

**United Way of Northern Shenandoah Valley
2021 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 2020 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.

Race, Equity & Inclusion:

Acknowledging that racial and ethnic disparities persist, that result with 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 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, unless we address them.

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 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
<p>Basic Needs: Children have access to basic needs</p>	<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)
<p>Early Learning: Preschool aged children have access to affordable, high quality, early learning programs that prepare them for kindergarten.</p>	<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)
<p>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.</p>	<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 be 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 and Page 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-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. Quarterly grant reports *post grant award* detailing grant inputs, activities, outputs, outcomes, and spending. Subsequent quarterly payments will be contingent on receipt of the quarterly report from the prior quarter.

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 not what you have requested. 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 2021. 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 2021. 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 2021. 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

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
Basic Needs: Support our most vulnerable neighbors by providing them access to basic needs supports.	<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 and a reduction in substance abuse, and reduced stigma that is a barrier to care.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure a continuum of services exists to meet behavioral health needs. <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.

Please see our most recent Community Needs Assessment 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. Program Impact
7. Program Outcomes - Review the Program Outcome Logic Model [here](#).
8. 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	15
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.	15
Agency Presentation	Clear understanding of program and measurable outcomes.	10

Timeline

2021 Dates:

- Application available for review December 1, 2020
- Letters of Intent Due January 15, 2021 by 5:00 PM
- Online portal opens January 4, 2021
- Grant Application Training (VIRTUAL) January 27, 2021 9:30-11:00 AM
- Applications Due February 19, 2021 by 5:00 PM
- Panel Volunteer Trainings (VIRTUAL) March 4, 2021 9:30-11:00 am
- Panel Visits (in person if possible) March 8 – April 9, 2021
- Panel Presentations (VIRTUAL) April 12-23, 2021 (30-minutes via zoom)
- Final Panel Chair Meeting May 6, 2021 3PM-5PM
- United Way NSV Board Vote May 18, 2021
- Grant Notifications May 18-21, 2021
- First Grant Check Issued July 1, 2021

Grant Process – Before the Application

Letter of Intent

Interested applicants must submit a Letter of Intent by 5PM on January 15, 2021. A letter of intent can be a formal letter, or could be an email stating that you intend to apply. The letter of intent does not need to specify what your application will be for or for how much, it simply notifies United Way that you would like to continue the process to the next stage. Letters can be mailed to the United Way office or emailed to jhall@unitedwaynsv.org.

Mandatory Grant Application Training

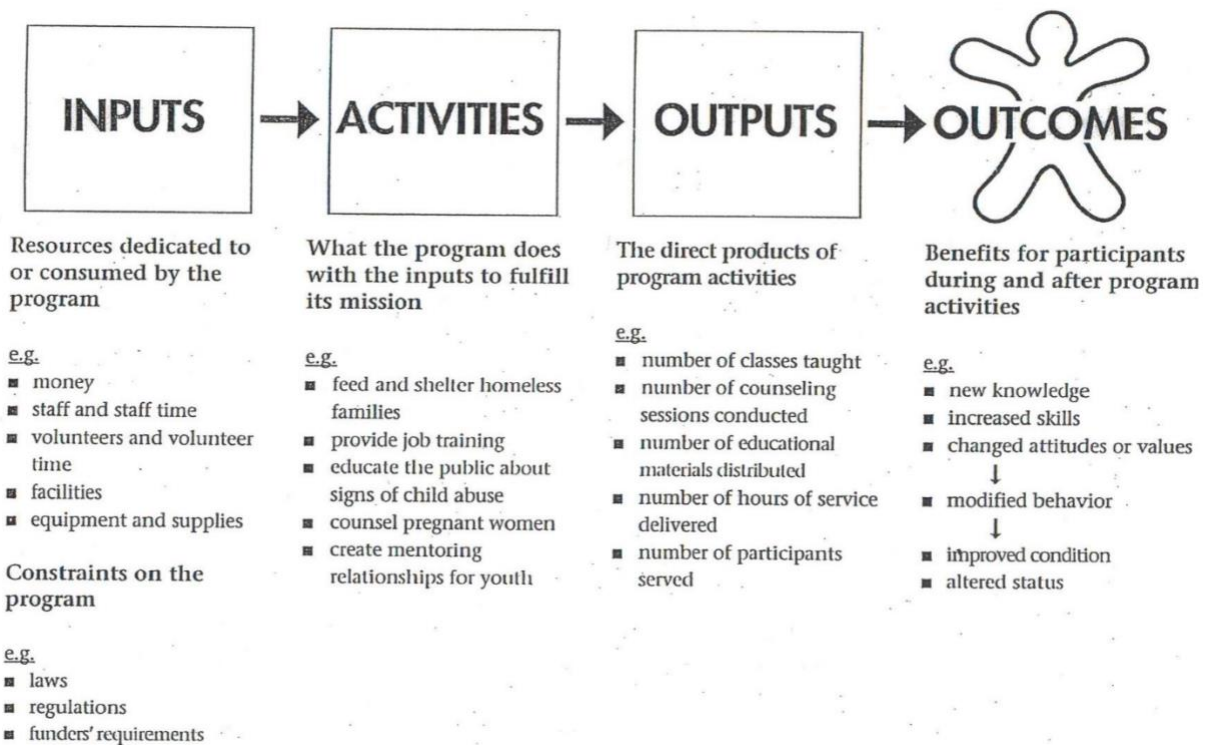
After receiving the Letters of Intent, United Way staff will contact eligible applicants to invite them to attend a mandatory grant training session. This session will allow applicants the opportunity to ask questions, learn more about the new Community Impact Strategy Map and walk through the grant application process. United Way staff and the Fund Distribution Chair will lead the mandatory information session for **all eligible applicants** on January 27, 2021 9:30AM-11AM via ZOOM.

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

Applicants must submit their final grant application by 5PM February 19, 2021. A hard copy of the application will be made available to agencies in December 2020. The paper application is for you to begin to plan your responses. PAPER APPLICATIONS will not be accepted. Grant requests MUST be submitted via the online portal. Agencies are encouraged to draft and save their responses within the hard copy to avoid loss of work due to technical issues with the online portal. The online portal will open January 4th, 2021, however, agencies must attend the mandatory training before submitting their applications online.

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- AGENCY/PROGRAM OVERVIEW

1. What is your agencies' mission?
 - a. Please give a brief overview of your agencies mission as a whole. Briefly describe how the program you will propose in the next question fits into your overall mission.
2. What is your program proposal (Grant Request)?
 - a. Please summarize your grant request in 150 words or less.
3. Please provide a Statement of Need.
 - a. Clearly articulate the need your grant proposal addresses and why securing funding now is critical.
 - b. Explain why the issue is important to the community and provide quantitative data and evidence.

- c. Include any background research as well as individual stories that illustrate the need.
4. Please explain how you will execute your program.
 - a. Using the logic model, state the resources you have or will need going into the proposed program. These can include staff, volunteers, money, in-kind donations, facilities, community support, community partnerships, equipment, etc. Include what strategies you will use to recruit and mobilize additional volunteers to provide services associated with this proposal.
 - b. Using the logic model, explain the activities needed to implement your program and achieve outcomes. For example: developing products, providing services such as training or classes, offering counseling or mentoring, increasing the use of technology, etc.
5. Explain how your organization proposes to meet local priority needs (please refer to our 2020-2023 Needs Assessment and 2020 ALICE Report)?
 - a. Provide information on the target population this grant will impact, making sure that at least 75% of those served are from the Demographic Priorities list identified in the Community Impact Strategy Map. Please be specific on how you will address the needs of the ALICE Population.
 - b. Tell why you, or you and your partners, are best able to provide a solution to address these needs.
6. How will your organization make a difference in the lives of the people you serve?
 - a. Using the outcome logic model, state what lasting, permanent change your agency hopes to achieve. Your goal should be a broad statement of achievement.
 - b. Using the outcome logic model, state the short-term (1-2 years) and long-term (3+ years) outcomes the program will achieve.
 - c. Make short-term outcomes client-focused, measurable and specific. They should relate to awareness, knowledge, attitudes, motivations, etc. Short-term outcomes build to the long-term outcomes.
 - d. Create long-term outcomes that relate to community changes. These can include changes in behavior, decision-making, practice, policies and social action.
 - e. Make outcomes consistent with your program proposal.
7. What other groups or organizations will you partner with to meet your objectives?
 - a. Provide a list of other groups and organizations that you will work with in order to accomplish the goals of your program.
 - b. Provide a summary of how other groups or organizations will contribute to the success of the program, especially where there are cost savings for your organization.

8. If we are unable to grant your full grant request, please prioritize your program efforts.
 - a. Funding is limited and it's possible we may not be able to fund your full request. If full funding is not available, please indicate which parts of your program are most important to fund and why.

Part II – OUTCOME MEASUREMENT

1. How will your organization measure the results and benefits of your effort?
 - a. Describe how you will gather data.
 - b. Explain how you will analyze, interpret and report the outcomes of this program.
 - c. State what survey instruments you currently use or plan to use for this program.
 - d. Include a summary of how you plan to use program evaluation to make any improvements or changes to the methodology.

2. Outcome Objectives:

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 and efficacy of your program. You will be asked to report on progress towards your outcomes when reporting.

Example:

- **Outcome:** During the 2013-14 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 III – FUND REQUEST SUMMARY- PROGRAM BUDGET

1. Provide a **Program Budget** for funding to those program areas for which you are requesting funds.
 - a. Provide an attached PROGRAM SPECIFIC budget (should add up to your grant proposal).
 - b. Be as specific as reasonably possible. If you would like to provide a budget for the entire program, please outline which part of the budget your request will cover.
2. Project sustainability – state your future plans for the project after this grant program ends.
 - a. Explain a strategy for seeking other partners or sources of funding to supplement your program if needed, or if you should not get the full amount requested.
3. Estimated number to be served
 - a. Indicate how many people will be served by your PROGRAM.

PART IV- CLIENT SERVICE

1. **ALL Clients and ALL Programs of Agency** - Geographical distribution (Number served/percent of total)
 - i. Please break down the clients you serve with your agency AS A WHOLE.
 - ii. Please make sure that the math (percentages) is accurate and add up to 100%
2. **INCOME REQUIREMENTS** (Number served/percent of total):
 - i. With as much certainty is possible, please estimate the clients you serve in each of the income classifications.
 - ii. Please make sure that the math (percentages) is accurate and add up to 100%
3. **GRANT APPLICATION PROGRAM – Anticipated geographical distribution** (Number served/percent of total)
 - i. Please break down the clients that will be served by the PROGRAM you are applying for with this grant.
 - ii. Please make sure that the math (percentages) is accurate and add up to 100%

PART V- RESOURCES

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 by dollar and percent of total):
 - a. List how much funding you receive from the following sources:
 - i. Government (Including PPP and CARES)
 - ii. Fund Raising
 - iii. Fees/Dues/Sales
 - iv. United Way NSV (including COVID-19) Relief Fund
 - v. Other United Ways
 - vi. Other (Explain):

Note: These numbers may not add up to Total Current Resources above.

4. What is your organization's overhead?
 - a. Use these suggested calculations:
 - i. **Form 990 overhead ratio calculation formula:**

Part IX, Line 25, Column C (M&G Expense) + Column D (Fundraising Expense)
Part VIII, Line 12, Column A (Total Revenue)

ii. Form 990 EZ ratio calculation Formula:

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)

Part 1, Line 9 (Total Revenue)

5. Are you requesting more than 10% of your Total Current Resources (above)?
 - a. Please indicate if you are requesting more than 10% of your current resources from the answer in question #1
 - b. The answer should be no.
6. Are you requesting more than \$50,000?
 - a. The answer should be no.
7. If you answered "Yes" to #5 or #6, please provide an explanation:
 - a. Very few exceptions are allowed.

- b. Please contact a UW representative to discuss.

PART VI - ACCOUNTABILITY

Please complete the following checklist. Submit copies of all required documentation.

- IRS 501(c) 3 letter.
- Current IRS Form 990.
- Current Annual Report (including list of Board Members)
- Verification-legally incorporated and registered in Virginia.
- Copy of most current Certified Audit, Financial Review, or Compilation (use chart) to determine what is needed based on organization size and award size requested.
- Copy of most current financial report (statement of activities/operating budget)
- Verification-agency has local presence in the UW catchment area.
- 25 word description of the organization and the health and human care services offered.
- Completed Patriot Act Memo.

PART VII – SUCCESS STORIES

- Please share some brief success stories, of how your agencies program is making a difference in the Northern Shenandoah Valley. (Please be aware these stories may be shared in United Way marketing materials.)
- Please share examples of what will be provided with a donation of the following amounts:
 - \$1 per week (\$52)
 - \$5 per week (\$260)
 - \$10 per week (\$520)

PART VIII- CERTIFICATION

- Sign the certification
- Indicate which ways you partner with United Way

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, 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 (if requested) 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 in 2021. (5 min.)
3. Focus on Outcomes – Describe the agency's services, the number and population served and the agency's outcome objectives for 2021. 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 2020 what are your outcomes, how was money used?” and “If you are not awarded the full amount of your grant request what is your first priority for funding?”

After the panel presentation, panel members will come up with an agency score (based on the rubric) and a recommended funding amount. After all recommendations have been made, panel leaders may have to adjust recommendations with other panel leaders in order to make sure that the dollar amounts awarded add up to the amount allocated for 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.