



**PIKES PEAK
UNITED WAY
COMMUNITY IMPACT
GRANTS, GUIDELINES
AND POLICIES**

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AT PIKES PEAK UNITED WAY:

Our Mission: To enhance youth success and family stability in the Pikes Peak Region by leading and lifting the most vulnerable in our community with mentorship, life resources and real job opportunities. Our signature programs and partner agencies intently focus on connecting youth and their families to resources at the beginning of their life journey to ensure access to fundamental needs of food, shelter and learning resources for all.

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

Diversity, Equity and Inclusion: United Way strives to be a model of diversity, equity and inclusion, with our Board of Directors, staff and volunteers reflecting the many faces, cultures and walks of life that make up the communities we serve.

PURPOSE of the Community Impact Guidelines and Policies:

The purpose of this document is to communicate each aspect of Pikes Peak United Way's funding opportunities and processes and empower agencies doing outstanding work in the Pikes Peak Region to apply. Agencies can pursue grants from:

- **The Community Investment Fund** in the focus areas of Youth Success, Family Stability and Health. Upcoming grant cycle will open in January 2023, with awards anticipated in June 2023. Payments for grants are made on a monthly basis for 12 months or until grant is fully paid.
- **FEMA Emergency Food and Shelter Program** for dollars in the areas of Rent/Mortgage, Utilities, Mass Shelter, Other Shelter and Other Foods. PPUW is the administrator of EFSP Grants. As such, PPUW processes applications, manages reporting, payments and compliance issues. Currently Phases 39 and ARPA-R are in progress and will conclude in April 2023.
- **El Pomar Emergency Fund** for true emergencies that impact a nonprofit's abilities to serve clients in a critical fashion.

FEMA EMERGENCY FOOD AND SHELTER PROGRAM: FEMA Emergency Food and Shelter Program (EFSP) is a federally managed funding program administered by Pikes Peak United Way. Agencies in El Paso and Teller Counties doing work in mortgage / rental assistance, utilities, emergency shelter, temporary housing and / or food assistance can apply for funding through the EFSP program. The anticipated next funding cycle will launch in spring of 2023. Extensive and detailed reporting is involved; agencies must meet with the PPUW team before applying for funding.

EL POMAR EMERGENCY FUND for true emergencies for direct assistance to those in need.

Constitutes Emergency for funds to “direct assistance to those in need”

- Basic needs (food, shelter, safety) and impact on human lives as higher priority
- Could not have been foreseen/predicted
- Unexpected cuts/reduction from previously strong revenue stream with a plan to address that cut/reduction for the future
- Mergers of agencies or programs
- Immediate physical need

Does NOT Constitute Emergency

- Fundraising event shortfall
- If there are financial reserves sufficient to cover the expenditure
- Does not threaten loss of services to clients

COMMUNITY INVESTMENT GRANTS

COMMUNITY INVESTMENT FUND:

Pikes Peak United Way seeks to provide funding to effective and proficient nonprofit agencies that demonstrate a commitment and history of providing high quality programming and an ability to achieve outcomes in one or more of our focus areas of Youth Success and Family Stability.

Youth Success

The Youth Success impact area should focus on empowering young people to achieve their full potential by providing the necessary support, education, and/or opportunities that help them thrive in both academic and personal contexts. These programs are designed to provide youth with the tools and skills they need to succeed academically, socially, and in their future careers, while also addressing challenges that may impact their long-term success. Organizations should focus on one or more of the following priorities when applying under this impact area:

- Qualifying Initiatives for Youth Success:
 - Educational Support & Academic Achievement: Programs that support K-12 education, tutoring, STEM opportunities, after-school programs, or initiatives to improve graduation rates and college readiness.
 - Mentorship & Leadership Development: Services that provide young people with mentorship opportunities, leadership training, and guidance to build life skills and career paths.
 - Youth Engagement & Empowerment: initiatives that encourage youth participation in community service, civic engagement, and programs that foster a sense of belonging and purpose.
 - Workforce Readiness & Career Development: Efforts focused on providing youth with workforce training, internships, job readiness programs, and pathways to employment.
 - Basic Needs Support: Initiatives focused on providing youth with access to essential resources like food, safe housing, clothing, and other basic necessities that can remove barriers to success and support overall well-being.

Family Stability

The Family Stability impact area is focused on ensuring that families have the necessary resources and support systems to thrive, maintain economic security, and foster safe, healthy environments for all members. Programs that support family stability work to reduce the risk of hardship, strengthen relationships within the family unit, and help prevent adverse outcomes for both parents and children. When applying for funding under this impact area, your organization's work should align with one or more of the following priorities:

- Qualifying Initiatives for Family Stability:
 - Economic Support & Financial Security: Programs that provide financial literacy, support with employment, access to benefits, housing stability, or other means of economic empowerment.
 - Parenting & Caregiving Support: Services aimed at enhancing parenting skills, providing mental health support, and offering resources to caregivers.
 - Safe & stable Housing: Efforts focused on ensuring families have access to affordable housing, emergency housing, or homelessness prevention programs.
 - Family Counseling & Relationship Strengthening: Programs that help families navigate conflicts, improve communication, and address trauma to build healthier home environments.
 - Health & Wellness: Initiatives promoting physical, mental, and emotional health, particularly for parents and caregivers.

FUNDING PROCESS

- The process begins with a **letter of intent (LOI)** and appropriate supporting financial documentation
- **Community Impact Council & Financial Review Committee** will review all LOIs and organizational financials and select agencies to move forward with the application process
- All LOIs, financials and applications will be submitted through **e-CImpact**
- Those eligible to apply will be notified and video trainings and optional Q&A sessions will be offered before the application opens.
- Applications are reviewed, and site visits are conducted by **Focus Area Subcommittee volunteers** and agencies are scored
- **Community Impact Council** analyzes the scores and reviews; recommends funding allocations
- **PPUW Board of Directors** approves funding allocation at the May board meeting
- Funding award letters and a partnership agreement go to approved agencies
- First monthly installments of grant payments begin in July.

Community Investment Grants:

To be eligible for a Community Investment Grant, a program **must**:

- Be coordinated by an incorporated nonprofit organization and have tax-exempt status under the Internal Revenue Service code.
- Have an organizational Board of Directors that is an active, representative voluntary governing body, with regular meetings and is responsible for developing its mission, determining its strategic direction and providing oversight.
- Have up-to-date, current bylaws, or guidelines, by which the organization operates.
- File an IRS 990, including schedule A or 990EZ, or can document the circumstances under which the 990 filing is waived.
- Provide a current budget for the entire organization, as well as a **detailed program budget for the applicant programming.**
- Submit financial documents based on organizations total revenue size:
 - **(\$500,000 or above)** Form 990, most recent end of year balance sheet **and** current annual audit
 - **(\$200,000-\$499,000)** Form 990, end of year balance sheet **and** financial review **or** independent financial audit
 - **(\$199,999 or below)** Form 990 and the most recent Board-approved Fiscal Year-End statement of Financial Position and Statement of Activity comparative to the previous year
- Provide the number of people served and basic demographic information through applicant program
- Have the mechanisms and capacity for regularly reporting outputs and persons served
- Demonstrate reasonable efficiency in program management and adequacy of resources, both in materials and in personnel (voluntary and paid) to sustain a quality level of service.
- **If a collaborative effort**, submit a statement from each identified partner listing their roles and responsibilities in the effort. Collaborative grants will have the potential to gain additional points in the scoring portion of the application review and site visit.
- If applying for salary dollars, must explain how that proposed staff person is integral to the outcomes of the program.

PIKES PEAK UNITED WAY DOES *NOT* TYPICALLY FUND:

- Arts and Culture
- Sports teams and recreation
- Capital campaigns or projects
- Environmental projects or organizations
- Direct religious activities of religious groups or organizations
- Scholarships or individuals
- Overhead costs
- New Programs with no data to support success

While these causes are important for creating vibrant communities, they do not fit the focus of PPUW's Community Impact work. However, we welcome any non-profit to use our online volunteer platform to recruit, engage and track volunteers.

Site Visits

After an agency has submitted their full application, a group of volunteers will review their applications. That same group of volunteers will then attend a one hour, in person site visit with representative(s) of the applicant agency and Pikes Peak United Way Community Impact staff members. The purpose of the meeting is to answer questions about the funding proposal and agency. Agencies are encouraged to limit any formal presentation to 20-30 minutes. Organizations seeking funding for multiple programs should expect to participate in either multiple visits or an extended time in a single visit. Agencies will schedule their site visit directly with the Community Impact team upon notice of LOI approval.

ABOUT THE COMMUNITY IMPACT COUNCIL

Pikes Peak United Way's Community Investment grant process is driven by the **Community Impact Council (CIC)** and the Pikes Peak United Way Board of Directors. Staff serve an organizational function but LOI review and allocation recommendations are conducted by the CIC and grants amounts are approved by the Board of Directors.

Community Impact Council Duties:

- Ensuring that PPUW Community Impact Agenda and Goals are aligned with the needs of the community and donor intent
- Evaluating PPUW Key Indicators under the focus areas of Youth Success, Family Stability and Health, via a Community Needs Assessment when appropriate
- Ensure that all of PPUW's Community Impact approaches align and work toward our Community and Strategic Goals
- Reviewing and revising Community Impact policies and guidelines as necessary
- Reviewing LOIs and financials and selecting agencies that support Strategic Goals and Community Needs to move forward in the application process
- Reviewing grant applications scored by the Focus Area Subcommittees
- Creating grant funding allocation recommendations that are sent to the PPUW board for approval

The Community Impact Council shall be comprised of:

- Three (3) PPUW Board Members
- Six (6) Community Members

The recruitment of council members will consider the following:

- Representation across our service area
- Geographically underserved areas
- Equity, inclusion and diversity
- Personal experience and background

Council members can serve two consecutive one year terms. After the first term, members may elect to serve an additional term. After two consecutive terms on the council, members must wait one year before being eligible to serve again.

FINANCIAL REVIEW COMMITTEE

The Financial Review Committee is responsible for an in depth review of each applying agency's financials to ensure fiscal responsibility, sound financial status and long term stability. The committee is comprised of community volunteers with extensive experience in the grant approval process.

FOCUS AREA SUBCOMMITTEES

Focus Area Subcommittees are comprised of community volunteers who will conduct application review, site visits and rate applicants based on scoring rubric. Reviewing committees will be formed of 5-7 volunteers, with at least one PPUW staff person for oversight. Focus Area Subcommittee volunteers can choose to align with one of the focus areas of Youth Success, Family Stability or Health, or they could choose to review applications in two or more of the categories.

Focus Area Subcommittee Duties:

- Review applications and note any discrepancies or missing information
- Review program budget and ensure it aligns with program objectives outlined in the application
- Conduct Site Visits, ask questions and evaluate agencies
- Score the agencies based on a rubric and recommend which agencies move forward to the funding process

Subcommittees consist of at least 5 volunteer community members.

- Subcommittee volunteers may serve for two consecutive funding cycles. If they wish to continue to serve, they must have a one year break before resuming volunteer duties.
- Subcommittees will be evaluating agencies and programs that fall under Youth Success, Family Stability and Health.
- Volunteers will be screened for any conflict of interest. Conflicts of interest does not exclude volunteers from the entire process, but will restrict which agencies they may assess.

LETTER OF INTENT (LOI) REQUIREMENTS

The LOI is a short concept paper (1-2 pages) that outlines the project or program and must contain the following components:

1. Applicant Information

- a. Organization
- b. Address
- c. Phone
- d. Website
- e. Primary Contact and title, phone, email and fax
- f. Alternate Contact and title, phone, email and fax

2. Organizational Background

- a. Please write a brief description of the organization including mission statement and how long the applicant program has been operating.
3. **Amount Requested (\$10,000 minimum grant)**
4. **Key Performance Indicators for funded program** (See Appendix III)
5. **Expected Results**
6. **Counties Served**
7. **Executive Summary, Program Description and Statement of Need**
 - a. Provide a descriptive summary of your program and an explanation of need for the program or services you are providing. **Be specific** in detailing how this program impacts the community. Data based evidence of anticipated and / or past outcomes is encouraged.

REQUIRED ATTACHMENTS

1. **Current IRS Form 990 / 990 EZ**
2. **The appropriate financial reporting as described below:**
 - a. **If an agency's total revenue is \$500,000 or more**, the agency shall submit the most recent Form 990, most recent year end balance statement **and** an independent financial audit conducted by a Certified Public Accountant and in conformity with generally accepted accounting principles.
 - b. **If an agency's total revenue is between \$200,000 and \$499,000**, the agency is required to submit the most recent Form 990, most recent year end balance statement and an independent financial review conducted by a Certified Public Accountant.
 - c. **If an agency's total revenue is less than \$200,000**, the agency shall submit the most recent Form 990 and its most recent Fiscal Year End statement of Fiscal Position and Statement of Activity, comparative to the previous year and duly approved by its Board of Directors.
 - d. **All agencies MUST** submit a detailed program budget for the applicant program.
3. **Charitable Registration Letter for state of Colorado**

See Appendix I for the Letter of Intent Review Guidelines. This is the framework which the Community Impact Council will be considering when reviewing your LOI.

EXPENSES

All Expenses Must Be

- Allowable
- Allocable
- Reasonable

Allowable Expenses

- Directly associated costs to achieve positive outcomes for PPUW identified strategies
- If salary dollars are requested, must include a very specific description of how this staff person(s) is essential to programmatic success.

Unallowable Expenses

- Expenses related to applying for PPUW funding and for reporting and billing to PPUW

- Alcohol
- Entertainment
- General administrative equipment / supplies
- Sales Tax (except when unavoidable)
- Donations / Lobbying / Fines / Interest
- Indirect Costs: General overhead and administration expenses that support the entire operations of an organization and that may be shared across projects or programs.

APPLICATION REQUIREMENTS

Applications will be open for agencies selected by the Community Impact Council to move forward in the grant process.

PROJECT INFORMATION

1. **Program Objectives:** Briefly describe the community need and the Pikes Peak United Way strategy that your program is designed to address (Youth Success, Family Stability and Health). Include pertinent statistical and demographic information, and Key Performance Indicators (KPIs) that your program will address.
2. **Program Activities and Timelines:** Indicate the primary or major types of activities that will occur to carry out the project and their anticipated start and end dates.
3. **Program Outcomes:** Describe the expected outcomes, benefits or results that participants will gain from their involvement in the project.
4. **Program Evaluation:** How will you measure and evaluate the overall success of your program? How will you evaluate the results experienced by participants?

TARGET AUDIENCE

1. **Participants:** Describe who will participate in and / or benefit from the program. Include descriptions of the clients and the conditions or behavior they experience. Also include the scope of the problem(s) this program seeks to address and provide supporting local data.
2. **Age Range:** Select the age of the audiences who will benefit from the program that you are able to track and report- must be able to track at least one.
3. **Demographics:** Identify the demographics of the participants that you are able to track and report - must be able to track at least two.
4. **Military:** If a percentage of your clients are military connected; (Active Duty, National Guard, Reserve, Retiree or Veteran), or a family member of such, please indicate on your application.

MEASUREMENT

1. **Please choose which outputs you will track.** (See Appendix III)
2. **Proposed outcomes.**

BUDGET

1. Budget Narrative

- The budget narrative is your opportunity to clarify the program budget for reviewers. At a minimum, you must provide the following:
 - Explanation of any line item in the budget identified by an asterisk
 - Explanation if your program has expense on the line item “Direct financial assistance to clients”
 - Explanation of any variance from the draft budget greater than 10%
 - If PPUW is not able to fully fund the grant request, how will this affect the program?
 - If you are requesting salary dollars, include an explanation of how that staff person is critical to programmatic success.

2. Budget Worksheet

COUNTER-TERRORISM FORM AND W9: In compliance with the spirit and intent of the USA PATRIOT ACT and other Counter Terrorism Laws, PPUW requires that each agency certify that it is in compliance with the PPUW and Unite Way Worldwide’s compliance program. Awarded agencies will be required to submit these documents with their partnership agreements.

APPENDIX

APPENDIX I: RUBRIC FOR LOI REVIEW:

1. Overall, does this program clearly address its chosen Impact Area supporting Pikes Peak United Way Strategies?

Strong - The LOI clearly connects their program to PPUW Focus Areas that they are addressing. It is obvious that the applicant has become familiar with the community needs and has used their data and other data to support the need for their program in their community. The program has collaborative partners who are involved in the overall success and delivery of the program, or they have a clear explanation of why there are no collaborative partners.

Average - The LOI connects their program to PPUW Focus Areas, but the connections could be stronger. There is statistical data to support the need for the program but the need either isn't clearly defined or connected to community needs. They have some collaborative partners or they have explained why no partners exist.

Weak - The LOI does not clearly connect their program to PPUW Focus Areas that they are addressing. The statistical data is either missing, does not support the need for the program, or the program does not adequately meet the need they identify. There are no collaborative partners and does not adequately explain why.

2. Do the program results and evaluation clearly show that the program will be able to produce outcomes that address PPUW Focus Areas?

Strong - The program results and evaluation sections clearly explain the expected outcomes and there is ample capacity to be able to track the required outcomes. Additionally, the chosen outputs and outcomes are relevant and consistent with the program activities and program details. It is obvious that this program will have a measurable impact that aligns with PPUW's goals and strategies.

Average- The program results and evaluation sections explain the expected outcomes and there is the capacity to be able to track the required outcomes. The chosen outputs and outcomes align with the program activities and program details. This program will have a measurable impact.

Weak - The program results and evaluation sections are either unclear or lacking details that could explain the expected outcomes. The capacity to be able to track the required outcomes is either not clear or is not fully addressed. Additionally, the outputs and outcomes they have chosen are not relevant and / or consistent with the program activities and program details. It is not obvious that this program will have a measurable impact.

3. Is the Target Audience clearly described and reflect the demographics of the community in which they work?

Strong - The Target Audience is very clear. There is good supporting data and the program is able to show that they will be able to collect demographic data. The participants section gives a good sense of who this program will serve, why they are being served and the challenges they are experiencing.

Average - The Target Audience is stated. There is supporting data and the program should be able to collect demographic data. The participants section explains who this program will serve and why they are being served.

Weak - The Target Audience is mentioned. There is either no supporting data or the data is insufficient. It is unclear if the program will be able to collect demographic data. The participants section does not clearly explain who this program will serve or why they are being served.

4. Does the Program Budget and budget narrative make sense? Is it accurate and logical? Does PPUW's contribution have a tangible and clear impact on service delivery?

Strong - The budget is well thought out and accurate. All sources of income are listed and all expenses seem reasonable. PPUW's funds play an important role in the delivery of the program so that we can ensure our funding has an impact. The Budget Narrative clearly explains how the program would be affected if the full funding amount is not awarded and changes to potential outcomes and service delivery are addressed. If this is a new program, PPUW funds are a catalyst for the program. If this is an expansion of services, PPUW's funds are critical to that expansion.

Average- The budget is accurate. All sources of income are listed, and all expenses seem reasonable. PPUW funds play a role in the impact the program will have. The Budget Narrative explains how the program would be affected if the full funding amount is not awarded and changes to potential outcomes are addressed. It is clear how funds will be used.

Weak - The budget has errors and / or missing information. Sources of income are not clearly listed and / or expenses do not seem reasonable. It is not obvious how PPUW funds play a role in the impact the program will have. The Budget Narrative does not fully explain how the program would be affected if the full funding amount is not awarded. It may or may not be clear how funds will be used.

APPENDIX II. Financial Document Review Process

1. The following required financial review documentation will be provided during the letter of intent phase and will be reviewed by the Community Impact Council during the review process.
 - **Current IRS Form 990 / 990 EZ**
 - **The appropriate financial reporting as described below:**
 - **If an agency's total revenue is \$500,000 or more**, the agency shall submit the most recent Form 990, most recent year end balance statement **and** an independent financial audit conducted by a Certified Public Accountant and in conformity with generally accepted accounting principles.
 - **If an agency's total revenue is between \$200,000 and \$499,000**, the agency is required to submit the most recent Form 990, most recent year end balance statement and an independent financial review conducted by a Certified Public Accountant.
 - **If an agency's total revenue is less than \$200,000**, the agency shall submit the most recent Form 990 and its most recent Fiscal Year End statement of Fiscal Position and Statement of Activity, comparative to the previous year and duly approved by its Board of Directors.
 - **All agencies MUST** submit a detailed program budget for the applicant program.
 - **Charitable Registration Letter for state of Colorado**
2. The Director of Community Impact will ensure that the accurate documents are submitted.
3. The Director of Community Impact will review the documentation with the Community Impact Council and Financial Review Committee and identify any areas of concern that need further review.
4. Members of the PPUW Board Finance Committee may be asked to volunteer with the reviews, if necessary.
5. If the Community Impact Council determines that the financial review reveals cause for concern, they will relate the findings to the agency.

APPENDIX III: Key Performance Indicators and Outcomes

YOUTH SUCCESS:

- # of youth (ages 15-24) served in programs supported by United Way
- # of youth served who graduate high school on time
- # of youth served who gain post-secondary employment, further education, or credentials
- # of youth served (15-24) who gain employment
- # of youth (ages 15-24) who were taught financial literacy
- # of youth (ages 15-24) served who develop essential skills
- # of children (0-5) enrolled in high quality early childhood programs supported by United Way
- # of children (K-3) served reading at grade level
- # of children receiving literacy supports in grades K-3
- # of children who meet or exceed widely held expectations in language and emergency literacy skills
- # of children who have a plan created and follow that plan when transitioning to kindergarten
- # of elementary/middle/high school youth served who participate in school and/or community-based out-of-school time programs
- # of parents/caregivers who report increased knowledge of how to help their child develop and learn
- # of families, caregivers provided with information, resources, tools, trainings and/or teaching skills

FAMILY STABILITY:

- # of households served in programs supported by United Way
- # of households who receive financial assistance
- # of households who received services which enabled them to maintain their safe and stable housing
- # of households who spend less than 30% of their income on housing
- # of households who increase disposable income by assessing benefits and/or reducing costs

- # of individuals served who access affordable housing, financial products, and services
- # of individuals served who gained employment with a livable wage
- # of vets who gain employment
- # of individuals served with access to healthcare services and supports
- # of individuals served with access to health care insurance

APPENDIX IV: Application Scoring Rubric

PROGRAM DESIGN

1= No Confidence

4= High Confidence

<p>How confident are you that the need the program is addressing is critical, as evidenced by data?</p> <ul style="list-style-type: none"> • The program is designed to prevent, eliminate or mitigate a clearly defined problem. The program’s methodology represents an evidenced-based or promising approach to achieving the program objectives and participant outcomes. • To the extent needed, the program includes specific strategies to address the unique needs of the target population served, or subsets of the target population, including potential barriers to successful outcomes. Such barriers may be cultural, economic, geographic, or related to physical or other disabilities. 	<p>1 2 3 4</p>
<p>How confident are you that the program strategies employed are informed by best practices and/or evidence and will be carried out in an effective, efficient manner?</p> <ul style="list-style-type: none"> • The program strives for quality in the delivery of services by employing best practices or promising approaches. The program adheres to industry standards in the delivery of services, including, if applicable, by obtaining accreditation or certification by a third party. 	<p>1 2 3 4</p>
<p>How confident are you that the program collaborates or partners with other support services to improve service delivery, sustainability, efficiency, and/or effectiveness?</p> <ul style="list-style-type: none"> • The agency operating the program demonstrates an understanding of the community need the program addresses. The agency is familiar with the service delivery system of which it is a part, including, but not limited to, a working relationship with other providers of the same service, collaborative action with those providers and other institutions when appropriate. • The program has an appropriate outreach mechanism and/or relationship with appropriate referral sources. 	<p>1 2 3 4</p>

How confident are you that the program does not provide unnecessarily duplicative services in its outreach area?	1 2 3 4
How confident are you that the program budget narrative and worksheet are fiscally responsible, reasonable and accurate?	1 2 3 4

PROGRAM OUTCOMES

1= No Confidence

4= High Confidence

<p>How confident are you that the program has clearly articulated outcomes that represent a meaningful benefit for program participants related to the problem that the program is intended to address?</p> <ul style="list-style-type: none"> The outcomes reflect a combination of an increase in knowledge, a positive change of attitude or belief system, or a positive impact on the participants' behavior, condition or status with regard to the defined problem. 	1 2 3 4
<p>How confident are you that the agency has established an effective system for measuring outcome achievement, including indicators and data collection methods that provide a valid and reliable way of measuring outcome achievement?</p> <ul style="list-style-type: none"> If program participants are too numerous for outcome measurement to be feasible for all participants, the agency identifies a sample that is representative of the program participant group. 	1 2 3 4
<p>How confident are you that the program sets targets for outcome achievement and achieves those targets, or makes progress over time toward achieving the targets?</p> <ul style="list-style-type: none"> The agency makes use of outcomes data to draw conclusions about the target population, program design, and other factors to consider for program improvements. 	1 2 3 4

PROGRAM CAPACITY

1= No Confidence

4= High Confidence

<p>How confident are you that the program has sufficient capacity to ensure the effective delivery of services?</p> <ul style="list-style-type: none"> • The program has sufficient staffing to operate the program, including staff with appropriate credentials and experience. The agency is able to retain qualified staff to ensure consistent delivery of service. <ul style="list-style-type: none"> · For facility-based programs, the program services are delivered in facilities that are safe, accessible and appropriate, and of a sufficient size. · The program has sufficient materials that are needed to serve the program participants. The program has sufficient overall capacity to serve a substantial number of people within the program’s target population. 	<p align="center">1 2 3 4</p>
<p>How confident are you that the program/agency has a good track record and will be able to provide services throughout the duration of the grant period and into the future?</p>	<p align="center">1 2 3 4</p>

PROPOSAL QUALITY

1= No Confidence

4= High Confidence

<p>How confident are you that the proposal narrative is complete and information contained in the proposal is accurate?</p> <ul style="list-style-type: none"> • Data provided in each section of the proposal are consistent with data in other sections of the proposal. For example, outcomes data reflects a number of people served that is consistent with the number reported in the <i>program participants</i> section (or a clarifying explanation provided for any apparent inconsistency). • The agency provides complete answers to all quantitative sections of the report, including program participants by county, cost per participant, at least one unit measure, and at least one outcome. • To the extent that multiple units of service measures and outcome measures are available and useful to a full understanding of the program, this information is provided. 	<p align="center">1 2 3 4</p>
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AGENCY COMPLIANCE AND RESPONSE

(To be completed by PPUW Staff)

1= No Confidence

4= High Confidence

<ul style="list-style-type: none"> · Application was complete upon submission · The agency has responded promptly and fully to requests for follow-up information 	1 2 3 4
<p><i>If agency was previously funded:</i></p> <p>Was the agency fully compliant with the 2019-2020 funding agreement, to include:</p> <ul style="list-style-type: none"> · Completing mid-year and year-end outcome reports by required dates · Conducting a United Way employee giving campaign within agency 	1 2 3 4

APPENDIX V. Partnership Agreement

202X Statement of Agreement

Between

PIKES PEAK UNITED WAY

And

AGENCY

Pikes Peak United Way is committed to supporting a comprehensive network of health and human service organizations that are responsive to identified needs in the areas of childhood success, youth success and family stability. United Way pledges responsible stewardship of all donated funds, and strives to ensure that the highest standards of accountability are maintained.

Agencies providing programs that are accountable, responsive to identified needs, and able to demonstrate outcomes are eligible for United Way support. Partner agencies are expected to be financially stable and plan for future financial obligations.

This agreement clarifies the relationship between Pikes Peak United Way and the partner agency (“the Agency”) and establishes the conditions under which the agency receives United Way support. This agreement is written with the goal of assuring that critical human needs are addressed effectively and efficiently and in the best interests of the community, the Agency, and United Way.

Pikes Peak United Way:

Chairperson, Board of Directors

President & CEO

Date: _____

Date: _____

AGENCY

Chief Volunteer Officer (Board President or Chair):

Chief Executive Officer:

AGENCY AGREEMENTS

Section I.

United Way program funding referenced in this document applies to the funding period of *July 1, 202X through June 30, 202X*. United Way funds are awarded for the specific purpose outlined in the Agency's United Way funding proposal.

Section II.

Both Parties Agree:

- A. To keep channels of communication open for discussion on matters of common concern.
- B. To communicate to each other significant changes in a timely manner throughout the year. (These may include, but are not limited to, changes in United Way policies and procedures, changes in Agency leadership, organizational status or financial status, program changes, etc.)
- C. To promote effective service and efficient administration.

Section III.

Pikes Peak United Way agrees:

- A. To recognize and respect the autonomy of the Agency, through its governing board, to determine its own policies and to manage its own programs.
- B. To conduct a community-wide campaign, to raise funds annually, to support local health and human services.
- C. To maintain responsible stewardship on behalf of United Way donors and partner agencies.
- D. To deploy United Way financial support to maximize the resources available for programs aimed at current needs of the community.
- E. To provide information about funding decisions to agencies upon request. Requests are to be submitted to the United Way Director of Community Impact within 30 days of receipt of funding notification.
- F. To conduct a periodic certification review of agencies seeking United Way support, to ensure compliance with standards of effective management of nonprofit organizations and United Way policies.
- G. To establish funding priorities based on the Community Impact planning process, issue periodic Requests for Proposals (RFPs) based on those priorities, and conduct a citizen-driven process for funding nonprofit programs that demonstrate the capacity for achieving the goals outlined in the RFPs.
- H. To respect the confidential nature of information provided by the Agency. Contents of an Agency's proposal and financial information will be used for purposes consistent with this agreement.
- I. To distribute allocation payments to the Agency on a monthly basis.**
- J. To distribute donor designated dollars to the Agency separately from allocated dollars. An agency's donor designated contributions will be paid proportionate to the amount collected from individuals or their companies.
- K. To annually implement a community-wide marketing and communications program that includes information about United Way funded agencies.
- L. To provide a variety of supportive services aimed at increasing the capacity of the social service system to respond to community needs. These services include, but are not limited to, information and referral, advocacy, community initiatives, collaboration building, grant-making, volunteer program consultation and support, and research and planning around health and human service needs.

Section IV.

The Agency agrees:

- A. To operate programs and deliver services as set forth in the Agency's United Way funding proposal.

- B. To complete and submit bi-annual reporting of agreed upon shared outcomes by *January 15, 202X and July 15, 202X*.
- C. To attend and participate in scheduled Partner Organization meetings, specific to CEOs and Program Staff.
- D. To adhere to all applicable United Way standards and policies, and to achieve and maintain compliance with United Way Agency Certification requirements.
- E. To submit required documentation to United Way, on established deadlines.
- F. To ensure that agency data in the United Way 2-1-1 database is up to date, by communicating significant programmatic and organizational changes as they occur, and to verify (and update, as needed) organizational/programmatic data annually.
- G. To immediately notify United Way regarding any legal, financial, or organizational matters or program changes which may impact the agency's ability to operate and/or deliver programming as described in the United Way funding proposal.
- H. To engage all levels of its organization (staff, leadership, program staff, and board of directors) in the development of a system for measuring program outcomes and to use the results as the foundation for program planning.
- I. To support the United Way effort throughout the year, including, but not limited to, the following:
 - 1. ***If awarded over \$50,000 cumulatively (CI grant, designations, other funding from PPUW) Conducting an effective internal campaign promoting the Community Impact Fund that includes:***
 - 1. A meeting between the Agency's chief executive officer, Agency staff designated as the employee campaign manager, and United Way representatives, to discuss plans for the employee campaign.
 - 2. Utilization of employee campaign best practices, including, but not limited to, hosting an employee meeting to provide the opportunity to learn about United Way and to receive the opportunity to make a pledge. This meeting may be held in conjunction with another regularly scheduled staff meeting, and should provide time for a speaker from United Way and the United Way campaign video.
 - 2. Promoting United Way employee campaigns with agency board members and volunteers.
 - 3. Identifying the Agency as a United Way partner agency in publications, educational efforts, and news releases, including both print and electronic communication methods.
 - 4. Displaying the United Way logo at physical facilities receiving United Way support.
 - 5. Promoting the United Way employee giving campaign in communications.
 - 6. Promoting the partnership and grant award through your social media, newsletters, and website.
 - 7. Providing information to United Way as requested to facilitate marketing and communications, planning and research, and community initiatives.
- J. At all times during the term of this Agreement, to protect, defend, indemnify, and hold harmless United Way and its agents, officers, directors, volunteers, and employees from all claims and suits including court costs, attorney fees and other expenses, caused by any act or omission of the Agency and/or its subcontractors, agents, and employees.

Section V.

Changes to, compliance with, and termination of this Agreement:

- A. If at any time during the life of this Agreement it becomes necessary to change the terms described above, such changes, after being mutually agreed upon by and between the Agency and United Way, shall be effective when incorporated in written amendments to the Agreement.
- B. United Way reserves the right, at any time during the term of this Agreement, to reduce, withhold, or terminate the Agency's funding, place the Agency on conditional status, or terminate this Agreement if any of the following conditions occur:
 - Failure to achieve or maintain compliance with United Way Agency Certification standards or failure to adhere to United Way policies set forth and covered by this Agreement;

- Failure to fully carry out a funded program as described in the Agency's United Way funding proposal;
- Significant changes in conditions (organizational, revenue, facilities, staffing, client base, etc.) that negatively affect the Agency's ability to effectively operate the funded program(s).

C. Funding for this agreement is dependent upon the availability of Community Investment funds raised through the community campaign. If it is determined, at any point during this agreement, that there are insufficient funds to continue payments, the Agency will be given thirty (30) days written notice of a change to the funded amount.

D. The Agency may terminate this Agreement, without cause, on sixty (60) days written notice. A decision to terminate must be by resolution of the Agency's board of directors. United Way funding will cease on the effective date of termination.

Section VI.

Unless otherwise terminated or modified, this Agreement shall be in effect for the year ending June 30, 202X

MARKETING GUIDELINES

These guidelines have been created to establish an equal opportunity for all agencies funded through the Pikes Peak United Way Community Investment Fund. The goal is for all parties to work cooperatively under the United Way umbrella in the workplace. This will create a campaign that benefits contributors, agencies, and recipients of needed services.

Section I.

A. Solicitation of employees at any workplace is prohibited at all times. This restriction applies to solicitation of employees in a workplace for the purposes of one-time or payroll deduction contributions, either by representatives of the agency or by an employee of the company for the benefit of the agency. Not included in this restriction are solicitations for event-related activities, such as walkathons, product sales, casual day, etc.

B. Special event fundraising activities are allowed year-round, including during the United Way campaign period. Agencies, however, are required to work with United Way to identify co-marketing opportunities in relation to such activities, through which an agency's relationship to United Way can be highlighted. United Way, in turn, will fulfill its obligation of providing effective co-marketing opportunities for its member agencies.

C. Solicitations of corporations, corporate foundations, or private foundations, whether for direct financial support or for support of a special event, are acceptable year-round, including during the United Way campaign period.

Section II.

AGENCY SELF-DESIGNATION SOLICITATION

A. Agencies may inform constituents of the existence of the United Way donor designation program, if notice is not accompanied by a request to designate the agency. When informing constituents of the donor designation program, agencies must inform donors of the Community Investment Fund, through which United Way supports a broad range of human services, including those provided by the agency. Agencies also may not publish the United Way donor designation code number for the organization.

Sample language for communicating about the United Way campaign:

The annual United Way campaign will be underway soon. AGENCY benefits from financial support and increased public awareness of United Way donors. You are encouraged to support the United Way

campaign by making a gift to the United Way community fund, which benefits many area organizations, including AGENCY. United Way donors also have the option of designating all or a part of their United Way gift to a specific organization, or to one of United Way's impact areas.

B. Agencies may not promote the Donor Choice program at any workplace for a specific Agency's sole benefit, including, but not limited to, appeals made when speaking during a company's United Way campaign. In addition, Agencies should not solicit speaking engagements at companies for meetings related to the United Way campaign.

Section III.

CAMPAIGN SUPPORT AND CO-MARKETING

A. To support the United Way Annual Campaign and other Year-Round Resource Development efforts, agencies are encouraged to:

1. Use the United Way logo and other methods to identify themselves as United Way partner agencies on social media, organization website, and within the organization's building.
2. Provide information to United Way as requested to facilitate marketing communications, planning and research, and community initiatives.
3. Co-market United Way, and themselves and their programs, in a factual and informative manner, as important services to the community.
4. Promote the Pikes Peak United Way employee giving campaign in communications August through December including adding the Pikes Peak United Way partner logo to email signatures (further guidance will be provided).
5. Promote the partnership and grant award through social media, newsletters, and website (further guidance will be provided).
6. Mention in their promotions the value and importance of the United Way campaign and citizen-based investments as a process for supporting a wide range of human service needs.

B. Agencies will not conduct negative campaigns against United Way and/or other agencies. This includes a prohibition on any efforts to raise funds for which the basis of the appeal is a reduction in United Way funding or other action on United Way's part. For example, a letter to an Agency's constituents requesting donations to compensate for a reduction in the Agency's United Way funding is not acceptable.

Section IV.

ENFORCEMENT

A. By cooperating with these guidelines, Agencies should help to ensure that the community is well served by its United Way campaign. Failure to comply may result in the reduction or withholding of funding, or other action as deemed appropriate by United Way leadership.

B. This policy will be enforced by the Pikes Peak United Way Community Impact Committee.

C. Agencies will be held responsible for the action of employees, volunteers, clients and other supporters. Therefore, agencies are encouraged to communicate these guidelines to all interested parties.

APPENDIX VI: Grant Payout Procedure

Pikes Peak United Way pays grants in the method of monthly payments. Equal payments will be released to the receiving agencies during the first portion of every month, beginning in July of the funding cycle.

Required Agency Documents:

- Signed Partnership Agreements
- Current W9
- Patriot Act Compliance Document
- EFT Authorization Paperwork

**For Questions about Pikes Peak United Way
Funding Opportunities:**

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