2020 Community Investment Fund Application Guide

Key Dates

• Online application opens to community: January 27, 2020
• New applicant phone call completed by: February 28, 2020
• Online application submission deadline: March 4, 2020
• Application review and site visits: April 2020
• Funding Notifications: June 2020
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Purpose of Document

The purpose of this document is to communicate each aspect of Pikes Peak United Way’s funding process and encourage agencies who are doing outstanding work in the Pikes Peak Region to apply. Agencies can pursue funding in the impact areas of childhood success, youth success, and family stability.
At United Way, we initiate conversations in and around the community about the most pressing social dilemmas. These barriers can’t be solved in a day, in a boardroom, or without community collaboration. People are complex. Problems are complex. There’s no single or simple solution — and that’s where we step in.

There’s a new way to be United. As a connector and catalyst, Pikes Peak United Way brings all sectors of the community (government, philanthropic, and social services agencies) together to extend their reach and amplify their impact — which leverages the impact of every dollar donated.

With so much happening behind the scenes, there are limitless ways to get involved. Whether you share your time, talent, or treasure, an investment in United Way goes where it’s needed, to those who need it most.

We continue our commitment to distributing funds via a strategic investment process. On the following pages is an outline of our Community Impact Priorities and our Community Investment Process.

We anticipate the number of proposals received and dollars requested will exceed our available resources. We thank grant seekers in advance for the work put into proposals and your consideration of how you might partner with Pikes Peak United Way.

Through strengthened collaboration, we will achieve measurable improvements in education, income stability and health for the residents of El Paso and Teller counties.

To improve the quality of life in our community.

We help people in our community.

Pikes Peak United Way brings local organizations, leaders, everyday people, ideas and resources together.

We work to improve lives and break the cycle of poverty by focusing on youth success and family stability.
Community Impact Vision

Through collaborative, focused action, we will advance the common good in our community and create opportunities for a better life for all.

Community Impact Vision and Goals

Over the past decade, Pikes Peak United Way has focused on ensuring that children have the opportunity to succeed in school and in life; families are safe and secure; and everyone’s most basic needs are met. For the past year, a volunteer group of community members have gathered to meet with Pikes Peak United Way staff to review data, trends, and research related to the needs of the Pikes Peak region. After much discussion, it was determined that Pikes Peak United Way must continue to refine the scope of the Community Investment Fund to fulfill the mission of Youth Success and Family Stability. We recognize we cannot address every barrier in the community which is why we have decided to direct our focus on the barriers which are affecting the success of children and families in the region.

GOALS

CONNECT youth and adults to essential life skills, education and career services, job skills training, and financial education.

LEVERAGE resources to help eliminate barriers hindering the economic mobility of struggling households.

INVEST in the next generation through providing access to high-quality childcare and family engagement.
General Information

1. Pikes Peak United Way is interested in partnering with the most efficient, effective, and innovative non-profit agencies in El Paso and Teller Counties. Any agency seeking United Way funding must demonstrate the ability to operate programs in a manner consistent with the highest standards of quality, which include compliance with United Way management and financial requirements.

2. While all previously funded programs are eligible and encouraged to apply for funding in 2020, grant funding is not guaranteed. All programs will be involved in a competitive review process that uses standard criteria, including applicant programs’ alignment with the funding priorities and the ability to measure outcomes.

3. Agencies who do not currently receive a grant from Pikes Peak United Way are eligible to apply if they align with one or more of the funding priorities. Agencies who choose to apply must meet all of the criteria listed on the eligibility checklist and must meet Pikes Peak United Way guidelines to be considered for funding.

4. New applicant agencies must schedule a phone call with Deana Hunt (719-955-0762) prior to beginning the application to ensure alignment and eligibility. These calls must occur before February 28, 2020.

5. Pikes Peak United Way will provide a two-year commitment for funding. The funding agreement is contingent upon the financial success of the United Way annual fundraising campaign as well as continued provider and program performance.

6. The United Way funding year is July 1 to June 30. Contracts may be extended at the discretion of United Way.

7. United Way has established Community Investment teams comprised of community volunteers. These teams are responsible for reviewing applications and providing funding recommendations to United Way’s Community Impact Committee and United Way’s Board of Directors. The teams will use the scoring rubric (Appendix C) as its guide for the application review process.

8. All agencies are strongly encouraged to attend an application workshop. Agencies are welcome to send multiple staff persons, if desired.

2020 Application Workshops:

- February 3
- February 4
- February 5
- February 11
- February 20

Times and location listed on page 18
Impact Areas Overview

We believe by focusing our efforts we will achieve significant long-term outcomes in the community under our impact areas of childhood success, youth success, and family stability.

Each of these strategies play a critical role in helping transform the community into a region where all individuals and families discover and achieve their potential and can improve their economic success.
Vision: Children are nurtured by informed parents or caregivers and have access to high-quality early childhood programs which prepare them for success in school and life.

<table>
<thead>
<tr>
<th>Why We Need This Work</th>
<th>If We Do This</th>
<th>This Will Happen</th>
</tr>
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<tbody>
<tr>
<td>Children who meet developmental milestones are more likely to succeed in school and life.</td>
<td>Invest in high quality early child care programs that serve the most vulnerable families.</td>
<td>Children will enter kindergarten ready to learn, maintain grade level, and meet educational standards.</td>
</tr>
<tr>
<td>Parents and caregivers are a child’s first teacher and helping them to succeed is the single most important strategy for children’s success in the early years, the early grades, school in general, and life as a whole.</td>
<td>Provide families and caregivers with information, resources, tools, trainings, and/or teaching skills.</td>
<td>Children will successfully transition to kindergarten as parents champion their child’s educational achievements.</td>
</tr>
<tr>
<td>Working families need affordable, reliable, high-quality child care options to maintain employment or further their education.</td>
<td>Provide working families with affordable and high-quality childcare.</td>
<td>Working families can afford childcare and are able to pursue their career goals.</td>
</tr>
</tbody>
</table>

Funding Priority Outcomes and Required Indicators

Outcomes:
- Children achieve developmental milestones.
- Children are nurtured by informed parents/caregivers.

Indicators:
- # of children (0-5) enrolled in high-quality early childhood programs supported by United Way
- # of children (0-5) served who achieved developmental milestones
- # of children who meet or exceed widely held expectations in social and emotional development
- # of children receiving literacy supports in grades K-3
- # of children (K-3) served reading at grade level
- # of families/caregivers that were provided with information, resources, tools, training, and/or teaching skills
- # of parents/caregivers who report increased knowledge of how to help their child develop and learn
Glossary of Terms

Indicators:

1. # of children (0-5) enrolled in high-quality early childhood programs supported by United Way

   This indicator refers to the number of children enrolled in high-quality early education (0-5) programs supported by United Way. High-quality is defined by being Level 3-5 on the Colorado Shines Rating Scale.

   High quality early childhood programs provide a safe and nurturing environment while at the same time working to promote the physical, social, emotional, and intellectual development of young children. The standards for high-quality programs include: a curriculum which is developmentally appropriate, a commitment to teacher training and support, low teacher to child ratios, and effective family engagement.

2. # of children (0-5) served who achieved developmental milestones

   Developmental milestones are behaviors or physical skills seen in infants and children as they grow and develop. The milestones are different for each age range. This indicator includes key developmental milestones for children aged one to five in the following areas: language/communication, cognitive (learning, thinking, problem-solving), and movement/physical development.

3. # of children who meet or exceed widely held expectations in social and emotional development

   Social and emotional development is another key milestone that is critical for young children to succeed later in life. This indicator specifically looks at the social and emotional development of children being served at programs supported by United Way.

4. # of children receiving literacy supports in grades K-3

   This indicator refers to the number of children in school/community-based programs (e.g. summer learning, literacy programs) and/or services to address academic risk (elementary/primary school) supported by United Way. Literacy supports can be provided in a variety of settings including: classrooms, schools, afterschool programs, and online.

5. # of children (K-3) served reading at grade level

   This indicator refers to the number of children served reading at grade level by the end of the 3rd grade, or children approximately 8-9 year old (e.g., score proficient on 3rd/4th grade reading assessments, or other test).

   Reading on grade level at the end of 3rd grade is critical for students. The first three grades in primary school are focused on learning to read, and 4th grade and beyond are based on using reading comprehension to learn the skills and knowledge necessary for school and life success. Therefore, students who cannot read at the level required will begin to fall behind academically. Unfortunately, for those students not reading on grade level by the end of 3rd grade the academic gap will continue to widen as they progress through school. Research shows that third graders who are not reading proficient are four times more likely to drop out of high school (Hernandez, 2011).

6. # of families/caregivers that were provided with information, resources, tools, training, and/or teaching skills

   This indicator refers to the number of families and/or caregivers provided information, incentives, curricular tools, instructional resources (e.g., books with lesson plans), and/or parenting skills to improve childhood success in United Way supported programs and/or initiatives. Types of programs include family home visiting, parents as teachers, and two-generation programs.
7. # of parents/caregivers who report increased knowledge of how to help their child develop and learn

In the early years, parents and caregivers are their children’s first teachers. Once children enter school, those with engaged parents are more likely to earn good grades, finish high school, and exhibit fewer behavior problems. Yet some parents and caregivers may need assistance and support to effectively serve these roles. This indicator would be measured based on survey results or a similar measurement tool.
Youth Success

Vision: Youth gain the essential knowledge, skills, and credentials to obtain family-sustaining employment.

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<tr>
<td>There are youth that are neither employed or in school and disconnected from experiences and training that will set them up for success.</td>
<td>Connect youth to a career pathway.</td>
<td>Youth will gain post-secondary employment, further education, or credentials.</td>
</tr>
<tr>
<td>Youth who have essential life skills will be able to make wise life choices.</td>
<td>Provide essential skills training.</td>
<td>Youth will gain essential knowledge and skills to set them up for future success.</td>
</tr>
<tr>
<td>Youth who have financial literacy skills will be able to make wise life choices and stay out of poverty.</td>
<td>Teach financial literacy.</td>
<td>Youth will be informed to make wise financial choices.</td>
</tr>
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Funding Priority Outcomes and Required Indicators

Outcomes:
- Youth graduate from high school on time.
- Youth gain post-secondary employment, further education, or credentials.
- Youth develop essential skills (i.e. time management, personal presentation, communication, teamwork, a positive attitude, and self-confidence).

Indicators:
- # of youth served in programs supported by United Way
- # of youth served who graduate high school on time
- # of youth served who gained post-secondary employment, further education or credentials
- # of youth served who developed essential skills
- # of youth served who were connected to a career pathway
- # of youth served who receive job skills training
- # of youth served (15-24) who gain employment
- # of youth who were taught financial literacy
Glossary of Terms

Indicators:

1. # of youth (ages 15-24) served in programs supported by United Way

   This indicator refers to the number of youth between the ages of 15 and 24 being served by the program included on the application for United Way funding. The majority of indicators included in the Youth Success category will refer to this age range.

2. # of youth served who graduate high school on time

   This indicator refers to the number of youth served obtaining a regular high school/secondary school diploma before or at the conclusion of their final expected year of school. A “regular high school diploma” refers to a standard high school diploma that is awarded to students that meets or exceeds agreed upon standards. This does not include a GED credential, certificate of attendance, or alternative certificate.

3. # of youth (ages 15-24) served who gained post-secondary employment, further education or credentials

   This indicator refers to the number of youth who obtain post-secondary employment, and/or enroll in a two or four-year institution of higher education, and/or earn an industry-recognized certificate or credential.

4. # of youth (ages 15-24) served who developed essential skills

   Essential skills refer to the essential personal and social skills people need to be able to perform most jobs. These skills include: time management, personal presentation, communication, teamwork, a positive attitude and self-confidence. These skills are considered by employers to be most important for successful job performance. Essential skills can be learned in a variety of settings, including in schools, out-of-school time programs, volunteering, mentoring, service learning, and internships.

5. # of youth (ages 15-24) served who receive job skills training

   Job skills training activities may include one or more of the following: interest and skills assessment, testing and counseling, soft and technical skill development and training, job search assistance, apprenticeships, and internships.

   For youth, finding a job can be a daunting challenge. They must determine what careers are available, what their interests are, and what skills they have or need to develop. This is especially true for disconnected youth who are neither working or in school, and may have critical gaps in their education and/or lack job relevant skills. Potential employers also report difficulty finding qualified applicants to fill entry-level positions. To close these gaps and ensure that all youth have opportunities for employment, access to job skills training programs is critical. Job skills training programs can help youth identify available job opportunities; understand the education, training, and skills they need to qualify for those jobs; help them improve their knowledge and skills; and connect them to education or employment opportunities.

6. # of youth served (15-24) who gain employment

   This indicator refers to the number of youth between the ages of 15-24 who obtain a job based on the services provided by the United Way partner.

7. # of youth (ages 15-24) who were taught financial literacy

   Financial literacy is a core skill for all youth to be exposed to early in life. From an early age, youth need to have the knowledge to help choose between different career and education options and manage any funds that they have. Financial literacy may include, but is not limited to: setting career goals, making a budget, maintaining a budget, managing credit, and understanding the financial tools available.
Family Stability

Vision: Individuals and families have access to essential life sustaining needs, such as safe and stable housing, financial aid, workforce development, medical care, food, and clothing to move them beyond crisis and to self-sufficiency.

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<tr>
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<tbody>
<tr>
<td>Safety nets protect individuals and families from the impact of economic shocks, disasters, and other crises (ultimately helping them stay out of homelessness).</td>
<td>Provide access to basic needs supports such as assistance with housing, clothing, food, and transportation services.</td>
<td>Individuals and families will have access to the supports needed so they do not fall through the cracks and they are able to build resiliency.</td>
</tr>
<tr>
<td>Families who have financial literacy skills will be able to make wise financial choices.</td>
<td>Link families to financial products, education, and services.</td>
<td>Families have the financial tools and resources to make wise financial choices</td>
</tr>
<tr>
<td>Families who are living below the financial stability line do not make enough to make ends meet.</td>
<td>Increase access to supports and resources to reduce their costs and increase their disposable income</td>
<td>Families will be able to save for emergencies and move beyond crisis</td>
</tr>
</tbody>
</table>

Funding Priority Outcomes and Required Indicators

Outcomes:
- Families have the tools to sustain or improve their socioeconomic status.
- Families have the supports necessary to grow and be healthy.

Indicators:
- # of HH served in programs supported by United Way
- # of individuals served in programs supported by United Way
- # of HH who receive financial assistance
- # of individuals served who access affordable housing, financial products, and services
- # of HH served who increase disposable income by accessing benefits and/or reducing costs
- # of individuals served who gained employment with a livable wage
- # of vets served who gain employment
- # of HH who received services which enabled them to maintain their safe and stable housing
- # of HH who spend less than 30% of their income on housing
- # of individuals served with access to healthcare services and supports
- # of individuals served with access to healthcare insurance
Glossary of Terms

Indicators:
1. # of HH served in programs supported by United Way
   For this indicator, a household consists of a family unit who live in the same dwelling and share meals.

2. # of individuals who receive financial assistance
   Financial assistance is any type of monetary help or aid that an individual receives. This may include rent/mortgage assistance, utility assistance, legal aid, clothing, food, etc…

3. # of individuals served who access affordable housing, financial products, education, and services
   Affordable financial products include, but are not limited to, checking and saving accounts, credit cards, loans, and insurance. Affordable housing includes accessing benefits to help defray the cost of housing (e.g. Section 8), access to temporary shelter for those who are displaced, and connecting individuals and families to permanent housing. This also includes individuals connected with programs that help them reduce their debt and improve their credit score and banking history or participate in financial education/budgeting classes.

4. # of HH served who increase disposable income by accessing benefits and/or reducing costs
   Disposable income is the money that individuals have to save, spend, or invest after paying for taxes and other necessities, such as food, housing, and transportation. Individuals, through the support of United Way and its partners, who increase their income by accessing public benefits, tax credits, or cash transfers (e.g. Earned Income Tax Credit, SNAP) and/or decreasing the amount they spend on financial services, insurance and/or utilities.

5. # of individuals served who gained employment with a livable wage
   For this indicator, the definition of get and retain a job is based on tracking individuals served by United Way supported partners who were previously unemployed or under-employed (employed individuals who would like to work more hours and/or utilize more of their skills) and through United Way assistance obtain a job that has the potential for personal advancement and/or other benefits.

   Living Wage is defined as the minimum income necessary for a worker to meet their basic needs. Needs are defined to include food, housing, and other essential needs such as clothing, transportation, child care, and medical care. The Self-Sufficiency Standard determines the amount of income required for working families to meet basic needs at a minimally adequate level, taking into account family composition, ages of children, and geographic differences in costs. For more information, visit:

6. # of vets served who gain employment
   For this indicator, the definition of gaining a job is based on tracking veterans served by United Way supported partners who were previously unemployed or under-employed (employed individuals who would like to work more hours and/or utilize more of their skills) and through United Way assistance obtain a job that enables them to support their family and has the potential for personal advancement and/or other benefits.

7. # of HH who received services which enabled them to maintain their safe and stable housing
   Services may include, but are not limited to: legal assistance for families in eviction court, conflict mediation between tenants and landlords, short-term emergency rent and utility assistance, and case management.
8. # of HH who spend less than 30% of their income on housing

HUD defines cost-burdened families as those “who pay more than 30 percent of their income for housing” and “may have difficulty affording necessities such as food, clothing, transportation, and medical care.” Severe rent burden is defined as paying more than 50 percent of one’s income on rent.

9. # of individuals served with access to healthcare services and supports

Access to healthcare services means obtaining entry into the health care system, identifying local care options, and finding a health care provider that the patient can communicate with and trust. Access includes providing flexible hours of operations, offering transportation, and eliminating or reducing the cost of services. Healthcare services and supports include any service contributing to overall improved health of individuals, prevention, and the diagnosis and/or treatment of illnesses.

Healthcare services programs include but are not limited to:

- preventative health services and screening (e.g., body-mass index (BMI), cholesterol, blood pressure, blood sugar, immunizations),
- case management and/or care coordination (e.g., working with patients and stakeholders to meet an individual’s and/or family’s comprehensive health needs),
- oral/dental health,
- mental health treatment and counseling (e.g., adverse childhood experience awareness, trauma informed care, individual and group counseling, support services),
- substance abuse treatment (e.g., tobacco, alcohol and drug abuse counseling and rehabilitation),
- violence prevention and intervention (e.g., domestic child and sexual abuse counseling, youth violence),
- provision and support of family planning, maternity and other services that relate to human reproduction and sexual health (e.g. prenatal care, home visiting programs, breastfeeding programs, transportation), and
- services for people with physical disabilities.

10. # of individuals served with access to healthcare insurance

Health insurance coverage pays for medical and surgical expenses as determined by the insurance contract. The insurer will pay compensation either to the insured person or to the health service provider. There are two major forms of health insurance. One is private health insurance provided by private for-profit insurance companies. The other is public/governmental provided health insurance.

Lack of health insurance coverage is a significant barrier to accessing healthcare services. People without health insurance are less likely to have a primary care provider and are more likely to go without care because of cost. Therefore, they often receive less preventative care, dental care, chronic disease management and behavioral health counseling.
Collaborative Funding Proposals

Pikes Peak United Way encourages the submission of collaborative proposals related to Two-generation approaches to the Community Investment Fund. Two-generation approaches focus on creating opportunities for and addressing needs of both children and the adults in their lives together. The approach recognizes that families come in all different shapes and sizes and that families define themselves (https://ascend.aspeninstitute.org/two-generation/what-is-2gen/).

Collaborative proposals are particularly encouraged when collaboration in the delivery of a program leads to increased administrative efficiencies and effective service to the target population. In preparing such a collaborative funding proposal, agencies should consider the following guidance:

1. Consideration will be given to collaborative proposals in which two or more agencies share joint responsibility for delivering a program.

2. Preference will be given to collaborative programs that are better positioned to achieve participant outcomes, more effectively address the needs of the target population, and which leverage greater resources than if operated by a single organization.

3. Collaborative proposals should identify a lead agency, which has responsibility for submitting the funding proposal, receiving the grant (if awarded) and dividing the funds among the collaborating agencies as outlined in the proposal. The lead agency will also be responsible for compiling and submitting reporting on the shared indicators.

4. The budget narrative section of the PPUW funding proposal should specify the portion of the funds requested to be used by each participating agency.

5. The proposal should include a single budget that reflects the combined program income and expenses of the collaborating agencies.
Outcomes Reporting

Funded programs must demonstrate how they are positioned to contribute to the achievement of community outcomes identified within the funding priorities. Applicants who are chosen to receive funds from the Community Investment Fund will be required to report on the indicators listed with each focus area that are relevant to the program’s services and objectives.

Shared outcomes data collection will inform United Way’s future community impact planning. During the upcoming cycle, as data is collected and analyzed, refinement of outcomes and performance measures may occur. Funded programs may be required to make adjustments to the data in subsequent reporting periods. While no changes will take place with respect to program grants during the cycle, refinement of outcomes measures will serve as a foundation for future program investment planning.

Programs are not limited to reporting on the shared outcomes identified by United Way. They are encouraged to report on additional outcomes where data is available and measurements are important to participant wellbeing.

Failure to submit timely reports may result in loss of remaining funding, and/or inability to apply for funding the following year.
How to Apply

Application Checklist

- Review the outcomes and indicators (located on pages 7-15) and determine which program category or categories apply to your agency’s program(s) and which will be used for reporting
- Complete Agency Eligibility Checklist (located on page 20)
- Participate in an Applicant Workshop
- **NEW APPLICANTS:** Schedule a phone call with Deana Hunt to ensure alignment and eligibility
- Write a cover letter
- Complete the online application through e-CImpact. Limit the length of your response to each question to the designated word limit
- Submit the funding proposal and attachments to Pikes Peak United Way by 11:59 PM Wednesday, March 4, 2020 via the online portal. **Late submissions will NOT be accepted**

*Grant seekers are encouraged to contact Pikes Peak United Way staff with any questions*

Applicant Workshops

PPUW will host applicant workshops on the following dates and times for agencies who are interested in applying for Community Investment Funds:

- **February 3rd** from 1:00—2:30 p.m.
- **February 4th** from 9:00—10:30 a.m.
- **February 5th** from 2:00—3:30 p.m.
- **February 11th** from 9:00—10:30 a.m.
- **February 20th** from 2:00—3:30 p.m.

The workshops will be held at Pikes Peak United Way (518 N Nevada Ave.) in the Community Room. We will review the online application and answer any questions that applicant organizations may have regarding the application process. Space is limited so please RSVP either through e-CImpact or to deana@ppunitedway.org to confirm your attendance.
Online Application
Pikes Peak United Way utilizes an online grant making platform called e-CImpact for the application and attachments. To review the application and submit the required attachments, please follow the directions below. If you have any questions or need technical assistance with e-CImpact, please contact Deana Hunt (deana@ppunitedway.org or 719-955-0762).

Agencies who have previously accessed e-CImpact:
- Go to: https://agency.e-cimpact.com/login.aspx?org=07010F
- The organization code is 07010F
- Log in with your username and password
- If you forgot your username and/or password, email Deana Hunt at deana@ppunitedway.org for assistance
- Once you are on the homepage, click on “United Way Applications” on the left side
- Select the “Community Investment Application” under the “Community Impact FY 2020/2021” header
- Select the checkbox after reading the note
- Complete the registration
- The Application should be located on the left side under Apply/Report
- Make sure to associate a program to the application to view the whole application

New agencies accessing e-CImpact for the first time:
- Go to: https://agency.e-cimpact.com/login.aspx?org=07010F
- Select create an e-CImpact account
- Fill out organization information and create a username and password (It is recommend to use your email as the username for your agency. Please choose a password that you will remember.)
- You should be directed to a page with all available funding opportunities; select “Community Investment Application” under the “Community Impact FY 2020/2021” header then click next
- Check the checkbox after reading the note. Please note that if you are registering to e-CImpact for the first time, you must schedule a call with Deana Hunt. Please email her at deana@ppunitedway.org to do so
- Complete your registration to navigate to the homepage
- Once you are on the homepage, click on the link titled “Community Investment Application” on the left side
- Make sure to associate a program to the application. Doing so will unlock the rest of the application; not doing so will result in an incomplete application
- **MAKE SURE YOU HAVE SCHEDULED A CALL WITH DEANA HUNT (719-955-0762) TO REVIEW ALIGNMENT AND ELIGIBILITY BEFORE PROCEEDING WITH APPLICATION**

If you are unsure whether your organization already has an account in e-CImpact, please contact Deana Hunt at deana@ppunitedway.org.
Prequalification Checklist: My Agency...

- Provides high-quality services that align with the Pikes Peak United Way funding priorities to persons residing in El Paso and/or Teller County.
- Has a clearly stated mission that aligns with Pikes Peak United Way’s Community Impact vision and goals.
- Is registered and in good standing as a not-for-profit in the State of Colorado.
- Complies with all State and Federal laws and regulations and upholds a 501(c) 3 tax exempt status.
- Maintains a responsible Board of Directors of at least 5 unrelated members, that serves without pay, meets regularly and effectively governs the organization to further its mission.
- Has established administrative, management and personnel policies in place to assure the operational effectiveness of the organization.
- Develops plans for all programs, evaluates program implementation and effectiveness, and incorporates its findings into program/agency improvements.
- Tracks and evaluates client level data to assess the effectiveness and reach of services and is able to report back to funders in a timely manner.
- Does not require client participation in religious programming or services in order to receive assistance.
- Has appropriate insurance coverage and can provide certificate of insurance upon request.
- Keeps complete and accurate financial records in accordance with The Financial Accounting Standards Board (FASB).
- Conducts an annual audit, prepared on an accrual basis and executed by an independent CPA (If the operating budget is under $250,000, certified year-end financials approved by Board Chair and Executive Director may be substituted.)
- Has filed a Form 990 or 990EZ for the most recent fiscal year (unless exempt).
- Is willing to submit required financial statements and documents for the most recently completed fiscal year as part of the annual Certification process.
- With respect to employees, officers, directors and committee members, has an Inclusiveness and Diversity policy that respects, supports and protects the dignity, uniqueness and intrinsic worth of every person.
- Is in compliance with the Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act of 2001 (USA PATRIOT Act) and other counterterrorism laws.
Agency Standards Checklist

For consideration and continuation of funding agencies must submit and maintain in good standing with the following checklist.

1. General
   - The Agency is registered and in good standing as a not-for-profit in the State of Colorado.
   - The Agency complies with all State and Federal laws and regulations and upholds a 501(c) 3 tax-exempt status.
   - The Agency has filed a Form 990 or 990EZ for the most recent fiscal year (unless exempt).

2. Governance
   - The Agency is organized and operates according to clear lines of authority and responsibility.
   - The Governing Board carries out the functions necessary for the governance of the Agency, including strategic planning.
   - The Governing Board proactively addresses conflict of interest issues with Board members and staff.

3. Finance
   - The membership, structure and procedures of the Board are designed to enable the Agency to effectively perform adequate financial oversight.
   - The Governing Board formulates, prioritizes and adopts a funding plan for securing resources to implement the Agency’s annual goals and objectives.
   - The Agency keeps complete and accurate financial records in accordance with The Financial Accounting Standards Board (FASB).
   - The Agency conducts an annual audit, prepared on an accrual basis and executed by an independent CPA.
4. Operations

- The Agency maintains positive relationships with service providers and funders.
- The Agency has established administrative, management and personnel policies in place to assure the operational effectiveness of the organization.
- The Agency takes a proactive stance in building the relationship and fulfilling the partnership agreement with Pikes Peak United Way.
- The Agency develops plans for all programs, evaluates program implementation and effectiveness, and incorporates its findings into updates.
- The Agency is in good standing with all applicable accreditations and legal matters.

5. Diversity & Inclusion

- With respect to employees, officers, directors and committee members, the Agency has an Inclusiveness and Diversity policy that respects, supports and protects the dignity, uniqueness and intrinsic worth of every person.
- Services funded by Pikes Peak United Way are provided to all persons without regard to age, gender, race, religion, national origin, disability, sexual orientation or any other barriers to participation.

6. Required Financial Statements

Agencies are required to submit the following on an annual basis for review by the Certification Committee.

- Annual Report
- IRS 990 or 990EZ
- Copy of 501(c) 3 non-profit letter
- Most recent financial audit
- Most recent Board approved financial statement
- Management communication letter
- Organization chart
- Board of Directors roster
Expected of Funded Partners

Agencies that receive funding from United Way are expected to adhere to and uphold the following:

- Submit signed contracts by deadline date or face possible loss of grant funding
- Complete and submit mid-year and year-end outcome reports by required dates
- Participate in periodic planning and goal-setting with Pikes Peak United Way Community Investment grantees or collaborating organizations
- Identify itself as a United Way Funded Partner.
- Take a proactive stance in building the relationship and fulfilling the annual Agency Agreement with United Way including, but not limited to:
  - Notify United Way of significant changes in any of the following: organizational structure, facilities, outcomes provided to the community, policies or program delivery structure. Discuss and resolve problems that may arise.
  - Conduct a United Way annual employee campaign in recognition that this community-wide campaign and its success are in the mutual interest of both United Way and its Funded Partners.
  - Help promote the United Way campaign in your communications during the fall
- Promote the partnership through social media, newsletters, and website
- Agree to acknowledge and identify PPUW as a funder in all published materials, on website and any other places where funders are listed
- Agree to include PPUW’s logo and follow PPUW’s branding guidelines in all appropriate materials related to programs and activities funded by the grant
- Support PPUW’s volunteer engagement efforts, including identification and support of ongoing corporate, affinity group and other donor volunteer opportunities
- Provide meaningful volunteer project(s) throughout the calendar year
- Understand that all funding is contingent upon the availability of funds.
- Accept and utilize United Way funds, for the period covered by the Agency Agreement, as indicated in the investment decision letter and for the purposes so designated.
- Funded Partners will not conduct employee workplace giving campaigns in organizations other than their own organization.
- Offer site visits to funders, volunteers, donors, etc.
- Be able to accept electronic ACH deposits if awarded funding

Compliance

Pikes Peak United Way reserves the right to make exceptions to these requirements if necessary. Funded Partners that do not comply with the expectations outlined in the Agency Agreement may be subject to suspension or termination of funding.
## Funding Timeline

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 21, 2020</td>
<td>Partner Agency CEO Meeting</td>
</tr>
<tr>
<td>January 21, 2020</td>
<td>Application Guide Released to Partner Agencies</td>
</tr>
<tr>
<td>January 27, 2020</td>
<td>Application Guide Released to Community</td>
</tr>
<tr>
<td>February 2020</td>
<td>Proposal Workshops &amp; New Applicant Interviews</td>
</tr>
<tr>
<td>March 4, 2020</td>
<td>Application Deadline</td>
</tr>
<tr>
<td>March 11, 2020</td>
<td>Certification Committee Meeting</td>
</tr>
<tr>
<td>March 16, 17, 18, 19, 2020</td>
<td>Volunteer Orientation Sessions</td>
</tr>
<tr>
<td>April 2020</td>
<td>Application Review and Site Visits</td>
</tr>
<tr>
<td>May 2020</td>
<td>Community Impact Committee Meeting &amp; Board Approval</td>
</tr>
<tr>
<td>June 2020</td>
<td>Agencies are notified of funding decision</td>
</tr>
<tr>
<td>July 1, 2020</td>
<td>New funding cycle begins</td>
</tr>
</tbody>
</table>
Evaluation

United Way provides funding to agencies that demonstrate a commitment to providing high-quality programming and an ability to achieve outcomes in one or more of our impact areas of childhood success, youth success, and family stability.

Each agency submitting an application for funding will be required to track and report results as outlined in Appendix A. Applicants should review the outcomes and indicators to identify the primary strategy with which the proposed application aligns.

Awards made under this announcement are subject to the availability of United Way campaign funds each year.

An external committee of volunteers along with Pikes Peak United Way staff will review each element of the application process including the financial documentation, final application, and site visit reviews. A scoring methodology is used that places a numeric value to each of the proposal sections. All applicant programs will be reviewed on the extent to which they adhere to the following criteria:

**Agencies must meet all of the following criteria to be considered:**

- Qualify under the IRS Code as a non-profit 501(c)3 organization or be a legally established public entity
- Be governed or advised by a volunteer Board of Directors
- Provide a direct service program in El Paso or Teller Counties that fits within one or more of the funding priorities identified in the 2020 Pikes Peak United Way Request for Proposals
- If organization has an affiliation with a religious institution, client participation in religious programming or services is not a requirement to receive assistance.
- Have a system for measuring client outcomes, which reflects the program’s effectiveness in achieving its stated objectives
- Program objectives and client outcomes align with Pikes Peak United Way shared outcomes defined for the program category that the program aligns with.

Site Visits

After an organization has submitted the full application, forty-five minute in-person meetings will be held between representative(s) of applicant organizations and Pikes Peak United Way review teams. The purpose of the meeting is to answer questions about the funding proposal. Applicants are asked to limit any formal presentations to ten minutes. Organizations seeking funding for multiple programs should expect to participate in multiple meetings, unless the programs are under review by a single Pikes Peak United Way review team. In this case, the programs will be discussed at a single meeting and the length of the meeting may be extended as needed. Site visits will take place in April 2020. Applicant organizations will be contacted in late February or March 2020 regarding the scheduling of the site visit.
Financial Review

Pikes Peak United Way and the Certification Review volunteers will be utilizing tools submitted during the application process to review applicant organization financials. The Certification Review volunteers will interpret financial information and make a determination as to compliance. All agencies will be reviewed using the same criteria, which includes:

- The proposal includes a budget form with accurate year-end and current/proposed budget figures, which are consistent with the agency’s internal budget and financial statements.
- The program has ongoing and consistent revenue sources other than Pikes Peak United Way. Pikes Peak United Way funding is not a disproportionate share of total revenue.
- The program avoids continuing operating deficits, except to the extent that planned deficits are balanced by other agency programs that experience a surplus or other revenue sources are available to the agency to cover the program’s operating deficits.
- Conversely, the program avoids continuing operating surpluses that could otherwise be used to expand service delivery.

Certification Review volunteers will rank financial compliance as (a) Pass (b) Pass with Contingency or (c) Fail. Please provide a contact within your organization that can answer any finance questions that the Certification Review volunteers may have.
Appendix A
Funding Priority Outcomes and Required Indicators

Childhood Success:

Vision:
Children are nurtured by informed parents or caregivers and have access to high quality early childhood programs which prepare them for success in school and life.

Outcomes:
• Children achieve developmental milestones.
• Children are nurtured by informed parents/caregivers.

Indicators:
• # of children (0-5) enrolled in high-quality early childhood programs supported by United Way
• # of children (0-5) served who achieve developmental milestones
• # of children who meet or exceed widely held expectations in social and emotional development
• # of children receiving literacy supports in grades K-3
• # of children (K-3) served reading at grade level
• # of families, caregivers provided with information, resources, tools, trainings and/or teaching skills
• # of parents/caregivers who report increased knowledge of how to help their child develop and learn

Youth Success:

Vision:
Youth gain the knowledge, skills, and credentials to obtain family-sustaining employment.

Outcomes:
• Youth graduate from high school on time.
• Youth gain post-secondary employment, further education, or credentials.
• Youth develop essential skills (i.e. time management, personal presentation, communication, teamwork, a positive attitude, and self-confidence).

Indicators:
• # of youth (ages 15-24) served in programs supported by United Way
• # of youth served who graduate high school on time
• # of youth (ages 15-24) served who gain post-secondary employment, further education, or credentials
• # of youth (ages 15-24) served who develop essential skills
• # of youth (ages 15-24) served who receive job skills training
• # of youth (ages 15-24) served who gain employment
• # of youth (ages 15-24) who were taught financial literacy
Family Stability:

Vision:
*Individuals and families have access to essential life sustaining needs, such as safe and stable housing, financial aid, workforce development, medical care, food, and clothing to move them beyond crisis and to self-sufficiency.*

Outcomes:
- Families have the tools to sustain or improve their socioeconomic status.
- Families have the supports necessary to grow and be healthy.

Indicators:
- # of HH served in programs supported by United Way
- # of Individuals in programs supported by United Way
- # of HH who receive financial assistance
- # of individuals served who access affordable housing, financial products, education, and services
- # of HH served who increase disposable income by accessing benefits and/or reducing costs
- # of individuals served who gained employment with a livable wage
- # of vets served who gain employment
- # of HH who received services which enabled them to maintain their safe and stable housing
- # of HH who spend less than 30% of their income on housing
- # of individuals served with access to healthcare services and supports
- # of individuals served with access to healthcare insurance
## Appendix B

### 2020-2022 Funded Partner Timeline

<table>
<thead>
<tr>
<th>Month</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 2020</td>
<td>Award Acceptance and Agency Agreement Due</td>
</tr>
<tr>
<td>July 2020</td>
<td>Year 1 Funding Begins</td>
</tr>
<tr>
<td>January 2021</td>
<td>Year 1 Mid-Year Data Collection Due</td>
</tr>
<tr>
<td>July 2021</td>
<td>Year 1 Year-End Reporting Due</td>
</tr>
<tr>
<td>August 2021</td>
<td>Mid-Cycle Review &amp; Site Visits</td>
</tr>
<tr>
<td>January 2022</td>
<td>Year 2 Mid-Year Data Collection Due</td>
</tr>
<tr>
<td>July 2022</td>
<td>Year 2 Year-End Reporting Due</td>
</tr>
</tbody>
</table>
# Appendix C

## Application Scoring Rubric

### PROGRAM DESIGN

<table>
<thead>
<tr>
<th>1 = No Confidence</th>
<th>4 = High Confidence</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>How confident are you that the need the program is addressing is critical, as evidenced by data?</strong></td>
<td></td>
</tr>
<tr>
<td>- The program is designed to prevent, eliminate or mitigate a clearly defined problem. The program’s methodology represents an evidenced-based or promising approach to achieving the program objectives and participant outcomes.</td>
<td></td>
</tr>
<tr>
<td>- To the extent needed, the program includes specific strategies to address the unique needs of the target population served, or subsets of the target population, including potential barriers to successful outcomes. Such barriers may be cultural, economic, geographic, or related to physical or other disabilities.</td>
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</tr>
</tbody>
</table>

| **How confident are you that the program strategies employed are informed by best practices and/or evidence and will be carried out in an effective, efficient manner?** |
| - The program strives for quality in the delivery of services by employing best practices or promising approaches. The program adheres to industry standards in the delivery of services, including, if applicable, by obtaining accreditation or certification by a third party. |

| **How confident are you that the program collaborates or partners with other support services to improve service delivery, sustainability, efficiency, and/or effectiveness?** |
| - The agency operating the program demonstrates an understanding of the community need the program addresses. The agency is familiar with the service delivery system of which it is a part, including, but not limited to, a working relationship with other providers of the same service, collaborative action with those providers and other institutions when appropriate. |
| - The program has an appropriate outreach mechanism and/or relationship with appropriate referral sources. |

| **How confident are you that the program does not provide unnecessarily duplicative services in its outreach area?** |

### PROGRAM OUTCOMES

<table>
<thead>
<tr>
<th>1 = No Confidence</th>
<th>4 = High Confidence</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>How confident are you that the program has clearly articulated outcomes that represent a meaningful benefit for program participants related to the problem that the program is intended to address?</strong></td>
<td></td>
</tr>
<tr>
<td>- The outcomes reflect a combination of an increase in knowledge, a positive change of attitude or belief system, or a positive impact on the participants' behavior, condition or status with regard to the defined problem.</td>
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</tbody>
</table>

| **How confident are you that the agency has established an effective system for measuring outcome achievement, including indicators and data collection methods that provide a valid and reliable way of measuring outcome achievement?** |
| - If program participants are too numerous for outcome measurement to be feasible for all participants, the agency identifies a sample that is representative of the program participant group. |

| **How confident are you that the program sets targets for outcome achievement and achieves those targets, or makes progress over time toward achieving the targets?** |
| - The agency makes use of outcomes data to draw conclusions about the target population, program design, and other factors to consider for program improvements. |
PROGRAM CAPACITY

I= No Confidence  4= High Confidence

How confident are you that the program has sufficient capacity to ensure the effective delivery of services?  
- The program has sufficient staffing to operate the program, including staff with appropriate credentials and experience. The agency is able to retain qualified staff to ensure consistent delivery of service.
- For facility-based programs, the program services are delivered in facilities that are safe, accessible and appropriate, and of a sufficient size.
- The program has sufficient materials that are needed to serve the program participants. The program has sufficient overall capacity to serve a substantial number of people within the program’s target population.

How confident are you that the program/agency has a good track record and will be able to provide services throughout the duration of the grant period and into the future?

PROPOSAL QUALITY

I= No Confidence  4= High Confidence

How confident are you that the proposal narrative is complete and information contained in the proposal is accurate?
- Data provided in each section of the proposal are consistent with data in other sections of the proposal. For example, outcomes data reflects a number of people served that is consistent with the number reported in the program participants section (or a clarifying explanation provided for any apparent inconsistency).
- The agency provides complete answers to all quantitative sections of the report, including program participants by county, cost per participant, at least one unit measure, and at least one outcome.
- To the extent that multiple units of service measures and outcome measures are available and useful to a full understanding of the program, this information is provided.

AGENCY COMPLIANCE AND RESPONSE

(To be completed by PPUW Staff)

I= No Confidence  4= High Confidence

- Application was complete upon submission
- The agency has responded promptly and fully to requests for follow-up information

If agency was previously funded:

Was the agency fully compliant with the 2019-2020 funding agreement, to include:
- Completing mid-year and year-end outcome reports by required dates
- Participating in CEO and Program Manager partner agency meetings
- Conducting a United Way employee giving campaign within agency
- Providing meaningful volunteer project(s) throughout the calendar year
Frequently Asked Questions

1. **What are the funding areas available through Pikes Peak United Way?**
   Pikes Peak United Way provides community funding through its Community Investment process. Funding is based on a two-year cycle. United Way funds outcomes in the impact areas of childhood success, youth success, and family stability.

2. **Who decides how much money is awarded to each application?**
   Trained volunteers work on Community Investment teams, to make recommendations on funding after carefully reviewing the applications and documents that applicant agencies submit. United Way’s Board of Directors approves final funding decisions.

3. **When will my agency know if we received funding?**
   All agencies that complete a formal application will be notified of funding decisions after the United Way Board of Director’s meeting in May 2020.

4. **When does the new funding cycle begin?**
   The 2020-2022 funding cycle will begin July 1, 2020 and is anticipated to run through June 30, 2022.

5. **Who is eligible for receiving funding through this process?**
   United Way’s Community Investment Process is an open and competitive process. Any agency that is able to meet the qualifications and that aligns with United Way’s Community Impact focus areas is welcome to apply for funding through this process.

6. **How does my agency apply for funding?**
   Agencies that meet the eligibility requirements and that align with United Way’s Community Impact focus areas are welcome to apply for funding. New applicants must register electronically via e-CImpact https://agency.ecimpact.com/login.aspx?org=07010F and then schedule a phone call with Deana Hunt to ensure alignment and eligibility.

7. **Can my agency apply for funding under multiple impact areas?**
   Yes. Agencies are welcome to submit an application under each impact area. Applications will be considered for funding on an impact area level, not on an agency level. Agencies are not guaranteed funding for all impact areas for which they apply.

8. **What is the average grant award from the Community Investment Fund?**
   During the 2019-2020 funding cycle the average grant award was $26,562. The minimum grant amount that will be awarded during the 2020-2022 funding cycle will be $10,000 unless otherwise determined by the Pikes Peak United Way Board of Directors for special circumstances.
9. **How much funding should my agency request?**
   Historically, Pikes Peak United Way has limited their funding to no more than 25% of a program budget.

10. **If my agency is seeking funding for multiple outcomes/programs within the same impact area, should we submit separate applications for each outcome/program?**
    Yes. If an agency has multiple programs under the same impact area, they must submit separate applications for each program. Financial information which includes the most recent audit, agency budget, and IRS determination letter only needs to be submitted once.

11. **Are faith based organizations eligible for funding?**
    Faith based organizations are welcome to apply for Community Investment Funds, but participation in religious programming or services must not be a requirement for clients to receive assistance.

12. **Can my agency set its own outcomes?**
    No. Outcomes are predefined for each impact area; therefore, agencies cannot set their own.

13. **Can the required indicators be modified to better fit our program?**
    No. Agencies must report on United Way’s predefined indicators per funded outcome. This allows United Way to aggregate data accurately. Agencies are able to report additional relevant, self-selected indicators if they so choose.

14. **Will my agency have to collect, track, and report on client-level outcomes?**
    Yes. Your agency will be required to submit data regarding client-level demographics and outcome achievement on an annual basis.

15. **How many times per year will my agency be required to report to United Way?**
    Twice. There will be a mid-year data collection and an end-of-year full report. Since this is a two year funding cycle, 4 total reports will be submitted.

16. **Who should I contact for assistance with e-CImpact?**
    For additional questions and assistance, please contact Deana Hunt at Deana@ppunitedway.org or 719-955-0762.