



Mile High United Way



STRATEGIC INVESTMENT GRANTS

REQUEST FOR PROPOSAL
Information Packet

All applications must be submitted online to
Mile High United Way by 5 p.m. MST on January 31, 2020.

IMPORTANT INFORMATION REGARDING MILE HIGH UNITED WAY STRATEGIC INVESTMENT GRANTS – 2020

A note from the President and CEO

Dear Partners:

For over 132 years, Mile High United Way has been proud to be the steward of our community's collective generosity, and to bring voice to the most critical issues facing our community. We are privileged to sit at the crossroads of the private, public, and nonprofit sectors, and to never take our eyes off our mission: to create opportunities for everyone in our community to succeed.

Over the past decade, the greater Denver community has grown and changed dramatically. With those changes have come the responsibility to respond in ways that a decade ago, we could not have imagined. Working with you, our community partners, we have learned from the insights you have shared. Listening to the hopes and expectations of those who invest in our work has challenged us to innovate in order to better serve those communities who have tremendous assets but have been historically under-resourced. Additionally, the increasing availability of data and research has sharpened our focus.

To that end, you will see an evolution in our Strategic Investment Grant (SIG) process. We are placing a greater emphasis on under-resourced communities and a greater emphasis on supporting our youngest Coloradans and their parents. As our work moves forward, our priority will be on high-quality early care and education, parent/caregiver training and support, early learning and literacy, out-of-school time, and workforce development within the early childhood education field. We will also place a priority on emergency and basic needs, which are vital to so many individuals and families.

As our community changes around us, we are grateful for your willingness to engage in partnership with us, and to lead the way in creating hope for the future for every family.

Warmest regards,



Christine Benero
President and CEO
Mile High United Way

Our Mission

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

What We Do

Working side-by-side with the community, Mile High United Way takes on critical human services issues facing our seven-county footprint including the Metro Denver, Boulder and Broomfield communities. Our united approach changes the odds for all children, families, and individuals in our community, so all of us have the opportunity to succeed.

Goals and Key Strategies

We are placing a greater emphasis on under-resourced communities and a greater emphasis on supporting our youngest Coloradans and their parents. As our work moves forward, we will be sharpening our focus and you may notice the number of key strategies is different than in previous years.

Our work, including our Strategic Investment Grants, will **only** focus on our key goals and strategies outlined below:

Community Impact Goals	Key Strategies
 GIVING ALL CHILDREN A STRONG START	<ul style="list-style-type: none">• High-Quality Early Care and Education• Parent/Caregiver Training and Support
 READING MATTERS	<ul style="list-style-type: none">• Early Learning and Literacy
 DEVELOPING TOMORROW'S TALENT	<ul style="list-style-type: none">• Out-of-School Time
 CREATING ECONOMIC OPPORTUNITY FOR ALL	<ul style="list-style-type: none">• Workforce Development within the field of early childhood education• Emergency and Basic Needs

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 to a brighter future.

We know our community's challenges are bigger than any one organization can solve alone. By focusing on under-resourced communities, and building partnerships with nonprofits, businesses, government agencies, and policymakers, we can work more efficiently to find solutions that allow us to serve individuals and families in our community.

The goal of this Strategic Investment Grant opportunity is to focus investments on outstanding organizations whose work aligns with our key strategies, outlined above.

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

Geography:

We welcome any eligible organization serving the seven-county Metro Denver community (Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, and Jefferson Counties) to submit a proposal to any one of our grant categories detailing the organization's ability to demonstrate measurable impact aligning with our key strategies.



For the Strategic Priorities Application only:

A higher number of points will be awarded to those organizations providing services within, or providing services to individuals and families residing within Mile High United Way's geographic priority areas (see Appendix A).

Funding period:

Funding is for **one year during the July 1, 2020 – June 30, 2021** timeframe.

Strategic Investment Grant Categories

Mile High United Way invests in organizations poised to deliver measurable progress through employing key strategies toward four Community Impact Goals outlined on page 3. 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 organization 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 basic needs safety net services:

- **Food Assistance:** Providing access to nutritious food for people experiencing economic hardship, homelessness, or isolation (such as individuals who are homebound). This includes organizations providing food pantries, meal services, school backpack programs, or those that are removing barriers to enrollment in government assistance programs such as SNAP and WIC.
- **Hygiene Services:** Providing access to basic hygiene services, such as restrooms, showers and laundry services to people experiencing homelessness.
- **Legal Services:** Providing access to civil legal services for low-income individuals and families.
- **Rental Assistance:** Providing emergency assistance to help people manage a crisis situation and pay their rent.
- **Shelter:** Providing safe shelter/temporary housing, or supportive housing for people who are experiencing homelessness or for survivors of domestic violence.
- **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.
- **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 at no cost or on a sliding scale.
- **Utility Assistance:** Providing emergency assistance to help people pay for essential utilities.

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 pages 12-13 for more information).

Grants

Emergency and Basic Needs proposals will be considered for one year of funding:

- Up to **\$10,000** for organizations with budgets below \$250,000
- Between **\$25,000** and **\$75,000** for organizations with budgets at or above \$250,000

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

COLLABORATING FOR IMPACT

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, and may include residents, teachers, students, businesses, and community-based organizations.

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 effort will represent more than agencies cooperating, responding to requests from one another, sharing space or referring clients between agencies. Rather, 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 model. 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> for more information.

To be considered for funding in our *Collaborating for Impact* grant category, organizations must employ at least one of the following key strategies within the Collective Impact Network or Formal Collaborative:

- **High-Quality Early Care and Education:** Centered on comprehensive, high-quality (rated level of 3 or higher) early care and education programs, with a special focus on infants, toddlers, or children with special needs; programs engaging in quality improvement activities to support health and safety; professional development; supportive learning environments; parent engagement; and strong leadership and business practices.
- **Parent/Caregiver Training and Support:** Focused on services to support children’s school readiness and healthy development.
- **Early Learning and Literacy:** Focused on improving early literacy outcomes focused on children birth to age 8.
- **Out-of-School Time:** Focused on high-quality programs that engage children up to twelve years of age in activities that take place outside of the traditional school day.
- **Workforce Development:** Focused on services and supports that focus on the recruitment, retention, and compensation of the early care and education childhood workforce.
- **Emergency and Basic Needs:** Focused on food assistance, hygiene services, legal services, rental assistance shelter, state identification assistance, transportation assistance, and/or utility assistance.

Priority Populations Served

Mile High United Way will fund organizations that serve clients facing economic hardship and living at or below 300 percent of the most recent federal poverty guidelines (see pages 12-13 for more information).

Grants

The funding in this *Collaborating for Impact* category will support collective impact networks or formal collaboratives achieving significant progress through employing key strategies outlined on page 3, and may include the following:

- Early Childhood Councils
- Collective Impact backbone organizations, demonstrating at least one year of serving as the collective impact backbone/container for change.
- 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 one year of funding between **\$25,000** and **\$75,000**.

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

STRATEGIC PRIORITIES

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

- **High-Quality Early Care and Education:** Providing comprehensive, high-quality (rated level of 3 or higher) early care and education programs, with a special focus on infants, toddlers, or children with special needs; programs engaging in quality improvement activities to support health and safety; professional development; supportive learning environments; parent engagement; and strong leadership and business practices.
- **Parent/Caregiver Training and Support:** Providing services to support children's school readiness and healthy development. This may include home visitation and Family, Friend, and Neighbor (FFN) programs focused on care for children in informal settings, including developing and strengthening the network of services and supports for immigrant children.
- **Early Learning and Literacy:** Providing services to improve early literacy outcomes focused on children birth to age eight.
- **Out-of-School Time:** Providing high-quality programs that engage children up to 12 years of age in activities that take place outside of the traditional school day.
- **Workforce Development:** Providing services and supports that focus on the recruitment, retention, and compensation of the early care and education childhood workforce.

Priority Populations Served

Mile High United Way will fund organizations that serve clients facing economic hardship and living at or below 300 percent of the most recent federal poverty guidelines (see pages 12-13 for more information).

A higher number of points will be awarded to those organizations providing services within, or providing services to individuals and families residing within Mile High United Way's geographic priority areas (see Appendix A).

Grants

The funding in this 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 one year of funding:

- Between **\$25,000** and **\$75,000** for organizations not eligible to receive Child Care Contribution Credit (CCCC) funds and applying for non-CCCC-eligible activities or programs
- A minimum of **\$25,000** for organizations eligible to receive Child Care Contribution Credit (CCCC) funds and applying for CCCC-eligible activities or programs (such an application may be eligible for a higher level of funding, pending available funds).

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 align with at least one of our key strategies and 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 \$1,000,000, a completed annual independent review and certified year-end financials approved by Board Chair and Executive Director may be submitted instead.
- Have accounting and financial reporting standards that are in accordance with Generally Accepted Accounting Principles (GAAP).
- Provide services in the seven-county Metro Denver area of Adams, Arapahoe, Boulder, Broomfield, 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 **January 31, 2020, at 5 p.m. MST**. Complete applications, including all required attachments, must be submitted electronically. Incomplete, emailed, or hard copy applications will not be accepted.

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. Recommendations are presented 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:

November 18, 2019	Strategic Investment Grants opportunity announcement to the community
December 2019	OPTIONAL Information Sessions across the metro area
January 31, 2020	Proposals due by 5 p.m. MST (online)
February – March 2020	Proposal review process
February 2020	Initial staff screening
March 2020	Strategic Investment Grants Proposal Review Committees meet and make recommendations to the Strategic Investment Grants Advisory Committee
April 2020	Strategic Investment Grants Advisory Committee meets and makes recommendations to the Mile High United Way Board of Trustees
April 2020	Final decisions by Mile High United Way Board of Trustees
July 2020	Announcement of Strategic Investment Partners (once all contracts are signed)
July 2020	One year of 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 is optional**; however, we encourage your organization to attend for information and clarity on the process. The purpose of the session is to review proposal criteria, answer questions, and encourage collaboration.

Date	Time	Location
December 4, 2019	9:00 - 11:00 a.m.	Denver County, Mile High United Way
December 5, 2019	1:00 - 3:00 p.m.	Boulder County, Community Foundation Boulder County
December 6, 2019	10:00 a.m. - noon	Adams County, Margaret W. Carpenter Recreation Center
December 9, 2019	2:00 - 4:00 p.m.	Arapahoe County, Aurora Central Library
December 11, 2019	10:30 a.m. - 12:30 p.m.	Jefferson County, Mountain Resource Center
December 16, 2019	9:30 - 11:30 a.m.	Douglas County, Lone Tree Library
December 17, 2019	Noon - 2:00 p.m.	Denver County, Mile High United Way

*Space is limited for each session. Please visit our website at www.unitedwaydenver.org/strategic-investment-grants to register and secure your place. A recording of an information session will be available after the last in-person session.

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. 11

Strategic Investment Grants Glossary of Terms (for the purpose of this grant opportunity)

Chronic Conditions - 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.

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

Family - Mile High United Way embraces an inclusive definition of family, dependent on every feature of a person’s life, including beliefs, culture, ethnicity, and situational experiences.

Family, Friend, & Neighbor Care (FFN) - Family members, friends, and neighbors who care for children from birth to eight 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. Mile High United Way believes that a family with income below 300 percent of the federal poverty guidelines are often struggling to make ends meet.

Organizations eligible for this grant opportunity are those serving clients at or below 300 percent of the 2019 federal poverty guidelines. For more information please see the table below (2019 guidelines) or visit: <https://aspe.hhs.gov/poverty-guidelines>.

Household Size	100%	130%	185%	200%	265%	300%
1	\$12,490	\$16,237	\$23,107	\$24,980	\$33,099	\$37,470
2	16,910	\$21,983	\$31,284	\$33,820	\$44,812	\$50,730
3	21,330	\$27,729	\$39,461	\$42,660	\$56,525	\$63,990
4	25,750	\$33,475	\$47,638	\$51,500	\$68,238	\$77,250
5	30,170	\$39,221	\$55,815	\$60,340	\$79,951	\$90,510
6	34,590	\$44,967	\$63,992	\$69,180	\$91,664	\$103,770

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 (usually fall between 80% and 100% of FPL depending on number of persons per household).

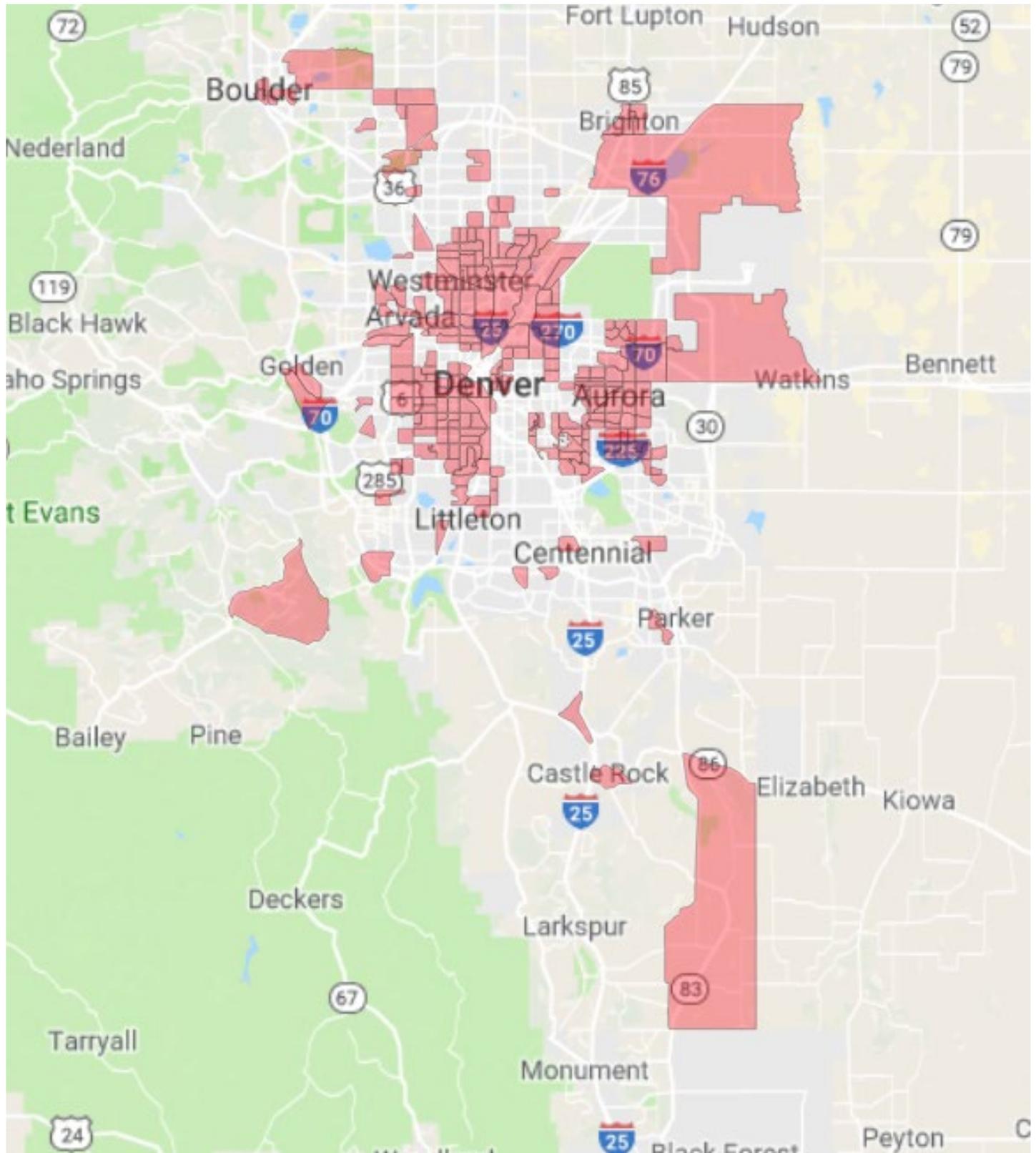
2019 Area Median Income Limits (can be used for all seven-counties in the metro area)						
AMI	1 person	2 persons	3 persons	4 persons	5 persons	6 persons
30%	\$19,500	\$22,300	\$25,100	\$27,850	\$30,170	\$34,590
40%	\$26,000	\$29,720	\$33,440	\$37,120	\$40,120	\$43,080
50%	\$32,500	\$37,150	\$41,800	\$46,400	\$50,150	\$53,850
60%	\$39,000	\$44,580	\$50,160	\$55,680	\$60,180	\$64,620
70%	\$45,500	\$52,010	\$58,520	\$64,960	\$70,210	\$75,390
80%	\$52,000	\$59,400	\$66,850	\$74,250	\$80,200	\$86,150
90%	\$58,500	\$66,870	\$75,240	\$83,520	\$90,270	\$96,930
100%	\$65,000	\$74,300	\$83,600	\$92,800	\$100,300	\$107,700
110%	71,500	81,730	\$91,960	\$102,080	\$110,330	\$118,470

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.

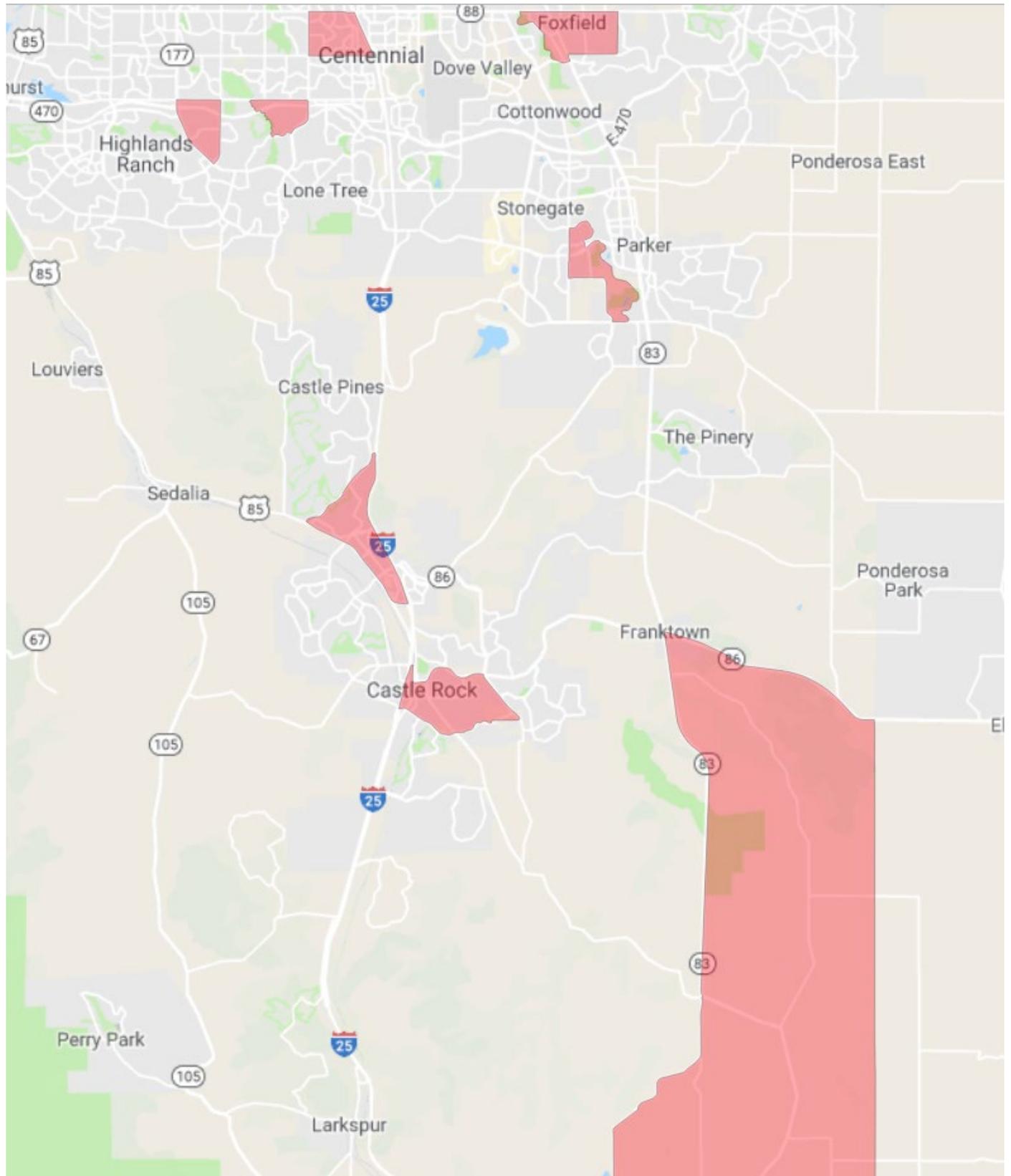
High-Quality Early Care and Education - Centered on comprehensive, high-quality (rated level of 3 or higher) early care and education programs, with a special focus on infants, toddlers, or children with special needs; programs engaging in quality improvement activities to support health and safety; professional development; supportive learning environments; parent engagement; and strong leadership and business practices.

APPENDIX A: GEOGRAPHIC PRIORITY AREAS

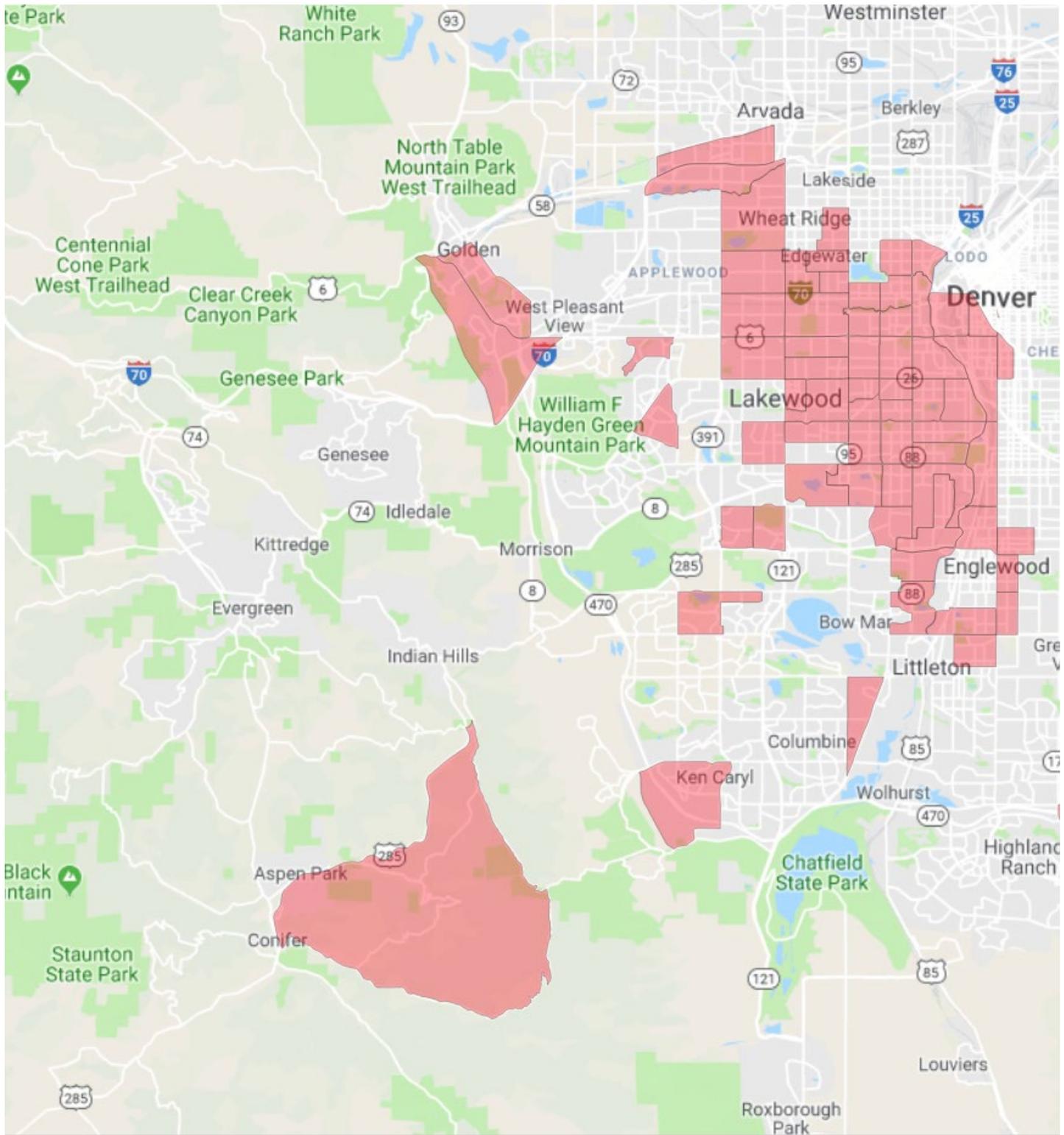
Full Map: Red shaded areas denote Geographic Priority Areas



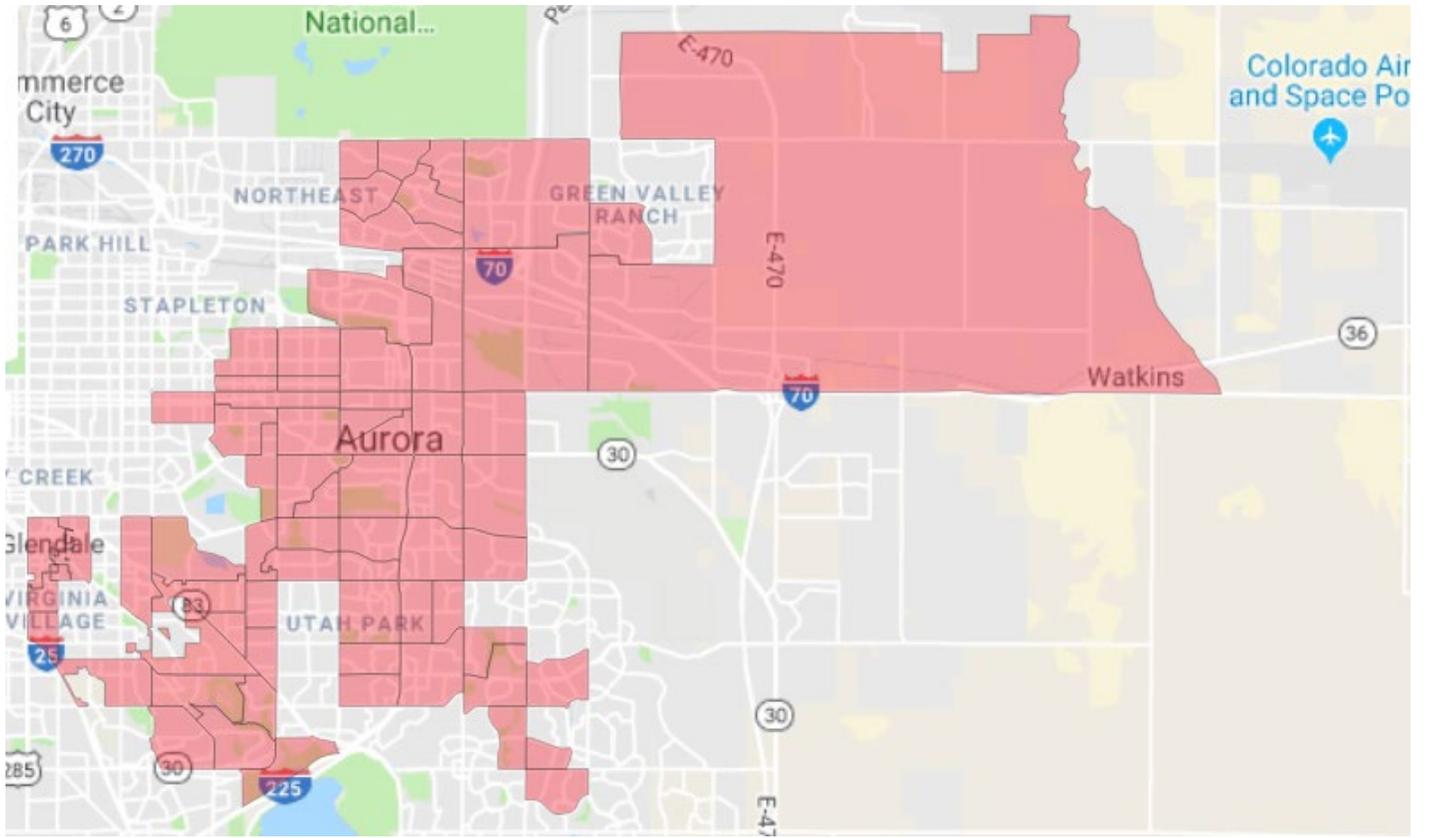
South Metro Area: Red shaded areas denote Geographic Priority Area



South West Metro Area: Red shaded areas denote Geographic Priority Area



East Metro Area: Red shaded areas denote Geographic Priority Area



Foothills Area: Red shaded areas denote Geographic Priority Area

