CEO or Executive Director

By signing below, I certify that the information contained in this application is true and correct to the best of my knowledge.
Signature of the Executive Director/CEO:
Date: