



# STRATEGIC INVESTMENT GRANTS

## REQUEST FOR PROPOSAL

### Information Packet

**All applications must be submitted online to Mile High United Way by  
November 21.**

**A link to the online application will be distributed by email on  
October 9, 2017 to Information Session attendees**

Online proposals are due no later than 3 p.m. MST  
November 21, 2017

## OUR MISSION

Uniting people, ideas, and resources to advance the common good.

**United we fight. United we win.**

Mile High United Way fights for the education, health, and economic success of every person in Metro Denver. We unite around our community's biggest, most complex problems. And we fight.

Our fight to change the odds to move people out of poverty is focused on four **Community Impact Goals**:



### Giving All Children a Strong Start

Ensuring all children enter school ready to succeed.



### Reading Matters

Ensuring all children are reading at or above grade level by the end of third grade.



### Developing Tomorrow's Talent

Ensuring all youth graduate from high school ready for post-secondary education or the workforce.



### Creating Economic Opportunity for All

Ensuring people can meet their basic needs and have opportunities to move toward economic success.

Mile High United Way is changing the odds for children, families, and individuals. We understand that it takes multiple organizations working together to achieve these outcomes and solve the complex issues facing Metro Denver. That is why we invest our time, talent, and resources in the people and programs that truly make a difference in our community.



Together with our partners, we transform our community and provide opportunities for all, because great things happen when we **LIVE UNITED**.

## **Strategic Investment Grants Overview and Purpose**

Mile High United Way envisions a vibrant community that offers opportunity for everyone to succeed. We are committed to sparking collaborative action that elevates all children, youth, families, and individuals a brighter future.

We know that our community's challenges are bigger than any one organization can solve. By focusing on the highest-need communities, and building partnerships with nonprofits, businesses, government agencies, policymakers, and individuals, we can work faster and better to find solutions that contribute to a community of healthy, well-educated, and financially stable individuals and families.

The goal of this Strategic Investment Grant opportunity is to focus investments on outstanding organizations implementing strategies that address our four interconnected, multigenerational Community Impact Goals.

We welcome any eligible organization serving the five-county Metro Denver community (Adams, Arapahoe, Denver, Douglas, and Jefferson Counties) to submit a proposal to any one of our grant categories detailing the organization's ability to demonstrate positive impact within our Community Impact Goals.

The Strategic Investment Grants are awarded through a competitive and community driven process.

## **Strategic Investment Grant Categories**

Mile High United Way invests in organizations poised to deliver measurable progress toward the four Community Impact Goals outlined above. As a result of our experience in community grantmaking and in an effort to better focus our resources, we will consider applications in the following distinct grant categories. Each applicant may apply in **only one** of these categories:

- **Emergency and Basic Needs**
- **Collaborating for Impact**
- **Strategic Priorities**

## **Emergency and Basic Needs**

Basic needs services are vital to individuals experiencing chronic conditions, and for individuals and families who have experienced a temporary setback or who face emergency situations. When individuals are unable to meet their immediate needs, it becomes more difficult to focus on long-term goals such as employment, housing, or education. To be considered for funding in our ***Emergency and Basic Needs*** grant category, organizations must provide those facing economic hardship with services and assistance to get back on track and, on the road to economic success.

Using Mile High United Way's 2-1-1 Help Center data and reporting from community partners, we identified the most pressing needs of Metro Denver residents. To be considered for funding in our ***Emergency and Basic Needs*** grant category, organizations must provide one or more of the following emergency and safety net services:

- **Food Assistance:** Providing access to nutritious food for people experiencing economic hardship, homelessness or isolation (homebound). This includes food pantries, meal services, and school backpack programs, or removing barriers to enrollment in government assistance programs such as SNAP and WIC.
- **Shelter:** Providing safe shelter/temporary housing, or supportive housing for people who are experiencing homelessness or for survivors of domestic violence.
- **Rental Assistance:** Providing emergency assistance to help people manage a crisis situation and pay their rent.
- **Utility Assistance:** Providing emergency assistance to help people pay for essential utilities.
- **Transportation Assistance:** Providing transportation for people experiencing economic hardship or homelessness. This includes bus passes, shuttle services (for the elderly and disabled), and automotive services provided for free, or on a sliding scale.
- **State Identification Assistance:** Providing services and assistance to help people experiencing economic hardship or homelessness obtain updated state identification documents. This includes birth certificates and driver's licenses/state ID cards.
- **Legal Services:** Providing access to civil legal services for low-income individuals and families.
- **Access to Health Care:** Connecting people to health care services, or removing barriers to healthcare enrollment and coverage.

### **Priority Populations Served**

Mile High United Way will fund organizations that serve clients facing economic hardship and living below 300 percent of the most recent federal poverty guidelines (See page 11 for more information).

### **Grants**

***Emergency and Basic Needs*** proposals will be considered for funding between **\$25,000** and **\$75,000** annually.

Funded organizations must track and measure progress, as well as the quality and effectiveness of programs.

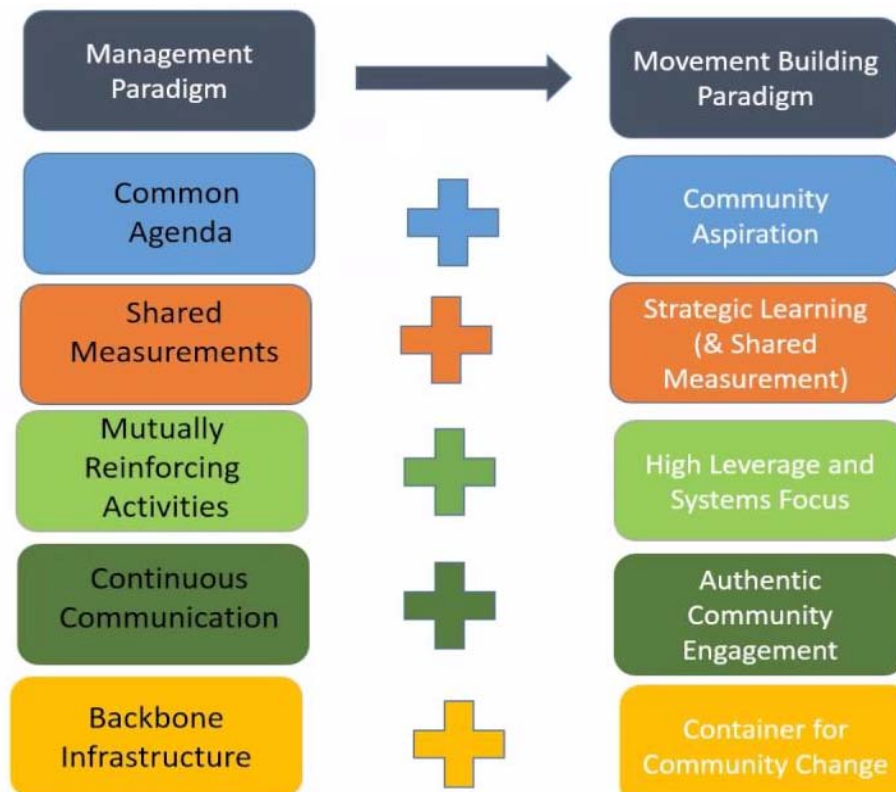
## Collaborating for Impact

Mile High United Way believes that by working collaboratively with partners using the foundational principles of collective impact and collaboration, we can bring about a community of healthy, well educated, and economically successful individuals and families.

This grant category supports organizations coordinating strategies with a diverse group of stakeholders, including those not in traditional institutions or seats of power. Important stakeholders come from all segments of the community, including residents, teachers, students, businesses, community-based organizations, and others.

We will consider applications from collective impact networks and formal collaboratives working toward a common goal and sharing resources, responsibility, authority, and accountability for achieving results. This is more than agencies cooperating, responding to requests from one another, sharing space or referring clients between agencies. Collective impact networks and formal collaboratives demonstrate a jointly developed structure and process for shared decision-making, problem solving, communication, planning, allocation of resources, monitoring, and evaluating outcomes and deliverables of the project.

Mile High United Way embraces the Tamarack Institute's Collective Impact 3.0. With their publication *Collective Impact 3.0 - An Evolving Framework for Community Change*, Mark Cabaj and Liz Weaver of the Tamarack Institute offered new thinking regarding the next iteration of the collective impact framework. The authors revisit the foundational elements of the Collective Impact framework, including a new look at the Leadership Paradigm that underlies it, as well as Collective Impact's five conditions.



Visit <http://www.tamarackcommunity.ca/library/collective-impact-3.0-an-evolving-framework-for-community-change> or <https://www.youtube.com/watch?v=sZcUrPbzRE0> for more information.

## Grants

The funding in this ***Collaborating for Impact*** grants category will support collective impact networks or formal collaboratives achieving significant progress toward one or more of Mile High United Way's four Community Impact Goals. Applicants may include the following:

- Early Childhood Councils
- Collective Impact backbone organizations
- Formal collaboratives that
  - may be population- or geography-based.
  - may focus on programmatic and/or systems-level alignment and/or improvements.
  - must track, measure, and evaluate progress, as well as the quality and effectiveness of the collective effort(s).
  - can demonstrate at least one year of serving as the collective impact backbone/container for change or as the coordinating entity of a formal collaborative.

***Collaborating for Impact*** proposals will be considered for funding between **\$25,000** and **\$75,000** annually.

## **Strategic Priorities**

To be considered for funding in our **Strategic Priorities** grant category, organizations must employ one or more of the following key strategies through the provision of direct client services:

- **High-quality Early Care and Education:** Providing high-quality early care and education programs, while prioritizing improved access to high-quality programs for all children.
- **Early Learning and Literacy:** Providing services to improve early learning results—particularly with regard to literacy—for children from birth through third grade.
- **Caregiver Training and Engagement:** Providing services (including home visitation) to ensure that all caregivers have the knowledge and skills to support children's early education and social-emotional development. We are also interested in supporting Family, Friend, and Neighbor (FFN) providers who care for children in informal settings, including developing and strengthening the network of services and supports for immigrant children.
- **Social-Emotional Learning:** Providing a strategic, systemic approach that involves everyone, from district and school leaders to community partners and family members, working together to ensure students receive social and emotional support to improve academic performance, decrease problem behavior, and increase college and career success.
- **Out-of-School Time:** Providing high-quality programs that engage youth in activities that take place outside of the traditional school day.
- **Youth–Adult Partnership:** Providing services that promote and cultivate connections with positive adult role models/mentors. This includes organizations that help youth feel connected, valued, guided, and engaged in the community through opportunities to work in partnership with adults to identify solutions to the issues that young people face.
- **Informal Learning:** Providing programs that support academic achievement and healthy development by cultivating young peoples' creativity, talents, initiative, and social responsibility through the acquisition of knowledge, skills, and attitudes.
- **Educational Support:** Providing multiple pathways to academic achievement to ensure that all youth are afforded high-quality, rigorous, and relevant educational opportunities delivered in supportive and engaging learning environments. This may include educational support services, dropout prevention, dropout re-engagement, and post-secondary readiness services.
- **Post-secondary Learning Opportunities:** Providing services and supports that help youth and adults identify, qualify for, access, persist, and complete a wide variety of post-secondary options, including career and technical education and certification programs, in addition to two- and four-year degree programs.
- **Workforce Development:** Providing services and supports to build a network of appropriately trained and educated workers who are able to meet the needs of the employment market and increase their earnings in order to reach economic success. This includes on-the-job training, internships, apprenticeships, and social entrepreneurship.
- **Financial Empowerment:** Providing services and supports—such as financial coaching and counseling, financial education, home ownership counseling, and small business development—to connect people to banking and related financial services and to encourage savings and asset-building.

Mile High United Way believes in Two-Generation approaches to family stability. This approach is rooted in the belief that the most effective way to help individual family members thrive is to strengthen the entire family. Effective Two-Generation programming builds family resilience by increasing the family's economic self-sufficiency, addressing physical and mental health issues, and strengthening relationships among family members. Organizations using a Two-Generation approach should highlight this in their proposal.

### **Priority Populations Served**

Mile High United Way will fund organizations that serve clients facing economic hardship and living below 300 percent of the most recent federal poverty guidelines (see page 11 for more information).

### **Grants**

The funding in this grants category will support work to achieve significant progress toward one or more of Mile High United Way's four Community Impact Goals

***Strategic Priorities*** applications will be considered for funding at a minimum of **\$25,000** annually.

If your organization is eligible to receive Child Care Contribution Credit (CCCC) funds and is applying for CCCC-eligible activities or programs, your application may be eligible for a higher level of funding (pending funds availability).

Organizations must track, measure, and evaluate progress, as well as the quality and effectiveness of programs.



## **Strategic Investment Grants Applicant Eligibility**

### **To be eligible for funding, organizations must meet the following criteria:**

- Qualify under the IRS Code as a tax-exempt, non-profit 501(c)(3) organization and be a legally established public entity in good standing with the Colorado Secretary of State. This includes organizations with fiscal sponsors that meet the 501(c)(3) or public entity eligibility guidelines as outlined.
- Collect basic demographic information on the clients they serve, the services they are providing, and the outcomes they are achieving.
- Be able to aggregate and analyze data to determine program quality and effectiveness, and to inform program improvement.
- Certify that organization complies with the USA Patriot Act <https://www.fincen.gov/resources/statutes-regulations/usa-patriot-act>
- Be governed or advised by a volunteer Board and operate in accordance with bylaws.
- Have an annual independent audit for the most recent fiscal year completed by an independent Certified Public Accountant. If the organization's operating budget is under \$300,000, a completed annual independent review and certified year-end financials approved by Board Chair and Executive Director may be substituted.
- Have accounting and financial reporting standards that are in accordance with Generally Accepted Accounting Principles (GAAP).
- Provide services in the five-county Metro Denver area of Adams, Arapahoe, Denver, Douglas, and Jefferson Counties.

## **Strategic Investment Grants Applicant Ineligibility**

### **Organizations demonstrating any of the following characteristics are ineligible to apply for funding:**

- Organizations that are not tax-exempt under IRS Code section 501(c)(3), or that are not recognized as a legally established public entity. This includes organizations that do not have a fiscal sponsor that meets the 501(c)(3) and public entity eligibility guidelines as outlined.
- Organizations that have the IRS Private Foundation designation.
- Organizations/programs that cannot collect basic demographic information on the clients they serve, the services they provide, and the outcomes they achieve.
- Organizations/programs requesting funds to provide direct medical care and/or treatment.
- Applications to support direct donations, scholarships or grants to individuals.
- Applications to support direct cash assistance to individuals beyond those allowable under the Emergency and Basic Needs grant category.
- Applications to support endowment funds.
- Applications to support political campaigns.

- Applications for general operating support for K-12 schools. This includes charter and facility schools.
- Applications for general operating support for school districts, and/or school foundations.
- Applications for general operating support for Residential Treatment Centers (RTCs) or Residential Child Care Facilities (RCCFs).
- Applications to support one-time performances, field trips, summer camps, summer enrichment programs, or one-time projects/events.

### **Strategic Investment Grants Proposal Submission**

Strategic Investment Grant proposals must be received by Mile High United Way on or before **November 21, 2017, at 3 p.m. MST**. Complete applications, including all required attachments, must be submitted electronically. Incomplete, emailed, or hard copy applications will not be accepted. A link to the online application will be distributed by email on October 9, 2017 to Information Session attendees.

### **Strategic Investment Grants Proposal Selection**

Mile High United Way is accountable to donors, volunteers, nonprofits, and our Board of Trustees to ensure funds are used wisely, deliver results, and produce maximum impact. As a learning organization, we are investing in work that will be informed by research, driven by data, and informed by the community. We are committed to supporting and building a culture of continuous learning.

To ensure accountability and due diligence in the application review process, Mile High United Way will assemble Strategic Investment review panels composed of subject matter experts, community volunteers, business associates, and Mile High United Way staff to review and assess proposals and develop recommendations for funding, which will be provided to the Strategic Investment Review Committee and the Board of Trustees.

#### **Proposal selection is a four-step process:**

**Step One:** All proposals undergo an initial screening by Mile High United Way staff. This screening is based on completeness, and verification that proposals meet Mile High United Way's minimum eligibility standards regarding organizational capacity and alignment with our investment strategies and Community Impact Goals.

**Step Two:** Proposals that pass the initial staff screening and review are then reviewed and scored by Strategic Investment review panels, composed of a diverse group of people including Mile High United Way board members, community volunteers, subject matter experts, and Mile High United Way staff. Each panel receives a selection of grant proposals to review and score. Panel members then comparatively rank the proposals and present recommendations to the Mile High United Way Strategic Investment Review Committee.

**Step Three:** The Strategic Investment Review Committee, comprising members of the Mile High United Way Board of Trustees, will make funding recommendations to the full board, based on ranking of the proposal scores, review panel recommendations, geographic representation, populations served, and/or other criteria deemed important to the Committee in order to invest in a portfolio of programs and organizations demonstrating the greatest impact.

**Step Four:** Decisions to award funding will be made by the Mile High United Way Board of Trustees at its sole discretion. All decisions are final.

*Mile High United Way reserves the right to award funds based on funding availability and other variables at its discretion.*

## **Strategic Investment Grants Key Dates:**

September 27, 2017	Strategic Investment Grants opportunity announcement to the community
October 3,4,5, 2017	Required Information Sessions
October 9, 2017	Link to application sent to Info Session attendees
November 21, 2017	Proposals due by 3pm MST
November 2017 – April 2018	Proposal review process
November – December 2017	Initial staff screening
January 2018 – April 2018	Strategic Investment Grants Proposal Review Committees meet and make recommendations to the Strategic Investment Grants Advisory Committee
March 2018	Strategic Investment Grants Advisory Committee meets and makes recommendations to the Mile High United Way Board of Trustees
April 2018	Final decisions by Mile High United Way Board of Trustees
May 2018	Announcement of Strategic Investment Partners (once all contracts are signed)
July 1, 2018	Annual funding begins

## **Strategic Investment Grants Information Sessions**

Mile High United Way will hold Strategic Investment Grant Information Sessions on the dates and times listed below. **Attendance at one session is required** for each organization that intends to submit a proposal. If your organization has a fiscal sponsor, a representative from your organization and a representative from your fiscal sponsor agency must attend a session. The purpose of the session is to review proposal criteria, answer questions, and encourage collaboration. We will also provide an overview of our online application tool, CommunityForce. All information sessions will be held at Mile High United Way Morgridge Center for Community Change: 711 Park Ave West, Denver, CO 80205.

Tuesday, October 3, 2017	10:00 a.m. – noon 2:00 p.m. – 4:00 pm
Wednesday, October 4, 2017	10:00 a.m. – noon 2:00 p.m. – 4:00 pm
Thursday, October 5, 2017	10:00 a.m. – noon 2:00 p.m. – 4:00 pm

\*Space is limited for each session. Please visit our website at [www.unitedwaydenver.org/grants](http://www.unitedwaydenver.org/grants) to register and secure your place. Additional information sessions may be added, if necessary.

**Contact Information** We welcome the opportunity to speak with you to provide clarification and guidance during this process. To contact Mile High United Way about this Strategic Investment Grant opportunity, please call our dedicated information line, 303.561.2338, or email [mhuwgrants@unitedwaydenver.org](mailto:mhuwgrants@unitedwaydenver.org)

## Strategic Investment Grants Glossary of Terms

**Chronic Conditions** - For the purpose of this grant opportunity, this refers to a phenomenon where an individual or family is in a situation (e.g. experiencing homelessness or food insecurity) for an extended period of time, usually more than three months.

**Economic Self-Sufficiency** - Mile High United Way defines economic self-sufficiency as the ability to meet needs without public or private assistance. Please refer to Mile High United Way's Economic Success Continuum (on page 13) for more information.

**Economic Success** - Mile High United Way defines Economic Success as the ability to have sufficient income to maintain a standard of living now, and in the future (e.g. into retirement). Please see Mile High United Way's Economic Success Continuum (on page 13) for more information.

**Educational Support Services** - Rigorous and engaging support and instruction designed to help students achieve their academic goals. Programs providing these services must be able to demonstrate measurable success in improving student academic outcomes.

**Essential Utilities** - House and apartment utilities such as electricity, heat, and water.

**Family, Friend, & Neighbor Care (FFN)** - Family members, friends, and neighbors who care for children from birth to 8 years old on a regular basis in an informal or unlicensed setting.

**Federal Poverty Guidelines** - Federal poverty guidelines, sometimes called federal poverty levels, or simply FPL, are income thresholds for households of a given size that are often used to determine eligibility for certain programs and benefits. Federal poverty guidelines are issued annually by the U.S. Department of Health and Human Services.

### **Federal Poverty Guidelines for 300 Percent of FPL**

300 percent of the federal poverty guidelines means that an individual or family has income equating to 300 percent of the current poverty guideline for their household size. This is found by simply multiplying the current federal poverty guideline by three.

- Organizations eligible for this grant opportunity are those serving clients at or below 300 percent of the 2017 federal poverty guidelines. For more information please see the table below (2017 guidelines) or visit: <https://aspe.hhs.gov/poverty-guidelines>

Household Size	100%	133%	150%	200%	250%	300%
1	\$12,060	\$16,040	\$18,090	\$24,120	\$30,150	<b>\$36,180</b>
2	16,240	21,599	24,360	32,480	40,600	<b>48,720</b>
3	20,420	27,159	30,630	40,840	51,050	<b>61,260</b>
4	24,600	32,718	36,900	49,200	61,500	<b>73,800</b>
5	28,780	38,277	43,170	57,560	71,950	<b>86,340</b>

6	32,960	43,837	49,440	65,920	82,400	<b>98,880</b>
7	37,140	49,396	55,710	74,280	92,850	<b>111,420</b>
8	41,320	54,956	61,980	82,640	103,300	<b>123,960</b>

- Your organization may use other measures to determine eligibility. Please note that all of the measures below fall within our criteria of serving clients at or below 300 percent of federal poverty guidelines.

Measure	Percent of Federal Poverty Level (FPL)
Area Median Income	Please see table below
CHIP (separate CHIP for uninsured children)	Up to 265% of FPL
School Lunch Program – Free Lunch	Below 130% of FPL
School Lunch Program – Reduced Price Lunch	Between 130% and 185% of FPL
Medicaid (Adults)	Up to 138% of FPL
Medicaid (Children 0-18)	Up to 147% of FPL
SNAP	Up to 130% of FPL

- If your organization uses Area Median Income, please use the table below in comparison with the FPL table to determine whether your clients are at or below 300% of FPL



## 2017 Income Limits

% AMI	HOUSEHOLD SIZE					
	1 Person	2 Persons	3 Persons	4 Persons	5 Persons	6 Persons
30%	\$17,650	\$20,150	\$22,650	\$25,150	\$28,780	\$32,960
50%	\$29,400	\$33,600	\$37,800	\$41,950	\$45,350	\$48,700
60%	\$35,280	\$40,320	\$45,360	\$50,340	\$54,420	\$58,440
65%	\$36,465	\$41,665	\$46,865	\$52,065	\$56,290	\$60,450
80%	\$47,000	\$53,700	\$60,400	\$67,100	\$72,500	\$77,850
95%	\$55,860	\$63,840	\$71,820	\$79,705	\$86,165	\$92,530
100%	\$58,800	\$67,200	\$75,600	\$83,900	\$90,700	\$97,400

**GAAP** – Generally Accepted Accounting Principles is a collection of commonly-followed accounting rules and standards for financial reporting. GAAP specifications include definitions of concepts, principles, and industry-

specific rules. The purpose of GAAP is to ensure that financial reporting is transparent and consistent from one organization to another. For more information, visit the [Financial Accounting Standards Board](#).

**Social Entrepreneurship** - An organizational model that utilizes resources and tools, and an innovative approach to respond to social needs in the community.

**Youth** - Individuals between the ages of 9 and 25.

## Mile High United Way's Economic Success Continuum

