United Way of the Yampa Valley

United Way of the Yampa Valley (UWYV) 2024 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 UWYV'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 UWYV awarded you more than $2500.)
- 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.

Amount of Grant Request

Filling out this table will help us keep in mind the overall scope of what you'd like us to fund when we start reading the application.

Organization Overview

Vision Statement
Please provide your Vision Statement.

Mission Statement
Please provide your 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 UWYV 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 … (yes or no)? If so, please describe (1000 words max).

This is where we give you an opportunity to explain any "big picture" organizational matters on your plate in the near term. We are interested in understanding 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 local 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.

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 UWYV 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. UWYV's Board wants to fund the programs of organizations that advance social diversity, equity and inclusion in Northwest Colorado.

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

UWYV is responsible to its donors for ascertaining that funds are made available to organizations with sound and properly reported finances. One important way to show that the financial position of the organization is presented fairly, particularly for organizations with total revenues of more than $500,000, is to submit financial information to a qualified third party's examination.

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.

Program Information (Complete this section for each program for which funding is requested.)

UWYV 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?
- Did United Way fund this program last year (yes or no)? If yes, was it funded by RCUW or MCUW or both?

Preschool / Ages 0-5 Year Childcare Tuition Assistance or Fee Discount Programs
- Are you a preschool and/or ages 0-5 years childcare provider and applying for a grant to fund a tuition assistance or fee discount program (yes or no)? (Note: This is for preschools and ages 0-5 childcare providers able to work towards a Colorado Shines rating greater than 1. UWYV funds only 1 year grant requests for programs like this.)
  — If yes, provide your current Colorado Shines level, state the level you expect to have as of the end of fiscal year 2024 and briefly discuss what you plan to do to reach or sustain level 3 or higher. (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)?
  — How will you coordinate UWYV tuition assistance with Universal Pre-K and other funding sources? (500 words max)
  — Please describe any key challenges/issues facing your families, if any, that you think we should understand as context for the tuition assistance you plan to deliver. (500 words max)
  — END PROGRAM APPLICATION – Skip to "Do you have another program…"

UWYV 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. Your outlook for how many lower-income children will benefit from tuition assistance helps us message the overall impact of our funding across the counties we support. Telling us how you would plan to allocate United Way tuition assistance in your overall plan for using various sources of funds will help us understand whether our money will be channeled to the children/families we most want to help. Finally, we ask that you bring to our attention the sorts of challenges that your families face to help us understand how the way you plan to allocate our grant best serves these families.

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

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

Community Need & Program Services
- Explain why the community needs your program, who you plan to serve, and how your program will address your clients' issues. Be specific. (If you want to describe significant barriers to participation, collaborations or staffing challenges, please separately discuss these by responding to the questions below.) (1000 words max):

- Please describe any challenges or barriers to program participation facing the people you want to reach that either you are working to address or 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.).
- If you are applying for a grant to fund a fee discount program, please describe how you plan to allocate assistance from UWYV to clients. (500 words max)
  Your response tells us how well your approach to allocating UWYV assistance to clients matches our priorities for who we most want to support.

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. 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.
- Would UWYV grant funds, if awarded, be part of a match for another grant? (Yes or no)
  Some organizations use United Way funding as evidence of broad community support for a program or the organization in general. Some funders want to know that the community in general supports the organization before they are willing to make a financial commitment. We would appreciate knowing whether our grant might support you in this way.

Program Staffing and Volunteers

- On average, how many volunteers typically support this program?
  One pathway to building a strong community is to encourage residents to volunteer. Funding programs that offer volunteer opportunities as part of serving clients helps us tell our donors how their financial support not only addresses needs but also helps build community.
- 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, or issues in attracting qualified volunteers, for example. 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.

Program Participation & Performance Targets

Projected Clients by County	Year 1				Year 2 (in 2 Yr application only)			
	Routt	Moffat	Rio Blanco	Total	Routt	Moffat	Rio Blanco	Total
Unduplicated Number of Clients Served								
Lower-Income % of Clients (<325% FPL)								

UWYV prioritizes funding to programs that serve lower-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.

The big change in our application is how we're asking about your performance targets.

In the past, in both Routt and Moffat County United Ways, just as at many other United Way organizations across the country, program logic models have been requested to depict the how resources of various kinds are used to deliver services that help clients meet their goals. As you may know, a logic model describes at an operations level how a "theory of change" for delivering social impact is put into practice, and can be a useful tool in program planning and/or evaluation.

Instead of asking you to provide your program logic model, we're focusing on understanding the key metrics and targets that tell you whether your program is helping clients succeed. We'll ask you to describe what you plan to measure, the performance targets you've set, the specific activities you plan to do, and how you'll get the data that shows your impact. **Whatever tools you use to help you strategize and plan (whether logic models, theory of change analysis, systems framing, management by objective, or something else), we're most interested in how you show that you are delivering impact. We're giving you a list of outputs and output indicators to choose from, as well as the flexibility to define something different.**

Program Outputs: Direct Supports & Services

Choose one or more items from **column 1 of Attachment 1** to fill out this table. Add rows, if needed.				
# [1]	Impact Area [2]	Description of Output [3]	Year 1 Target [4]	Year 2 Target [4]

Footnotes:
1. Number your entries in the table.
2. Refer to the attached list to write down the United Way impact area for the output you choose.
3. For the impact Area that pertains to your program, pick outputs from Attachment 1. Write them here. You must pick at least one output. This may be one that you define and quantify as set out in bold text in Attachment 1.
4. Write down your target performance numbers. At the end of the grant, you will report on how you performed each year relative to these expectations.

To achieve each of the output targets, what specific activities will you do? What data will you collect to show your performance? (Please refer to the row number in the table above when you answer these questions.)

Program Outcomes: Outcome Indicators

			Year 1 Success Targets [4]					Year 2 Success Targets [4]				
# [1]	**Impact Area [2]**	**Description of Outcome Indicator [3]**	**Number Successful**	**÷**	**Number of Participants**	**=**	**% Target**	**Number Successful**	**÷**	**Number of Participants**	**=**	**% Target**
				÷		=			÷		=	
				÷		=			÷		=	
				÷		=			÷		=	
				÷		=			÷		=	
				÷		=			÷		=	

*Choose one or more items from **column 2 of Attachment 1** to fill out this table. Add rows, if needed.*

Footnotes:

1. Number your entries in the table.

2. Refer to the attached list to write down the United Way impact area for the outcome you choose.

3. For the impact Area that pertains to your program, pick outcome indicators from Attachment 1. Write them here. You must pick at least one outcome indicator. This may be one that you define and quantify as set out in bold text in Attachment 1.

4. Calculate your target for success by dividing the number of program participants who you expect will meet their goals by the total number of program participants that you expect to have. At the end of the grant, you will report on how you performed each year relative to these targets.

To achieve each of the outcome indicator targets, what specific activities will you do? What data will you collect to show your performance? (Please refer to the row number in the table above when you answer these questions.)

Here's a **hypothetical example** of how to fill out these tables. Suppose that your program is to supply blood sugar test kits/supplies at no cost to lower-income people in primarily Moffat County who are at risk for developing or worsening diabetes in an effort to help people make healthy nutrition and exercise choices and thereby lower the local incidence/cost of this chronic disease. Your (hypothetical) program is applying for 1-year funding.

Projected Clients by County	Year 1				Year 2 (in 2 Yr application only)			
	Routt	Moffat	Rio Blanco	Total	Routt	Moffat	Rio Blanco	Total
Unduplicated Number of Clients Served	0	450	50	500				
Lower-Income % of Clients (<325% FPL)	NA	100%	100%	100%				

Program Outputs: Direct Supports & Services

# [1]	Impact Area [2]	Description of Output [3]	Year 1 Target [4]	Year 2 Target [4]
1	Health / Crisis Services	# of people served with access to healthcare services and supports (diabetes test kits/supplies for a full year)	200	
2	Health / Crisis Services	# of people who attend classes about making lifestyle choices that can prevent diabetes or diabetes complications	500	

*Choose one or more items from **column 1 of Attachment 1** to fill out this table. Add rows, if needed.*

Footnotes:

1. Number your entries in the table.

2. Refer to the attached list to write down the United Way impact area for the output you choose.

3. For the impact Area that pertains to your program, pick outputs from Attachment 1. Write them here. You must pick at least one output. This may be one that you define and quantify as set out in bold text in Attachment 1.

4. Write down your target performance numbers. At the end of the grant, you will report on how you performed each year relative to these expectations.

To achieve each of the output targets, what specific activities will you do? What data will you collect to show your performance? (Please refer to the row number in the table above when you answer these questions.)

1. We will work with a local pharmacy to supply at no cost a year's supply of glucose testing strips or a continuous glucose monitoring devices that are needed by 200 lower-income people primarily in Moffat County who have been diagnosed as diabetic or borderline diabetic. Through our partnerships, we source test materials at a cost much lower than what consumers normally pay, effectively creating a much larger impact with each dollar. To collect data, we will track money spent on test kits/strips and devices, the number of people that receive materials, and the number of weeks during the year that each person gets supplies.

2. We will provide educational opportunities for local youth at schools and clubs, and for adults at the library and church halls, about how to make healthy diet choices and engage in daily exercise. The classes we provide are rooted in practicality and each attendee will leave class knowing how to shop for and cook healthy meals and/or begin an exercise routine. One staff person supported by five volunteers will teach classes, buy food to conduct cooking demonstrations, and collaborate with local fitness specialists to help attendees develop exercise plans. To collect data, we will record the number of class attendees to gauge the effectiveness of our outreach.

Program Outcomes: Outcome Indicators

Choose one or more items from **column 2 of Attachment 1** to fill out this table. Add rows, if needed.												
# [1]	Impact Area [2]	Description of Outcome Indicator [3]	Year 1 Success Targets [4]					Year 2 Success Targets [4]				
			Number Successful	÷	Number of Participants	=	% Target	Number Successful	÷	Number of Participants	=	% Target
1	Health / Crisis Services	% of people served who report improved quality of life	160	÷	200	=	80%		÷		=	
2	Health / Crisis Services	% of people served who gain knowledge about how to eat healthier & increase their physical activity	450	÷	500	=	90%		÷		=	
				÷		=			÷		=	
				÷		=			÷		=	
				÷		=			÷		=	

Footnotes:
1. Number your entries in the table.
2. Refer to the attached list to write down the United Way impact area for the outcome you choose.
3. For the impact Area that pertains to your program, pick outcome indicators from Attachment 1. Write them here. You must pick at least one outcome indicator. This may be one that you define and quantify as set out in bold text in Attachment 1.
4. Calculate your target for success by dividing the number of program participants who you expect will meet their goals by the total number of program participants that you expect to have. At the end of the grant, you will report on how you performed each year relative to these targets.

To achieve each of the outcome indicator targets, what specific activities will you do? What data will you collect to show your performance? (Please refer to the row number in the table above when you answer these questions.)

1. By providing at no cost a reliable supply of glucose testing strips or a continuous glucose monitoring devices to lower-income people who have been diagnosed as diabetic or borderline diabetic, we expect that consistent monitoring will improve the access to timely information that people need to better reduce/manage diabetes risks, and thereby improve their quality of life. To collect data, we will ask people who receive materials to fill out beginning-year and end-year surveys about their quality of life. Looking at the subset of people who get monitoring materials for a full year and who have been trained in how to use them, we will compare end-year to beginning-year surveys to tally the number of these people who report improved quality of life. We will report

this number as a percentage of all people who qualified to receive any amount of free monitoring materials during the year.
2. By holding classes to educate youth and adults about healthy diet and exercise choices, we intend to give people the knowledge to better manage their diabetes risks. To collect data, we will record the number of attendees who get a satisfactory score on a quiz given at the close of each class.

This completes the hypothetical example, provided to illustrate the discussions and metrics we are looking for in this section.

As background and a reminder, here are some definitions that you might find helpful to keep in mind when completing this section of the application.

- 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 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 often 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: Typically, it is important to measure *both* outputs and outcomes to gauge program success. However, some programs with very narrow goals might only usefully measure outputs. For example, if the sole goal of an ambulance service is to respond to every call within X minutes with no more than Y minutes transit time to a hospital, then counting the times that these results are achieved might be sufficient. It would be beyond the scope of delivering ambulance services to take responsibility for whether the person transported is successfully treated. Turning to a different example, 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.

- 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 outputs and outcomes tables are where you list the key yardsticks you plan to use to describe whether your program is successful in making a difference in clients' lives.

(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 UWYV if you still have questions about how to complete this part of the application, or if you want to connect to someone who can help you more about logic models, developing a theory of change for social impact, or systems framing.

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 UWYV 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: