Routt County United Way (RCUW) 2020 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, and so we want to tell you what matters to us in an effort to help you make your best case for funding. You may find it helpful to read all the comments in blue below before you begin to fill out this application.

Throughout this application, we welcome your use of bulleted responses where they help you focus our attention on your key points.

**Applicant Summary**

Tax Exemption Status and Filings

- Is your organization a 501(c)(3) nonprofit organization?
  - If yes, please upload or provide a URL link to your organization’s most recent Form 990 filing with the IRS. If you file a new Form 990 between end January and end April, please provide it before April 30, 2020.
    - 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.
  - If no, please explain your qualification as a tax-exempt organization. (100 words max)
    - We only fund organizations that have tax-exempt status. Please explain your exempt purpose, under what IRS code section you qualify for tax exemption and whether contributions to your organization qualify for tax deduction by the donor.

Are you a United Way Member Organization?

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. (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 engage in political advocacy (ex. contributions, influence, lobbying) for individuals, organizations or issues? If so, please explain. (300 words max)
  - We will not fund political organizations.

- Does your organization, staff or Board have 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**

**Background**
Discuss the founding and development of the organization. Explain the original issue and/or opportunity the organization was founded to address and how that may have changed over time (500 words max):
We ask this question as background information for our grant reviewers who may be new to RCUW or our communities. If you have responded to this question in the past, and that response continues to describe your organization, you may copy that response here without edits. It would be helpful to grant reviewers if you prefaced your input with the words “Unchanged from last year’s grant application” if this is what you choose to do.

**Vision Statement**

**Mission Statement**

**Goals**
Briefly list the organization’s current goals (200 words max):
The reason why we ask you to cite your vision statement, mission statement and current goals 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**
Are there any critical challenges and/or potentially transformational opportunities facing the organization in the next three to five years? If so, please describe (300 words max):
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. If there is nothing going on in your organization that warrants discussion here, a “No” response suffices.

**Board/Governance**
Describe briefly the role of the board of directors in advancing the mission of the organization. Include the key issues, if any, related to board effectiveness that are being addressed this year, the organization’s policy regarding board terms, and the percentage of the board that contributes financially to the organization (300 words max):
Upload the Board of Director’s List:

Upload the following information for each board member: position(s) on the board (officer and committee positions); term start and end dates for each board member.

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.

Organization Staffing
Number of full-time employees plus full-time independent contractors:

Number of part-time employees plus part-time independent contractors:

Upload a List of Names and Qualifications of Key Staff, including length of service with the organization. Do not include job descriptions or resumes.

We ask you to give us this information so we can understand the depth of staffing available both to support the programs that you want us to fund and to conduct your overall business and other programs. If you have a current org chart “on-the-shelf” that you want to offer as a visual aid for context to the numbers and descriptions that you list in this section, this would be the place to attach it or to give us a URL link to it. We are not asking you to create an org chart if you do not already have one.

Fiscal Year
On what day of the year does your fiscal year start?

Financial & Operating Information
Please upload in PDF format or provide a URL link to your organization’s annual budget for the current fiscal year. Your current annual budget gives us context for your program budget.

Are your financial statements audited?
• If so, please upload in PDF format or provide URL links to your organization’s audited Financial Statements along with accompanying Independent Auditor’s Report to Management and Notes to Financial Statements for the 2 (two) most recently ended fiscal years for which these documents are available. If new documents for your most recently ended fiscal year become available between end January and end April, please provide those before April 30, 2020.
• If not, please upload in PDF format or provide URL links to your organization’s reviewed and unaudited financial statements along with any reviewer’s comments/report to management and notes to financial statements for the 2 (two) most recently ended fiscal years for which these documents are available. If new documents for your most recently ended fiscal year become available between end January and end April, please provide those before April 30, 2020.

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, then you may send us in lieu of reviewed financial statements a transactions summary that shows at least beginning cash in bank, RCUW funds received (if we funded your program last year), other funds received, program disbursements, other disbursements and ending cash in bank.

Do you produce an annual report?
- If yes, please upload in PDF format or provide a URL link to the annual report that corresponds to your most recent fiscal year for which this document is available. If a new annual report for your most recently ended fiscal year becomes available between end January and end April, please provide it before April 30, 2020.
- If no, please upload in PDF format or provide a URL link to the most recently available year end promotional materials that you use to describe your organization’s activities. If new materials become available between end January and end April, please provide them before April 30, 2020.

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.

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). (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.

If you have no material concerns, please input “No material concerns.”

**Total Amount of Grant Requested for all Programs in this Application:**

**Number of programs included in this application:**
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.

First Program

Program title:
Is this a new program?
• If this is not a new program, how long has this program been in existence?

Impact Area. The program fits into the following United Way Community Impact Funding area (check all that apply):
RCUW is not eager to fund programs that do not or have only a weak connection to our impact areas and priorities. Please refer to the RCUW grant application website page for a complete description of our impact area priorities.

Explain how the program fits into a United Way Community Impact area(s) (200 words max):

Are you applying for a grant to fund a tuition assistance or fee discount program?
• If so, your program information should focus on tuition assistance or fee discounts as the service you provide so that low-income clients can enroll in your organization. For example, if you are a preschool, your program budget should reflect the costs of identifying/recruiting low-income and at-risk clients, the number of low-income clients you propose to serve and the extent of the tuition assistance you propose to offer. Similarly, your description of program client outreach and program services should center on what you do to identify assistance recipients, the criteria you use to set the amount of assistance, etc., not a general description of how you deliver preschool education. The same approach applies to program budget, clients, services, collaboration, staffing, evaluation and logic model sections.
Running a tuition assistance or fee discount program is different from delivering the core services of your organization. We expect your responses to program questions below to demonstrate that you have the staff and processes in place to identify, recruit and fund with priority the neediest clients who seek your services.
• If so, and if you are a preschool, provide your Colorado Shines level and any comments about it (200 words max)
• If so, please input here (500 words max), or attach a summary of, or provide a URL link to, a description of your organization’s services that recipients of tuition assistance will be able to access.
This is where you should describe the services that tuition assistance will enable clients who qualify for it to access. For example, if you are a preschool with a Colorado Shines rating and annual report, we have a general understanding of what you do, and so provide this space for you to elaborate on your service offerings and to present the value to clients of participating in your programs.
Program Year: What is your program year? (MM/YYYY to MM/YYYY) This is not necessarily your fiscal year but the period of the program for which you are requesting funding.

Expenditure Period: During what time period will this grant money be spent? (MM/YYYY to MM/YYYY)

Program Financial Results and Budget/Outlook
Using the program year that you defined above, please supply data that at a minimum provides all of the information in the table below. You may either 1) upload or attach your existing, detailed a) prior program year actual (Grant Review) and b) current program year budgeted revenues and expenditures detail, or 2) fill out the summary table below.

<table>
<thead>
<tr>
<th>Program Summary Revenues &amp; Expenditures by Program Year</th>
<th>Prior Program Year Actuals ($) (Grant Review)</th>
<th>Current Program Year Budget/Outlook ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>RCUW Funding</td>
<td></td>
<td></td>
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<tr>
<td>Client Fees for Services</td>
<td></td>
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<tr>
<td>Total Other Funding</td>
<td></td>
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<tr>
<td>Total Program Funding</td>
<td></td>
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<tr>
<td>Program-specific staff (employees &amp; contractors) and program-specific training costs</td>
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<tr>
<td>Program-specific materials, supplies, licensing and equipment costs</td>
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<tr>
<td>Other (includes marketing, allocated overheads)</td>
<td></td>
<td></td>
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<tr>
<td>Total Program Expenditures</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

If this program collects client fees for services, please upload, provide a URL link to or briefly describe here your fee schedule. Please describe any client co-pays and any need-based sliding scale for client fees. (300 words max)

We want to understand your revenue model if you collect fees from clients to cover, perhaps depending on need, all or part of the services you provide. If it is customary in your industry to collect fees from clients or other service beneficiaries but provide services at no cost or at greatly reduced rates, please include in your explanation your rationale for doing so. If your clients are engaged in performing work for third parties who pay for those services, please include as line items in the table above the amounts charged to third parties as revenues and any compensation paid to clients as expenditures.

If this is a tuition assistance program, then this is the way we expect you to fill out the table above:
- RCUW Funding is the amount of tuition assistance that you received last year from us or that you are asking for in this grant.
- Client Fees for Services is the aggregate amount of partial funding that you collect from all clients who receive tuition assistance.
- Total Other Funding is tuition assistance money that you receive from all other sources.
You do not need to enter numbers into the table for program-specific staff etc. costs, program-specific materials etc. costs, and other costs.

As Total Program Expenditures, input the amount of Total Program Funding spent on tuitions in the year collected. If Total Program Expenditures do not equal Total Program Funding in the same program year, please explain why.

If “Other” expenditures exceed 20% of total program expenditures, please explain (100 words max).

By setting a threshold for comment, we are not making a judgement about the level of other spending appropriate for your program or organization. We are asking you to show us that you understand not only the direct but also the indirect costs that are needed to run the program. If you want to make any general comments about other direct or allocated cost of the program, this is the place to do so.

Amount requested:

**Program Client Population Demographics, Attributes and Outreach**

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 does this program directly serve annually? How many or what percentage of this number are low-income children (below 200% Federal Poverty Level)? What are the age ranges of the children you serve (check all that apply): Infants & Toddlers, Pre-K, Grades K-5, Middle School, and High School?

How many adults does this program directly serve annually? How many or what percentage of this number are low-income adults (below 200% Federal Poverty Level)? What are the age ranges of the adults you 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 program serves. 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.

To help us understand who you serve and how you identify/recruit clients, please describe any additional demographics, important characteristics, outreach mechanisms and key challenges/issues of the target client population. (500 words max)

It is important to us that you communicate 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.

If other populations also benefit from this program, please explain who they are and how they benefit. (150 words max)

For example, if your target clients are low-income children, then you might intend that their parents/family could benefit in some way from a component or aspect of this program. If so, this is the place where you can describe qualitatively and quantitatively any program benefits to populations other than your target population.
Program Services
Describe in detail how this grant will be used. Include in this description the plan for delivery of program services to its client population, which should address the program’s goals and objectives, activities, staffing, staff qualifications and timeline. (500 words max):
Please focus your remarks in this section on the program that you are asking us to fund.

If this is a tuition assistance program, the description should include the specific criteria you plan to use to award tuition assistance. You should also address who in your organization makes award decisions and how your intake process works for tuition assistance applicants (e.g. priority to existing students or siblings, first-come-first-served, periodic application deadlines with rolling admission, priority by family income level, etc.).

Program Collaboration
Is collaboration with other organizations or programs needed for this program’s success or intended success? If so, describe the most significant interactions with others needed for the program to succeed. (500 words max):
Please focus your remarks in this section on collaborations important to the specific program that you are asking us to fund.

Program Staffing and Volunteers
How many paid staff, volunteers and unpaid personnel (other than the board of directors) needed to deliver program services? Highlight any staffing challenges. (300 words max):
This is where you would describe any staffing challenges as they affect the program you are asking us to fund. Such challenges could include transitions of organization leadership personnel, training challenges for new staff, a need to hire qualified staff to enable program expansion, issues in attracting qualified volunteers, etc.

Program Evaluation Process (for Grant Review, read the questions below in the past tense)

- Does an independent party conduct one or more of your program evaluations?
- Describe the steps you take to evaluate and improve program performance. Include in this section responses to questions like:
  - Is the work of the organization is evaluated at the program level?
  - Who is responsible for preparing/conducting program evaluations? Who reviews program evaluations?
  - Is program evaluation part of an ongoing continuous improvement process?
  - How do you use evaluations to make program improvements?
  - Who approves recommended program changes?
(500 words max):
We would like to understand the extent to which you have an ongoing continuous improvement process or ethos, whereby you collect performance information about your program, you regularly and systematically review that information, and use it to help inform your efforts to attract clients, tailor your services and improve how you deliver your services to help your clients succeed in meeting their goals.

Anticipated Program Performance
• Logic Model. Please upload (see below) this program’s logic model, describing desired program outputs and/or outcomes, program performance targets for your program year, and the specific methods you plan to use to measure 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 program year. (For Grant Review, discuss your results vs. these expectations.)

United Way organizations across the country use logic models to depict the how programs use resources of various kinds to produce services that help clients meet their goals. We ask that you provide us your program logic model, so all applicants have a consistent methodology with a common vocabulary to describe intended program results.

This is the section where you work through the logic model for each program that you want funded to tell us what you expect to achieve at the end of the program year and what yardsticks you plan to use to measure your performance. If we fund your program, then when you reapply for funding next year, we will expect you to refer back to what you said here and report with specificity what you actually measured, what you learned, and what you did with that information to improve your program.

Setting meaningful targets and evaluating performance against those targets is what United Way donors expect that the programs they fund will do. How you set your specific program targets, how you evaluate your performance against those targets and what you do with the information you get to improve your services is where you have an opportunity to show the excellence of your program management.

• Please follow specific Logic Model Instructions below.

Prior Program Year Actual Performance

• Is this a new program?

If this is not a new program, you will be asked to provide responses to the questions below about your program’s performance during the last one to two years versus the targets you set at the start of those program years. The more specific you are in your responses below, the better we can appreciate your ongoing commitment to program excellence.

• Results (Grant Review). Describe key results or evaluation findings that demonstrated program impact. More specifically, discuss how actual program results from the prior two (2) program years compared to your targets for performance as set at the start of those periods. (500 words max):

If this is a tuition support program and if you are a pre-school, please also attach your First Impressions Report for the total year. If you are not a pre-school or not a First Impressions member, please also attach your detailed description of who (by award criteria, not name) received the RCUW tuition assistance money you received last program year. Award criteria listed should be specific, and may include such things as client %FPL, specific behavioral risk factors and/or environmental risk factors.

• Continuous Improvement (Grant Review). During the past 12 months, did you make any changes either in program services or in how you deliver program services based on your evaluation of ongoing or past results? If so, please describe in detail one or more of these changes and why they were made. (500 words max)

• Success Stories (Optional, Grant Review). Do you have one or more success stories during the past 12 months that you want to share to help show the difference this program makes in your
client’s lives? For each success story, please state whether the client (even if not identified by name) has given permission to RCUW to share that information publicly. (1000 words max)

Additional Program Information
Is there additional information that is vital to convey about this program?
• If so, please do so here. (500 words max):

Logic Model Instructions
Please upload the logic model for your program that includes all of the components below.

Note: Whether it is important in this application 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.

• Inputs: Please describe 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: What does the program do 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: What are the direct products of your program activities? Outputs are quantitative program results that can be easily counted. Examples of program outputs could include such things as the number of classes taught, number of counseling sessions held, number of meals distributed, hours of services delivered, and/or number of participants served.
• Outcomes: What key benefits for participants does the program aim to produce during or after your program activities? Outcomes are qualitative benefits in clients lives that are expected to result from program participation. Examples of outcome statements could be: clients will remain living as independently as possible; clients will maintain or show improvement in their level of anxiety, depression or stress; clients will maintain or show improvement in social, occupational and psychological functioning; clients will improve their understanding of 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 is a measurable improvement in after-program versus before-program knowledge survey scores.
• Targets: What outputs and/or outcome indicator results do you expect the program to achieve? 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.
• Measurement:
  1. Describe the outputs and outcomes you measure to determine whether the program is meeting its goals.
  2. Specify indicators for each outcome. (Indicators are the measurable information collected to track a program’s success on outcomes.)
  3. Specify the targets or benchmarks that you will use to evaluate results for each output and/or outcome indicator that you measure. Benchmarks are data/statistics a program uses to compare its performance relative to best-in-class results. Targets are numerical objectives for a level of achievement.
  4. Describe your data collection method. (Data collection method is the means the program will use to collect information, the surveys or other tools used to gather data, and the regularity with which data is collected.)

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: