

**United Way of Northern Shenandoah Valley
2024 Community Impact Grants
Grant Process Guidebook**

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Community Impact Program Overview

Community Impact focuses United Way resources on the needs that matter most to the people of Northern Shenandoah Valley. The Community Impact Grant Program (formerly the Venture Grant Program) was established in 2003 by the United Way of Northern Shenandoah Valley to focus resources on the priority health and human care needs that matter most to the people of our communities.

Program grant reviews are undertaken annually by the Fund Distribution Committee.

The intent of this program is to respond to local priority needs as established through the United Way Community Needs Assessment and 2023 ALICE Report, including: education, income and health. Our grant priorities are outlined in our Community Impact Strategy.

To achieve the goals outlined in the Community Impact Strategy Map, United Way will focus its resources on a limited set of investment areas where organizations can make the greatest impact and contribute to significant outcomes.

Community Impact Strategy Map

We recognize that funding alone cannot solve deeply rooted community problems. Our strategy at United Way NSV is to provide funding to innovative programs that support community-wide goals, but to not stop there by going above and beyond to advocate for community change, convene community leaders around community issues and educate businesses, community leaders and the public at large about how to best support an effort for positive community change.

Our comprehensive impact strategy includes:

- **FUNDING:** Funding innovative programs that support community-wide goals.
- **ADVOCACY:** Advocating for the voiceless to ensure policy and program improvement.
- **CONVENING:** Collaborating with those who have the passion, expertise and resources to drive change.
- **EDUCATING:** Educating businesses, community leaders and the public on critical local issues.

Demographic Priorities

ALICE®:

Our commitment remains to serve ALICE®. ALICE, an acronym for Asset Limited, Income Constrained, Employed, is a way of defining and understanding the struggles of households that earn above the Federal Poverty Level, but not enough to afford a bare-bones household budget. For far too many families, the cost of living outpaces what they earn. These households struggle to manage even their most basic needs - housing, food, transportation, childcare, health care and necessary technology. When funds run short, cash-strapped households are forced to make impossible choices, such as deciding between quality childcare or paying the rent, filling a prescription or fixing the car. These short-term decisions have long-term consequences not only for ALICE families, but for all of us. We envision a world where all those who work to keep our local economies running can support themselves and their families.

Diversity, Equity & Inclusion:

Acknowledging that racial and ethnic disparities persist, that result in disproportionate impacts for people of color in social determinants of well-being, is a foundational component in working towards racial equity within our communities.

We commit to developing a better understanding of the challenges our community faces when it comes to racial inequities. These inequities contribute to the disparities we see in the areas of health, education and financial stability and, unless we address them, will continue to hold us back from being a just community where every person is

valued equally, receives the full benefit of community belonging and has the opportunity to contribute.

We are committed to addressing these inequities using the following strategies:

1. Listen and learn as we work together to heal, find solutions, and build a more equitable and just community. We don't have all the answers, but we have the opportunity and obligation to actively listen, reflect, learn, act and encourage others to do so as well.
2. Engage in partnership with community-based organizations, following their leadership on how to address issues of institutional racism in our community.
3. Utilize data in order to inform the community and our partners on the issues that disproportionately affect communities of color and how they can be addressed.
4. Develop and support programs and initiatives that address racial inequities.
5. Be a voice for the reforms and community support necessary to bring justice, equality, and equity to our society.

Living United means being courageous and eliminating the disparities that keep certain segments of our community from achieving opportunities for a better life. It means mobilizing the caring power of community to lift those most in need and create communities where no one experiences barriers to living healthy, thriving lives.

Strategic Priorities:

Our strategic priorities are meant to set a roadmap for the community, our partner agencies and other strategic partners. At the same time, we pride ourselves on the ability to meet immediate and emerging needs in the community and reserve the right to change, amend or add strategic priorities should the needs of the community change. No one can predict with certainty how the COVID-19 pandemic will continue to impact the needs of the community and we are committed to adjusting our strategic priorities should we need to in order to address ongoing and potentially unforeseen needs.

Our priority needs established through UWNSV's 2020-2023 Community Needs Assessment include:

Investing in our children (Education): Helping children and youth achieve their potential.

Goals	Strategic Priorities
Basic Needs: Children have access to basic needs	<ul style="list-style-type: none"> • Provide basic needs support to children and families in crisis. (F) • Help children who face neglect or abuse. (F) • Promote positive parenting and healthy child development. (F, A)
Early Learning: Preschool aged children have access to affordable, high quality, early learning programs that prepare them for kindergarten.	<ul style="list-style-type: none"> • Provide tuition assistance for families unable to afford a quality preschool education. (F, A, E) • Promote high quality learning programs that prepare children for kindergarten. (F, A)
Youth Support Programs: Students have access to high quality, enriching out of school programs where students have support and encouragement from engaged parents, advocates and mentors.	<ul style="list-style-type: none"> • Increase the availability of quality before and after-school care for school-aged children and youth. (F, A, C) • Ensure access to age-appropriate mentors and other academic supports. (F)

Creating Economic Opportunity for All (Income/Financial Stability): Helping families in our community become self-sufficient and move from financial instability to financial stability.

Goals	Strategic Priorities
<p>Basic Needs: Support our most vulnerable neighbors by providing them access to basic needs supports.</p>	<ul style="list-style-type: none"> • Expand availability and access to safe, adequate shelter for individuals and families struggling with homelessness. (F, A, C) • Ensure availability and access to healthy food and essential personal care items. (F)
<p>Housing: Families have access to a continuum of housing solutions that provide safe, decent and affordable housing options.</p>	<ul style="list-style-type: none"> • Ensure the availability of short-term emergency rent and utility assistance with a focus on prevention efforts. (F, A, C) • Support programs that provide critical home repairs for qualifying homeowners. (F)
<p>Employment: Identify & remove the gaps and barriers that currently exist for individuals to enter the workforce and attain and retain family sustaining employment.</p>	<ul style="list-style-type: none"> • Connect households with affordable transportation options. (F, A, C, E) • Improve access to quality, affordable childcare (see education). • Improve literacy and job skills. (F)
<p>Financial Stability: Create opportunities for families to move from financial instability to financial stability.</p>	<ul style="list-style-type: none"> • Support a coordinated and integrated comprehensive Resource and Referral System (VAN) that helps connect and navigate people to critical community resources and services. (A, C, E) • Provide case management, tools and resources to support families in becoming self-sufficient, and ultimately, financially secure. (A, C, E)

Build Healthier Communities (Health): Helping individuals live quality lives & achieve maximum health and independence.

Goals	Strategic Priorities
<p>Access to Care: All households have easy to access and ample, affordable, high quality, preventative, immediate and follow-up health and dental care.</p>	<ul style="list-style-type: none"> • Improve access to necessary health care services and those that reduce barriers to receiving and accessing health care services. (F, A) • Increase access to affordable, high quality and regular dental care. (F, A, C)
<p>Trauma Informed Care: Households have access to the necessary supports to address the negative effects of Adverse Childhood Experiences (ACEs), violence and physical hazards; communities support people’s health, safety, and development.</p>	<ol style="list-style-type: none"> 1. Support an equitable community-wide system of trauma-informed care, provides accessible evidence-based treatments from trained, knowledgeable, and culturally literate specialists in adequate supply. (A, C) 2. Reduce intimate partner violence, domestic violence, and child abuse. (F)
<p>Behavioral Health: Households will demonstrate improved behavioral health by reporting better mental health and a reduction in substance abuse, and reduced stigma that is a barrier to care.</p>	<ul style="list-style-type: none"> • Ensure a continuum of services exists to meet behavioral health needs. (F, A, C, E) • Provide immediate and adequate access to substance abuse services for those who are in crisis. (F) • Expand community awareness and reduce stigma associated with having mental health and substance use disorders. (F, A, C, E)

Grant Eligibility

All Agencies are required to confirm that:

1. They are a 501(c)(3) non-profit and are a Virginia registered charity.
2. They are directed by a volunteer governing body with an organizational structure to administer programs.
3. They account for funds in accordance with generally accepted accounting principles (GAAP).
4. They provide health and human services in the UWNSV catchment area (Winchester, Frederick, Clarke, Shenandoah, Page and Warren Counties).
5. They operate without discrimination.
6. They have an overhead cost (management and general/fundraising) that does not exceed 25% of revenue.
7. That United Way funds and donations will be used in compliance with all applicable anti-terrorism financing and asset control laws, statutes and executive orders.
8. The organization performs the required financial due diligence necessary (see chart below).
9. They are able to complete the post-award reporting requirements in a timely matter.

Agencies are required to submit the following:

1. A completed United Way Impact Grant application with program budget either included or attached.
2. IRS determination letter – 501(c)(3).
3. Proof of Registration with Virginia Department of Agriculture and Consumer Services (VDACS) (determination letter, online search result showing valid registration or exemption from annual registration)
4. IRS Form 990, 990EZ or 990N (based on organization size and requirement).
5. Current Annual Report (including list of Board Members).
6. Copy of most current financial report (statement of activities/operating budget).
7. Completed Patriot Act Compliance Memo (provided by UWNSV)
8. Verification that the agency has local presence in the UW catchment area.
9. 25 word description of the organization and the health and human care services.
10. Financial Due Diligence (**one of the following is required** based on criteria in the chart below):
 - a. Receipts for Allowable Expenditures
 - b. Financial Compilation
 - c. Financial Review
 - d. Finance Audit

11. Bi-Annual grant reports *post grant award* detailing grant inputs, activities, outputs, outcomes, and spending. Subsequent payments will be contingent on receipt of the bi-annual report.

Financial Due Diligence requirements are based on *organization size* and *award size*.

- Organization size is based on the IRS definition of gross receipts - <https://www.irs.gov/charities-non-profits/charitable-organizations/gross-receipts-test-section-501c3-exemption-application>.
- When applying for your grant, please note that you will need to produce the financial due diligence for what you are awarded and beginning this year no partial grant awards will be made, only full grant amounts will be distributed. When determining the amount to request, keep in mind that if awarded that amount, you will need to produce the appropriate due diligence documents.
- Please note that in every circumstance in the chart the requirement is the MINIMUM required. If an organization is only required a MINIMUM of a compilation but does an audit (maybe for other grants), an audit is acceptable and fulfills the compilation requirement.

Grant Award	Organization Size			
	Up to \$100,000	\$100,000-\$349,999	\$350,000-\$749,999	\$750,000+
\$5,000 or Less	Receipts	Compilation	Review	Audit
\$5,001-\$10,000	Compilation	Review	Review	Audit
\$10,001-\$25,000	NA	Review	Audit	Audit
\$25,000+	NA	NA	Audit	Audit

Receipts: In the event an organization of less than \$100,000 in annual revenue receives a grant for less than \$5,000, the organization will be required to document and turn in receipts for all eligible expenses as outlined in the grant award letter (please see grant award letter and reporting requirements for more information on how to submit receipts).

Financial Compilation prepared by a licensed certified public accountant, covering the fiscal year ending not more than 18 months prior to January 2024. The compilation must be prepared in accordance with generally accepted accounting principles and should include all the required footnotes.

Financial Review prepared by an independent, licensed certified public accountant, covering the fiscal year ending not more than 18 months prior to January 2024. The review must be prepared in accordance with generally accepted accounting principles.

Financial Audit prepared by an independent certified public accountant, covering the fiscal year ending not more than 18 months prior to January 2024. The audit must be prepared in accordance with generally accepted auditing standards and generally accepted accounting principles, to include an opinion regarding the presentation of the organization's financial statement.

Grant Exclusions

United Way of Northern Shenandoah Valley does not award grant funding to:

- Individuals or stipends given directly to individuals
- Endowment funds
- Fundraising events
- Debt or existing obligations
- Capital projects or improvements
- Organizations or programs designed to elect candidates to public office
- Programs located outside of our catchment area
- Administrative or fundraising costs

Additional Guidelines

- An agency cannot request more than 10% of its Total Current Resources
- The maximum amount for an agency request is \$25,000 for short-term needs
- The maximum amount for an agency request is \$30,000 for long-term needs/solutions

New in 2024/2025: Agencies will request a set amount of funding from one of two categories (Immediate/Short Term Needs OR Long-Term Needs/Solutions). Agencies will receive full funding or no funding. The amounts available to request are:

Immediate/Short Term Needs (For Example: Food, immediate shelter, clothing, etc)

\$2,500
\$5,000
\$10,000
\$25,000

Note: We will be giving a maximum of 4 awards in the \$25,000 category

Long-Term Needs/Solutions (For Example: Education, mental health, counseling, healthcare, aging in place, etc)

\$5,000
\$10,000
\$20,000

\$30,000

Note: We will be giving a maximum of 4 awards in the \$20,000 category, and a maximum of 2 awards in the \$30,000 category.

Eligible Activities for Funding

You will need to indicate which of the following strategic priorities this program proposal (grant request) will address?

- Please select **ONLY** one Review Category (Health, Education, Income/Financial Stability).
- You can select multiple strategic priorities within that category.

Investing in our children (Education): Helping children and youth achieve their potential.

Goals	Strategic Priorities
Basic Needs: Children have access to basic needs	<input type="checkbox"/> Provide basic needs support to children and families in crisis. <input type="checkbox"/> Help children who face neglect or abuse. <input type="checkbox"/> Promote positive parenting and healthy child development.
Early Learning: Preschool aged children have access to affordable, high quality, early learning programs that prepare them for kindergarten.	<input type="checkbox"/> Provide tuition assistance for families unable to afford a quality preschool education. <input type="checkbox"/> Promote high quality learning programs that prepare children for kindergarten.
Youth Support Programs: Students have access to high quality, enriching out of school programs where students have support and encouragement from engaged parents, advocates and mentors.	<input type="checkbox"/> Increase the availability of quality before and after-school care for school-aged children and youth. <input type="checkbox"/> Ensure access to age-appropriate mentors and other academic supports.

Creating Economic Opportunity for All (Income/Financial Stability): Helping families in our community become self-sufficient and move from financial instability to financial stability.

Goals	Strategic Priorities
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<p>Basic Needs: Support our most vulnerable neighbors by providing them access to basic needs supports.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Expand availability and access to safe, adequate shelter for individuals and families struggling with homelessness. <input type="checkbox"/> Ensure availability and access to healthy food and essential personal care items.
<p>Housing: Families have access to a continuum of housing solutions that provide safe, decent and affordable housing options.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure the availability of short-term emergency rent and utility assistance with a focus on prevention efforts. <input type="checkbox"/> Support programs that provide critical home repairs for qualifying homeowners.
<p>Employment: Identify & remove the gaps and barriers that currently exist for individuals to enter the workforce and attain and retain family sustaining employment.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Connect households with affordable transportation options. <input type="checkbox"/> Improve access to quality, affordable childcare (see education). <input type="checkbox"/> Improve literacy and job skills.

Build Healthier Communities (Health): Helping individuals live quality lives & achieve maximum health and independence.

Goals	Strategic Priorities
<p>Access to Care: All households have easy-to-access and ample, affordable, high quality, preventative, immediate and follow-up health and dental care.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Improve access to necessary health care services and those that reduce barriers to receiving and accessing health care services. <input type="checkbox"/> Increase access to affordable, high quality and regular dental care.
<p>Trauma Informed Care: Households have access to the necessary supports to address the negative effects of Adverse Childhood Experiences (ACEs), violence and physical hazards; communities support people’s health, safety, and development.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Support an equitable community-wide system of trauma-informed care, provides accessible evidence-based treatments from trained, knowledgeable, and culturally literate specialists in adequate supply. <input type="checkbox"/> Reduce intimate partner violence, domestic violence, and child abuse.
<p>Behavioral Health: Households will demonstrate improved behavioral health by reporting better mental health</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure a continuum of services exists to meet behavioral health needs.

and a reduction in substance abuse, and reduced stigma that is a barrier to care.	<input type="checkbox"/> Provide immediate and adequate access to substance abuse services for those who are in crisis. <input type="checkbox"/> Expand community awareness and reduce stigma associated with having mental health and substance use disorders.
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Please see our most recent [Community Needs Assessment](http://www.unitedwaynsv.org/community-needs-assessments) to review the strategies for each of the above funding criteria. Your grant application **MUST** address one or more of these strategies.

<http://www.unitedwaynsv.org/community-needs-assessments>

Review Criteria

The following **criteria** will be used in reviewing Impact Grant requests:

1. Application including all accountability documents
2. Site Visit
3. Panel Presentation
4. Alignment with United Way priority needs areas
5. Collaboration with other organizations
6. Diversity, Equity and Inclusion
7. Program Impact
8. Program Outcomes
9. Budget – Use of funds

Please see scoring rubric for additional information on each criterion:

Criteria Areas	Scoring Criteria	Total Possible Points
Application Narrative	Application provides clear understanding of program services, activities, outcomes and measurable results	10
Collaboration	Collaboration demonstrates sharing of resources.	5
	Collaboration demonstrates sharing of responsibility.	5

Program Impact	Program clearly explains plans to address root cause.	5
	Program outcome data predicts clear results and will operate during the funding period.	5
	Program demonstrates that it will make a sustainable and measurable impact on community needs and clearly aligns with United Way NSV priority funding objectives.	10
	Agency demonstrates a good faith effort to incorporate Diversity, Equity and Inclusion (DEI) into their organization and programming in order to address systemic inequality.	10
Outcomes	Outcome data directly related to the program and is collected by the agency.	10
	Agency has a plan to measure results consistently across all aspects of the program.	5
	Initial, intermediate and longer-term outcomes are clearly defined.	10
Budget	Budget demonstrates responsible use of funds, generation of resources and supports the desired results.	5
Agency Visit	Overall impression of agency operation and details of the grant proposal.	10
Agency Presentation	Clear understanding of program and measurable outcomes.	10

**TOTAL:
Recommended Grant
Amount:**

**APPENDIX A: Grant Application Scoring Rubric Examples
United Way NSV
Grant Scoring Matrix Examples**

Exceptional, Outstanding, or Very Good 7-10 points out of 10 points available	Good, Strong, or Adequate 4-6 points out of 10 points available	Poor, Weak, or Inadequate 0-3 points out of 10 points total
PROGRAM IMPACT	PROGRAM IMPACT	PROGRAM IMPACT
A. Need for Project: <ul style="list-style-type: none"> • Strong evidence of community need. • Goals are clearly stated. • Very evident how this project will enhance the community. 	A. Need for Project: <ul style="list-style-type: none"> • Some evidence of community need. • Goals are adequately stated. • Some evidence of how this project will enhance the community. 	A. Need for Project: <ul style="list-style-type: none"> • Little evidence of community need. • Goals poorly stated. • Little evidence of how this project will enhance the community.
B. Population Served: <ul style="list-style-type: none"> • Project impacts a large population and sector of the community. • Individuals who are ALICE® or below the ALICE® threshold are the target audience for grant funding. 	B. Population Served: <ul style="list-style-type: none"> • Project serves a small sector of population but has a broader indirect impact. • Project has impact on some ALICE® individuals 	B. Population Served: <ul style="list-style-type: none"> • Project serves a very limited sector of the population. • Project does not target or impact the ALICE® population.
Exceptional, Outstanding or Very Good 7-10 points out of 10 points available	Good, Strong or Adequate 4-6 points out of 10 points available	Poor, Weak, or Inadequate 0-3 points out of 10 points available
OUTCOMES	OUTCOMES	OUTCOMES
C. Impact: <ul style="list-style-type: none"> • Desired impact is clearly stated. • Impact measures are clearly stated. • A method to evaluate the results of the project/program is clearly stated. 	D. Impact: <ul style="list-style-type: none"> • Desired impact is adequately stated. • Impact measures are adequately stated. • A method to evaluate the results of the project is adequately stated. 	D. Impact: <ul style="list-style-type: none"> • Desired impact is poorly stated. • Impact measures are poorly stated. • There is no method to evaluate the results of the project.
Exceptional, Outstanding or Very Good 4-5 points out of 5 points available	Good, Strong or Adequate 2-3 points out of 5 points available	Poor, Weak or Inadequate 0-1 points out of 5 points available
BUDGET	BUDGET	BUDGET
E. Project/Program Budget: <ul style="list-style-type: none"> • Project/program is highly leveraged with matching/in-kind funds. Greater than 50%. • Strong commitment of other resources and partners. • Complete organizational and project/ program budget information is provided and detailed. • Evidence the project/program would be difficult to take place without UWNSV funding. 	E. Project/Program Budget: <ul style="list-style-type: none"> • Project/program is moderately leveraged with matching funds. Up to 50%. • Some resources and partners identified for the project. • Partially completed organizational and project/program budget information is provided. • Strong evidence the project cannot continue or take place without UWNSV funding. 	G. Project/Program Budget: <ul style="list-style-type: none"> • Project is not leveraged with matching/ in-kind funds. • Very limited/no resources and partners have not been identified for the project. • Unsatisfactory organizational and project budget information is provided. • Grant funding has little to no impact on the organization or project/program.

(Note: Ideally, we seek to fund programs that do not exclusively rely on United Way funding but also bring forward other funding sources to support the budget.)	(Note: Ideally, we seek to fund programs that do not exclusively rely on United Way funding but also bring forward other funding sources to support the budget.)	(Note: Ideally, we seek to fund programs that do not exclusively rely on United Way funding but also bring forward other funding sources to support the budget.)
Exceptional, Outstanding or Very Good 7-10 points out of 10 points available	Good, Strong or Adequate 4-6 points out of 10 points available	Poor, Weak or Inadequate 0-3 points out of 10 points available
DIVERSITY, EQUITY, INCLUSION	DIVERSITY, EQUITY, INCLUSION	DIVERSITY, EQUITY, INCLUSION
F. DEI outreach and data: <ul style="list-style-type: none"> Agency clearly incorporates Diversity, Equity and Inclusion (DEI) efforts into their organization and programming. Agency regularly supports underserved or marginalized communities through programming and has data to show impact. 	F. DEI outreach and data: <ul style="list-style-type: none"> Agency demonstrates a good faith effort to incorporate Diversity, Equity and Inclusion (DEI) into their organization and programming. Agency makes an effort and sometimes supports underserved or marginalized communities as shown through data and impact. 	G. DEI outreach and data: <ul style="list-style-type: none"> Agency does not incorporate Diversity, Equity and Inclusion (DEI) into their organization and programming or has made little efforts to expand reach and exposure. Agency does not support underserved or marginalized communities or does not collect diversity data.

Timeline

2023 Dates:

- | | |
|--|---|
| • Letters of Intent Due | January 12, 2024 by 5:00 PM |
| • Online portal opens | January 19, 2024 |
| • Grant Application Training (VIRTUAL) | January 19, 2024 2-3:30 PM or
January 26, 2024 9:30-11:00 AM |
| • Applications Due | February 16, 2024 by 11:59 PM |
| • Panel Volunteer Trainings (VIRTUAL) | March 1, 2023 3-4:30 PM or
March 7, 2024 9:30-11:00 am |
| • Panel Visits (in person) | March 11 – April 12, 2024 |
| • Panel Presentations (in person) | April 15 & 16, 2024 Clarke, Frederick,
Warren and Winchester and
April 22 & 23, 2024 Page and
Shenandoah (30-minutes, agencies will
be assigned a time slot in advance) |
| • Final Panel Chair Meeting | May 1, 2024 3PM-5PM |
| • United Way NSV Board Vote | May 21, 2024 |
| • Grant Notifications | May 27-28, 2024 |
| • First Grant Check Issued | July 1, 2024 (Final report is not due until
July 15. If final report is received from |

- Second Grant Check Issued
- Mid-Term Report Due
- Third Grant Check Issued
- Fourth Grant Check Issued
- Final Report Due

previous awardees by July 1 check will go out July 1, if report is filed later than July 1 checks will be cut after July 15)
 October 1, 2024
 January 15, 2025
 January 16, 2025 (if mid-term report is received)
 April 1, 2025
 July 15, 202

Grant Process – Before the Application

Letter of Intent

Interested applicants must submit a Letter of Intent by 5PM on January 12, 2024. Starting in 2022, all Letters of Intent must be submitted through the online grant portal Community Force. The link to the portal is:
<https://unitedwaynsv.communityforce.com/Login.aspx>

If you are a new agency, click “Registration” to create an account. Once you have registered, you can immediately begin completing the Letter of Intent. If you experience issues with using the Community Force portal, please reach out to Jennifer Hall at jhall@unitedwaynsv.org

The letter of intent should provide a short description of the program you will applying for. It does not need to go into much detail, but notifies United Way that you would like to continue the process to the next stage. You will need to select the primary impact area and the strategic priority.

New in 2024/2025, you will also be asked to fill out if you are requesting a short-term or long-term grant and how much funding you are planning to request.

Mandatory Grant Application Training

After receiving the Letters of Intent, United Way staff will contact eligible applicants to invite them to attend a mandatory grant training session. This session will allow applicants the opportunity to ask questions, learn more about the Community Impact Strategy Map and walk through the grant application process. United Way staff and the Fund Distribution Chair will lead the information session for **all eligible applicants** on the dates listed above.

Please note that agencies should make sure that the person WRITING the grant is in attendance. Any agency that has NEVER applied for UW funding must attend the LIVE training session. Returning agencies have the option to view the recording, however if they have questions about the process, they should attend the live version. Staff cannot address all agency questions individually. Agencies who view the recording will need to certify that they have watched the recording in its entirety.

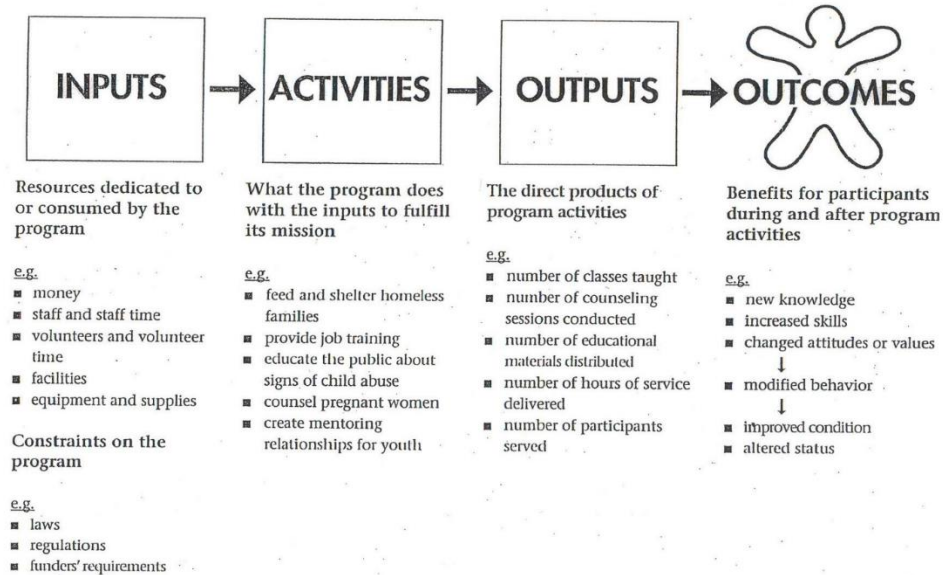
Grant Process – Completing the Grant Application

Beginning in 2022, we are utilizing the Community Force grant portal to submit and manage the grant application process. If you are invited to apply for an Impact Grant (after submitting your LOI), you will receive an email and be able to continue with your grant application on the portal. Click “Start Grant Application”. Applicants must submit their final grant application by [11:59 PM February 16, 2024](#).

You will be able to view of PDF of the application from the portal to preview the questions. Grant requests MUST be submitted via the online portal. Agencies may want to draft answers to the questions in a word document and copy and paste the answers into the grant portal. You should draft and save your responses as you go to avoid loss of work due to technical issues.

The online grant application consists of questions that collect information related to your organization and the goal of the funding program under consideration. You will also be asked to provide a detailed program description that includes resources, activities, quantitative outputs related to service delivery, outcomes and a program budget.

United Way grants are outcome-focused and the success of these grants is measured using the below Outcome Logic Model. We recommend referring to this model as you complete your application.



Many sections specify a character count maximum. This does not mean you have to write the maximum character count. The best grant responses are concise, accurate, compelling and consistent.

Use the following detailed application guide in order to complete your application.

The components of the grant application are:

PART I- GENERAL INFORMATION (most of this will auto populate from your Letter of Intent)

1. Name of the organization
2. Address
3. Contact Person
4. What is your agency's mission statement?
5. Federal Tax Identification number
6. Have you received past UWNSV funding?

Part II – PRIMARY IMPACT AREAS

1. Select the one primary impact area for this funding request – Health, Education, or Financial Stability. Note: Your request might fit multiple categories. Choose the one that best fits the program.
2. Select the strategic priorities that your request falls under.
(See Strategic Priority section for more information on the categories)

Part III – FUNDING REQUEST

1. Amount requested for UWNSV Impact Grant
Immediate/Short Term Needs (For example: Food, immediate shelter, clothing, etc).
\$2,500
\$5,000
\$10,000
\$25,000

Note: We will be giving a maximum of 4 awards in the \$25,000 category

- Long-Term Needs/Solutions** (For example: education, mental health, counseling, healthcare, aging in place, etc.)
\$5,000
\$10,000
\$20,000
\$30,000

Note: We will be giving a maximum of 4 awards \$20,000 categories, and a maximum of 2 awards in the \$30,000 category

2. State if grant is for immediate need or long-term need/solutions.
3. State the purpose of your grant request (150 words) This will be used in publications to please be clear and concise.
4. How does the program address immediate/short term needs or long-term needs/solutions?
5. How did you calculate the amount of your funding request?
6. Please provide an overview of how funding will be used. (generally speaking, you don't need to go into a ton of detail here)

Part IV – PROGRAM INFORMATION

1. Program name
2. Describe the target population (who you will serve)
3. How does your program align with United Way of Norther Shenandoah Valley's priority areas? This information can be found in our Community Needs Assessment - <http://www.unitedwaynsv.org/community-needs-assessments>
4. How will this program make a difference in the lives of people you serve?
5. Describe your client eligibility requirements and your fee schedule (if any)
6. What makes this program special? Describe 2-3 distinguishing strengths of this program.
7. Is this a new or established program for your organization? Yes/no

Part V – DEMOGRAPHICS INFORMATION

1. Projected number of people your grant will serve.
2. Geographic area of residents to be served by this grant. Check all of the areas that apply within the NSV service territory (check all that apply)
3. Primary age group to be served by this grant (check all that apply)
4. Provide a breakdown of the income levels for clients served. The categories are below federal poverty level (FPL), 100%-150% FPL, 150%-200% FPL, 200%+ FPL. Push “calculate” to add up the numbers. The total number should be the same as number 1 above (projected number of people your grant will serve).

Part VI – DIVERSITY, EQUITY & INCLUSION

United Way of Northern Shenandoah Valley joins United Way Worldwide in acknowledging that in order to remain relevant in the communities where we work, we must focus explicitly on equity. Relying on The United Way Equity Framework to guide us, we seek to build the capacity of United Way and our community partner organizations to incorporate an equity lens throughout our work.

The questions in this section seek to gauge the work your organization is currently engaged in related to equity. We realize some organizations may still be in the process of building capacity in this area. Your answers in this section will give United Way a better sense of how we can support you in equity work within your organization. United Way will work closely with funded partners to engage in equity work that is meaningful for your organization and the clients you serve.

1. What steps has your organization taken to advance diversity, equity and inclusion internally within your organization?
2. What is your organization doing to reach and support underserved and marginalized communities (BIPOC, LGBTQIA+, English as a second language, etc.) Please explain the groups served and impact made.
3. Diversity Data – please supply information on the race and ethnicity of your organization’s staff, board members and people served by your organization. To do this: download the diversity data template (small blue letters). Fill it out and **save as “Agency Name” + “Diversity Data”** – then upload the completed document. Note: The first tab has an example to follow. The second tab is where you will fill out the details. Please follow the instructions carefully.
 - a. When filling out the chart for your grant application, place an “X” next to grant application. Since you don’t know who you will serve, the people

served by the program and organization will be estimated. If you have this information from the previous year, please use that data.

- i. If you do not collect race/ethnicity data for clients, mark “unknown”.
 - b. The program column is the program for which you are requesting funding from UWNSV. The total number should match the number of projected people to be served in the Demographics section (Part VI).
 - i. The “Total” column will calculate automatically for numbers.
 - ii. You can find the % by dividing the number in each category by the total number then multiplying it by 100.
 - c. You will be required to fill out this information for your mid-term report and final report as well. Again, those numbers should match the number of clients served to date for that time period.
 - d. Please check if the data included in the chart is actual or estimated. (For the application it will be estimated since it is a projection of who you will serve).
4. Please explain how your organization tracks data related to diversity, equity, and inclusion. If you have challenges collecting this information, please explain that here.

Part VII – PROGRAM NARRATIVE

1. Client Service – how many people do you anticipate the program serving in the UWNSV service area? (not your agency as a whole, just the program for which you are seeking funding). Please provide a breakdown by locality. The total should calculate automatically.
2. What other organizations will you work with on this program and explain how you will work together. (Be as specific as possible)
3. Please share **THREE** success stories of individuals who have received assistance from your program over the last year. (Please be aware these stories may be shared in United Way marketing materials.)
4. Please provide an example of how the following dollar amounts can impact your program. For example:
 - a. \$52 (\$1/week) – will provide bus tickets for 5 families to get to work
 - b. \$260 (\$5/week) – will provide free pregnancy testing to 6 women
 - c. \$520 (\$10/week) – will provide one-month rent subsidy for a working family

Part VIII – PROGRAM EVALUATION & OUTCOME MEASUREMENT

1. How do you measure your program’s effectiveness? Provide any data reports or assessments you use.

2. Provide a description of any evidence-based practices used. If you do not use any, you can simply state that.
3. Who will evaluate the program? What data collection instruments will be used (i.e. surveys, interviews, etc.)
4. Outcome Measurement – Using the outcome logic model, please indicate what the outcome objectives of the program are and how you will measure those outcomes. **Each grant needs a minimum of two outcome objective and a maximum of four.**

Be sure to create outcome measures that are reasonable and realistic, and based on information that will help you to best assess the impact of your program. You will be asked to report on progress towards your outcomes when reporting.

Example:

- **Outcome:** During the 2024-25 school year, all children enrolled in the program will show statistically significant improvement in functioning as rated by teachers on at least 2 of 5 of the following indicators: focusing on schoolwork, positive involvement in classroom activities, social skills, child/teacher relationship and behavior problems.
- **Measurement:** Functioning will be assessed at the beginning and at the end of the school year and the data will be compared to measure changes in mean scores.

Part IV- BUDGET NARRATIVE

1. TOTAL Current Resources
 - a. List your total current resources using the following tools:
 - i. For Form 990, use Part 1, Line 12
 - ii. For Form 990 EZ, use Part 1, Line 9
 - iii. If under \$50,000 in revenue, use postcard amount
2. Gross Receipts
 - a. List your Gross Receipts (as defined by the IRS) - <https://www.irs.gov/charities-non-profits/charitable-organizations/gross-receipts-test-section-501c3-exemption-application>)
3. Funding Sources (report dollar amount)
 - a. List how much funding you receive from the following sources:
 - i. Government
 - ii. Fund Raising
 - iii. Fees/Dues/Sales
 - iv. United Way NSV

- v. Other (Explain):
- vi. Total:

4. What is your organization's overhead?

- a. Use these calculations:

i. Form 990 overhead ratio calculation formula:

$$\frac{\text{Part IX, Line 25, Column C (M\&G Expense) + Column D (Fundraising Expense)}}{\text{Part VIII, Line 12, Column A (Total Revenue)}}$$

ii. Form 990 EZ ratio calculation Formula:

$$\frac{\text{Part 1, Line 17 (Total Expense) - Part 1, Line 10 (Grants Paid) - Part 1, Line 11 (Benefits to or for Members) - Part III, Line 32 (Total Program Service Expense)}}{\text{Part 1, Line 9 (Total Revenue)}}$$

- 5. Program Budget – download the program budget template from the portal. Fill it out then **save as “Agency Name” + “Program Budget”**. Upload the completed document.
 - a. Note: The budget is broken down into 2 categories: Direct expenses and Indirect expenses.
 - b. There is an example to follow on the first tab of the template.
- 6. If United Way NSV can provide only a portion of your request, what would happen to this program? What portion of the program would you prioritize?

Part X – ADDITIONAL DOCUMENTS NEEDED

- 1. Upload your Board of Directors list including Names, Positions Held, Address, Phone Number and Email Address.
- 2. Upload a copy of your most recent annual report.
- 3. Upload a document to show verification that your agency has a local presence in the United Way NSV catchment area. This can be your business card with address, screen shot of your website, etc.
- 4. You can upload up to 3 additional documents to help panel members see the impact of your agency. (This is OPTIONAL)

Part XI – FINANCIAL INFORMATION

- 1. Financial Reporting: Based on revenues, submit applicable format for the most recent fiscal year. Report copy must be of most recent, not to exceed 18 months. Please choose the document which you are including with the application: The

options are financial audit, financial review, compilation or receipts. Refer to page 9 in the Grant Guidebook to review what documents are required for your organization.

Financial Due Diligence requirements are based on organization size and award size. Organization size is based on the IRS definition of gross receipts - <https://www.irs.gov/charities-non-profits/charitable-organizations/gross-receiptstest-section-501c3-exemption-application>.

Please note that you will need to produce the financial due diligence for what you request and are awarded. If you do not have the current document to add to your application, please draft a letter (on letter head) stating why and when you are expected to receive it. You could still be awarded a grant if the document is not received when recommendations are made in May. However, you will not receive the funds until those documents are received).

2. Upload your most recent IRS 990 or Extension Request and confirmation letter.
3. If needed, you can provide an explanation regarding financial documents. For example – attached is our 2022 990. The 2023 version will be completed in July.

Part XII – ANTI TERRORISM COMPLIANCE PATRIOT ACT FORM

1. In compliance with the spirit and intent of the USA PATRIOT Act and other counter terrorism laws, UWNSV requests that each funded agency certify that it follows the guidelines. Please complete the required questions.

Part XIII – AUTHORIZATION SIGNATURE

1. The authorized person signs and dates the application.

WHEN YOU ARE FINISHED: Make sure that each section is at 100% (which means all answers have been completed). You can preview your answers by clicking the “Choose Action” button at the top and clicking on “preview application”. You can also print your application or save it by choosing the Print to PDF option. When all sections are complete and you are ready to submit, click “FINAL REVIEW AND SUBMIT”, the red button at the top of the page. Congratulations, you’re done!

Grant Process - Grant Review

Upon receipt of the completed applications, the requests will go through a competitive grant review process facilitated by United Way NSV. The Fund Distribution Committee is

comprised of United Way Board Members, donors, subject matter experts, and community leaders who volunteer their time to review grant applications and make recommendations to the UWNSV board of directors. As a steward of community dollars, United Way requires thorough evaluations of all requests received. The evaluation process may include requests for additional information. Final decisions on all grant requests rest with the United Way NSV.

The grant review process consists of 3 parts:

1. The completed application
2. An Agency Visit
3. A Panel Presentation

The **completed application** is reviewed by all Fund Distribution panel member volunteers assigned to your agency. Panel members will also receive copies of your accountability documents and copies of prior years' grant reports that have been submitted.

After the application has been reviewed, the panel chair will reach out to schedule an **agency visit**. This is arguably the most important part of the Fund Distribution process. This gives panel members the opportunity to FEEL the impact of your agency. Be intentional in how you plan to execute your panel visit. They typically last approximately one hour. If you have questions or challenges executing an agency visit please let a UW representative know and they can help you brainstorm ideas.

After the agency visit you will be assigned a time for a 30-minute final panel presentation. It's possible that it doesn't last 30 minutes, but it can be NO LONGER than 30 minutes. This is your last opportunity to make the case for your grant request. Below is a suggested presentation format.

Suggested Presentation Format:

The following presentation format will be shared with volunteer panel members and agency representative to insure consistency of presentations.

1. Agencies will be asked to organize a 2-3 person presentation team. Presentations will be 30 minutes. (Suggestion: Executive Director, board member and a client)
2. **Overview** – provide a brief overview of the organization's Mission and Purpose. Explain the agency's proposal for funds. (5 min.)
3. **Focus on Outcomes** – Describe the agency's services, the number and population served and the agency's outcome objectives. Explain how the agency is impacting high need issues and how they are working with others to meet needs. (20 min.)

4. **Wrap up** – Summarize how the agency works in partnership with United Way and other groups to impact needs. Q&A. (5 min.)

Key Questions: “So What?” (What difference have you made in the lives of the people you serve?) “How do you know?” (What indicators do you use to measure results?) “If you received a grant in 2023 what are your outcomes, how was money used?”

After the panel presentation, panel members will determine an agency score (based on the rubric) and a recommended to fund or not fund. **There will be no partially funded grants.**

Final grant recommendations are then sent to the United Way NSV board for approval.

Confidentiality

Although the deliberations and discussions of the committee are strictly confidential, United Way staff will share information with other individuals and agencies as needed. To assist the grant seeker, United Way staff may discuss general concerns and questions with the grant seeker.

Conflict of Interest Policy

United Way NSV maintains a strict conflict of interest policy for its Board, staff and volunteers to ensure independence and integrity in its recommendations. Staff and volunteers may not accept any form of compensation, gifts or favors from any organization or representative that anticipates submitting a grant proposal to United Way or that has already submitted a proposal or received a Community Impact Grant in the past.

Diversity, Equity and Inclusion

United Way NSV strives to be a model of diversity, equity and inclusion. Our Board of Directors, staff, volunteers and programs proudly reflect the Shenandoah Valley community, its many faces, cultures and walks of life without regard to social or economic status, gender, ethnicity, religion, age, sexual orientation, and physical or mental disabilities.

“Equity is the intentional inclusion of everyone in society. Equity is achieved when systemic, institutional, and historical barriers based on race, gender, sexual orientation, and other identities are dismantled and no longer predict socioeconomic, education, and health outcomes.” - United Way Worldwide Equity Framework

United Way has a longstanding commitment to diversity, equity, and inclusion work. The persistent disparities that exist in our community in health, income and achievement have deep roots in structural racism and forms of oppression. With United Way's grant funding comes a commitment to work with local organizations to build capacity specifically around racial equity, but also broadly around various elements of diversity, equity and inclusion for multiple and intersecting identities. This may include lifting up good work that is already being done, facilitating opportunities to share information and resources across organizations, and provide chances to flex and strengthen our equity muscle.

UWNSV uses the United Way Worldwide Equity Framework to guide our work:

<https://equity.unitedway.org/equity-framework/overview>

In December 2022, United Way NSV's Board of Directors approved the following anti-racism statement:

At United Way of Northern Shenandoah Valley, we advocate for the health, education, and financial stability of every person in our community – and that means advocating for equity for all.

We recognize structural racism, ethnic discrimination and other forms of oppression have contributed to racial disparities that have existed in the past and continue today.

We acknowledge those inequities are the result of policies and practices that work to marginalize entire populations of people.

We believe in intentionally making decisions that provide fair treatment, access and opportunity for all.

We commit to equity as a core value and strive to include diversity, equity, and inclusion practices at the center of our daily work.

United Way NSV will leverage our role as a leader, an advocate, and a convener in the following ways:

1. To promote a safe space for complex, and sometimes difficult conversations about diversity and inclusion.
2. To purposefully discuss and deepen our understanding of race and trauma.
3. To educate the board, staff and community about unconscious and unintentional bias.
4. To prioritize equity in our decision-making process.
5. To engage and uplift community members, especially those whose voices have traditionally been marginalized.
6. To work with partners to co-create solutions that ensure everyone in our community has the resources, support, and opportunities they need to thrive.

We ask our partners and all those who receive this message to join us in this work and help us hold our society, our institutions, and ourselves accountable.