

**United Way
of Larimer County**

**United
Way**



Community Impact Partner Handbook

"Individually, we are one drop. Together, we are an ocean." -Ryunosuke Satoro

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United Way of Larimer County (UWLC) is committed to achieving lasting change in our community by pursuing long-term solutions to address the root causes of poverty and create opportunities for a better life for all people in Larimer County.

UWLC is committed to cultivating a collaborative environment that spans the nonprofit and corporate sectors, private businesses, grassroots organizations, school districts, the faith-based community, and city/state/local governments in order to achieve large-scale change in our community.

We not only advocate to Live United as a community; that is at the core of how we operate.

UWLC is focused on education, income and health in order to advance the common good and improve the quality of life for individuals and families. We are seeking partners from all across the community who bring the passion, expertise and resources to get things done.

Vision

We lead the community to meet the needs of those in need.

Mission

To cultivate and mobilize community resources to change and save lives.

Background & History

In 2007, UWLC, through its newly developed Pathways Past Poverty Initiative (P3), conducted a series of community conversations in partnership with Colorado State University's Center for Public Deliberation. The conversations brought together hundreds of service providers, business leaders, funders, and community members; including those in poverty in Larimer County. The conversations led to identifying goals designed to address poverty that evolved into three focus areas – Education, Income, and Health.

EDUCATION - Helping youth succeed in school and life.

Together, we're investing with our partners in:

- High quality child care and early learning
- Reading, tutoring and mentoring programs
- Parent training and coaching
- Positive youth development and enrichment activities
- Community partnerships with schools

INCOME - Helping families become financially stable and independent.

Together, we're investing with our partners in:

- Training and job placement support
- Financial education to build savings and assets, and manage expenses
- Skill development and adult learning
- Community partnerships with businesses, workforce development and continuing education institutions

HEALTH - Creating a more stable community by meeting basic needs.

Together, we're investing with our partners in:

- Food
- Transportation
- Emergency Shelter & Homelessness
- Rent & Utility Assistance
- Safe & Healthy Life
- Services for Seniors
- Disability Resources & Services
- Emergency Assistance
- Information & Referral

Collective Impact

UWLC is working toward a collective impact model which values the ability and willingness of community partners to work with other organizations and across sectors in order to achieve positive, lasting change in our community. UWLC recognizes the importance of the work being done in the nonprofit sector in Larimer County and believes that the collective impact model will strengthen and mobilize the efforts of individual partners. All Community Impact Partners should be able to define and demonstrate how they work together with other organizations to achieve better results. This could be through networks, partnerships, coordination of services, cooperative strategic planning, shared resources and data, or a formal collaboration.

Collective impact is founded on these five core principles:

1. A common understanding of the problem and shared vision for change;
2. Shared measurement and accountability ;
3. Mutually reinforcing activities (willingness to adapt their activities to meet a common goal);
4. Continuous communication; and
5. Support of a backbone organization.

For more information on collective impact, please see John Kania and Mark Kramer's ["Collective Impact" from the Stanford Social Innovation Review](#)

Collaboration

UWLC defines formal collaboration as a structured, mutually beneficial relationship between two or more organizations that work toward a common goal by sharing resources, responsibility, authority, and accountability for achieving results. It is more than agencies cooperating, responding to requests or referring clients. Collaborations 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.

UWLC seeks to improve the lives of families and individuals in our community by providing support and resources to partners effectively addressing the roots causes of poverty by engaging and collaborating

across social, economic, and physical sectors in the areas of Education, Income, and Health. UWLC identifies opportunities to invest human and financial capital by leading, partnering with, and supporting our Community Impact Partners.

Measurement & Accountability

UWLC and its Partners are working side-by-side to achieve community-level outcomes that will ultimately reduce poverty and increase prosperity in Larimer County. Partners have identified common indicators to support a shared measurement system in order to effectively report on the progress being made in the goal areas of education, income, and health.

UWLC has shifted from a program-based funding model to an outcome-based funding model. Partners must demonstrate their ability to report on their work as it relates to the objectives outlined in the theories of change for each impact area; [Education](#), [Income](#), and [Health](#).

The mechanism to evaluate our progress is the Results Based Accountability framework. UWLC will engage Partners in a series of technical assistance and training opportunities in order to support effective and accurate reporting practices.

All partners will participate in a measurement and evaluation process specific to the level of engagement with UWLC as specified in the Partnership Agreement to be completed upon approval.

Partnership

We invite organizations working in our community to become a Community Impact Partner (Partner). UWLC recognizes that in order to create long-term, systemic change to improve lives, we must engage strategic partners working on a variety of levels. UWLC currently has more than 65 Partners engaged in the community impact work.

A Partner joins in a strategic collaboration to achieve a common purpose by sharing responsibilities, risks, and rewards. A Partner is defined as an organization, which has established a relationship with UWLC and shares a common purpose to achieve the Community Impact goals outlined in theories of change for each impact area; [Education](#), [Income](#), and [Health](#).

UWLC Board of Directors approved the following policy statement that will be used to determine eligibility for Partnership:

Eligible Community Impact Partners are organizations that have 1) an IRS 501(c)3 or other IRS status that qualifies them to receive charitable funds and/or 2) the capacity to advance the common good through Education, Income, and Health.

Eligible Community Impact Partners are organizations that share a common vision and commitment to mutual accountability in achieving goals resulting in long-lasting, community change.

Eligible organizations must agree to UWLC Standards, execute the Community Impact Partnership Agreement including the provision of outcomes reporting relative to the strategic goals of UWLC.

Non Human Service agencies and organizations that do not address issues related to the strategic goals of UWLC or those organizations that decline to participate can receive directed funding.

Specifically, United Way of Larimer County and the Partner mutually agree to:

1. Mobilize and leverage resources to build capacity and meet system level goals for long-term, systemic change.
2. In order to work toward consistent community messaging, both parties will establish and maintain communication regarding shared data, evaluation, and reporting on the progress around Community Impact goals.
3. Advocate and raise awareness around Community Impact goals and outcomes to engage future partners, volunteers, and donors at a higher level.
4. Investigate, develop and implement solutions to Community Impact building and problems in accordance with mutually established goals/objectives.
5. Engage in advocacy efforts around issues related to the Community Impact Plan.

6. Participate in the Collective Impact model to work toward systems level change.
7. Commit to a shared public endorsement of the Community Impact Plan.
 - A. Any concerns, grievances, or conflicts of interest shall be discussed between UWLC and Partner before public disclosure.
8. UWLC provides a number of value-add programs to Community Impact Partners as outlined in Attachment A of the Partnership Agreement. The opportunities will be made available to Partners on an annual basis for renewal or revision. Both parties will work cooperatively in order to fully utilize these opportunities.
9. Demonstrate ethical behavior and accountability toward all constituencies.

United Way of Larimer County agrees to:

1. Commit to the highest level of accountability and transparency as stewards of donors' philanthropy.
2. Establish a collaborative framework that provides a reporting mechanism for single type data analysis around Community Impact goals and outcomes.
3. Invest resources in an ethical and efficient manner consistent with established Community Impact goals.
4. Lead, partner, and provide support with key stakeholders and Community Impact Partners to address issues fitting the established Community Impact goals and strategies.
5. Engage and connect volunteers to Community Impact Partners in alignment with the strategies in Education, Income, and Health.
6. Provide guidelines and support necessary for Partners to fully engage in the value-add programs outlined in Attachment A of the Partnership Agreement.
7. Provide information and referral services through the United Way Community Response 2-1-1 program (2-1-1).
 - A. Will utilize 2-1-1 as a multi level service delivery system for information, referral, assessment and advocacy to services provided by the community.
 - B. 2-1-1 will provide a maintained community wide database of programs and services available to the community with comprehensive detailed descriptions of nonprofit, social, health and government organizations.
 - C. 2-1-1 will track community need trends and share reports of number of contacts, needs, unmet needs, number of referrals to partners, etc. to assist in community impact analysis and strategic planning.
8. Acknowledge Community Impact Partners as UWLC shares information with the community regarding our goals and objectives in Education, Income, and Health. The following includes examples of public recognition to be provided by UWLC:

- A. Partner name and website link on UnitedWayofLarimerCounty.org
- B. Included in public announcement of Community Impact Partners provided to local media and other constituents
- C. Promoted at United Way events, including annual State of the Community luncheon, as appropriate
- D. Promoted at United Way workplace campaigns, as appropriate
- E. Listed in UWLC's Annual Report publication
- F. Highlighted in Annual Community Impact Progress Reports
- G. General communications and materials in relationship to the implementation of the Community Impact Plan

Partner agrees to:

1. Serve as an advocate by advancing the Community Impact goals and strategies and its commitment to improving lives in our community.
2. Provide content expertise on community issues and a front line view of community needs.
3. Collaborate with experts in the field to share best practices, reduce duplication of services, increase capacity, and bring awareness to key issues around the Community Impact goals and outcomes.
4. Meet guidelines and provide necessary documentation to fully engage in the value-add programs outlined in Attachment A in the Partnership Agreement. Failure to meet these guidelines implicates the Partner's ability to participate in the program(s) but does not negate the Community Impact Partnership Agreement.
5. Acknowledge involvement as a United Way Community Impact Partner by providing a link to the Community Impact Plan on your website. Partner can access a promotional toolkit including United Way logos, signage, and additional materials can be provided to Partner upon request.

Partnership Application Process

Organizations will be invited to submit a Partnership application in December of 2014 that outlines their interest in becoming a Partner, demonstrates their ability to meet UWLC standards, and identifies the goal areas that they will be working toward. (Timeline, page 13) The Partnership Application review process driven by volunteer committees to 1) ensure ethical governance and financial accountability, as well as 2) organizational mission fit and goal alignment.

Registration: Interested organizations must complete the online registration form *prior* to accessing the application. Registration **opens December 3rd** and will **close December 17th**. Applicants will receive an acceptance email within 48 hours. This email will contain login information and a link to the Web Portal. The Partnership Application can be accessed and completed through the portal.

Part One: All grant applications will undergo an initial screening and review by United Way of Larimer County staff in order to ensure all applications are complete.

Part Two: Applications that pass the initial screening process will be reviewed by members of the UWLC Audit & Finance Committee. UWLC staff will work with the committee to provide training on the application review process and technical assistance.

Part Three: The Community Impact Committee will review the applications that have passed the standards review process to confirm organizational mission fit and goal alignment.

Part Four: UWLC staff will notify applicants on the status of the application and proceed with next steps.

Partnership agreements are 3-year commitments with an annual opportunity for interested organizations to apply. This relationship is established by both parties executing the Partnership Agreement following approval of the Partnership application.

This agreement is a separate document from a funding contract.

In order to be eligible for funding opportunities, organizations must be a Community Impact Partner.

Community Impact Grant Guidelines

Overview

The Community Impact grant provides financial support to UWLC partners through money raised each year through the annual campaign. This grant provides Partners the opportunity to leverage financial support in order to continue to deliver services, engage new stakeholders, increase capacity, and achieve measurable results through research-based strategies and best practices.

UWLC will mobilize our Partners by providing resources and support that directly impact the community-level outcomes in the areas of Education, Income, and Health as identified through the strategic planning process. There will be one opportunity to submit a competitive grant application in the next funding cycle for Partners engaged in the Health impact area.

Collaborative Grant Opportunity

In order to participate in the grant process for the Education and Income impact areas, Partners will be invited to submit a collaborative grant application that identifies their goal area and demonstrate their ability to move the needle on community-level outcomes through a shared measurement process. Education and Income are impact areas that are focused on long-term, community change and require a collaborative approach with a longer timeframe for investment and activities.

The collaborative grant process for Education and Income is a 3-year, intent-to-fund agreement with Community Impact Partners. The first cycle began in 2014 and will re-open for the 2017 funding cycle.

Competitive Grant Opportunity

In order to participate in the grant process for the Health impact area, Partners will submit a competitive grant application that identifies their chosen goal area(s) and demonstrate their ability to align their services to that goal area. The Health impact area has been developed to allow Partners working on issues around crisis stabilization and basic needs to respond more quickly to changes in community conditions.

The competitive grant process for the Health impact area is an annual funding agreement with Community Impact Partners.

Eligibility

We welcome grant applications from Partners that have 1) an IRS 501(c)3 or other IRS status that qualifies them to receive charitable funds and/or 2) the capacity to advance the initiatives of UWLC as described in this handbook. Services must be delivered within Larimer County.

Eligibility Limitations:

UWLC will not consider requests for:

- Fundraising or sports-related events
- Corporate sponsorship requests
- Political organizations or lobbying activity

- Labor unions
- Organizations that discriminate on the basis of race, color, religion, sex, age, national origin, sexual orientation, veteran or disability statuses in the delivery of services and in their employment practices.

Review Process

This review process driven by volunteer Impact Councils in the impact areas of Education, Income, and Health. Impact Council volunteers include content experts, UWLC board members, and passionate community members.

Part One: All grant applications will undergo an initial screening and review by United Way of Larimer County staff in order to ensure all applications are complete.

Part Two: Applications that pass the initial screening process will be reviewed by members of the Impact Councils in Education, Income, and Health. UWLC staff will work with Impact Councils to provide training on the application review process and technical assistance. The Impact Councils review collaborative and competitive grant applications, conduct follow-up processes to ensure the areas of Education, Income, and Health are addressed, and make investment recommendations to the Community Impact Committee.

- Impact Councils will participate in a fully informed review process. This means that they will be made aware of all sources of funding available to the applicant through UWLC’s revenue streams, including donor directed funds.
 - Full disclosure in the review process is not intended to be punitive. Rather, UWLC seeks to leverage all forms of revenue to Partners in order to achieve maximum impact.
- Impact Councils will complete a comprehensive evaluation form and comparatively score each application.

Part Three: Each Impact Council chair will present their impact area funding recommendations to the UWLC Community Impact Committee. We anticipate any follow-up questions or points of clarification to be made at this point in the process, should the Community Impact Committee consider it necessary.

Part Four: The Community Impact Committee will review the Impact Council recommendations and make final recommendations to the UWLC Board of Directors for final approval.

Part Five: Decisions to award grant funding will be made by the UWLC Board of Directors at its sole discretion. All decisions are final. *United Way of Larimer County Board of Directors reserves the right to award funds based on funding availability and other variables at its discretion.*

Grant Application Submission

Competitive grant applications must be received by United Way of Larimer County on or before May 12, 2016 at 5:00 p.m. Complete applications, including all relevant supporting documents, should be submitted electronically via the web portal at <https://impact.uwaylc.org>.

Grant Proposal Selection

Funding Priorities

Funding priorities are set by the Community Impact Committee based on the Community Impact Plan v. 2.0 and the UWLC Theories of Change.

UWLC will accept grant requests of any amount, but the recommended range for funding requests is between \$5,000-\$15,000 per Partner.

Community Impact Grant - Timeline

Dates	Grant Process
November 20, 2015	2014 Partnership Handbook Published <ul style="list-style-type: none"> · Meeting presenting the strategic planning process that includes newly developed Partnership agreements, funding opportunities, and grant funding timeline.
December 3, 2015	Online Registration/Partnership Application Open <ul style="list-style-type: none"> · Application required to: <ul style="list-style-type: none"> ○ Identify goal areas; ○ Describe Partnership narrative; and · Organization's ability to meet standards.
December 17, 2015	Online Registration Closes
January 7, 2016	Partnership Application due to UWLC <ul style="list-style-type: none"> · Annual opportunity for new and renewing Partners.
January 2016	Partnership Application Review & Approval <ul style="list-style-type: none"> · Commitment to impact area goals and strategies. · Meets UWLC standards · Working toward 1(+) Community Impact goal areas.
February 2016	New Partners Announced <ul style="list-style-type: none"> · Partnership Agreement completed by month end
March 15, 2016	UWLC Community Impact Grant Opportunity Competitive Grant Applications - Open Technical Assistance Trainings <ul style="list-style-type: none"> · Web-based application process. Measurement & accountability reporting
May 12, 2016	Grant Applications Due to UWLC <ul style="list-style-type: none"> · Competitive applications for Health
May 2016	Application Review Process <ul style="list-style-type: none"> · Health Impact Council · Community Impact Committee recommendations
June 2016	Approval of Grant Funding <ul style="list-style-type: none"> · UWLC Board of Directors
July 5, 2016	Grant Funding Contract Initiated <ul style="list-style-type: none"> · UWLC Staff
September 1, 2016	Signed Grant Contracts & Supporting Documents Due to UWLC
October 1, 2016	Funding cycle/contract start date
Mid-October 2016	First quarterly grant pay-out

UWLC Programs & Initiatives

UWLC provides a diverse set of funding, support, and resource opportunities to our Partners. These consist of both monetary and non-monetary resources, initiatives, and campaigns. The following is a comprehensive list of the way in which UWLC engages the community:

Donor Directed Funding

Donor directed funds are monetary gifts that include a specific restriction made by the donor/investor as to the use of the proceeds (usually directed toward a specific agency or cause). UWLC welcomes donor directed funds and allows these designations to be made to both partner and non-partner 501(c)3 organizations.

WomenGive

WomenGive is a leadership initiative of United Way of Larimer County in partnership with the Women's Foundation of Colorado to engage local women's compassion, volunteerism and financial resources to bring changes to issues that affect women and girls. Knowing that education is an integral component of self-sufficiency, WomenGive makes an impact by providing childcare scholarships to single mothers continuing their education.

Generation United

Generation United, a Young Leaders Society, is a group made up of young professionals under the age of 40 who are committed to making a difference through philanthropy and volunteerism. The current focus is to increase graduation rates and empower the next generation of leaders in Larimer County.

Emergency Food and Shelter Program

The Emergency Food and Shelter National Board Program (EFSP) is a Federal program administered by the U.S. Department of Homeland Security's Federal Emergency Management Agency (FEMA) and has been entrusted through the McKinney-Vento Homeless Assistance Act of 1987 (PL 100-77) "to supplement and expand ongoing efforts to provide shelter, food and supportive services" for hungry and homeless people across the nation. United Way of America serves as Secretariat and fiscal agent to the National Board and United Way of Larimer County administers this program on a local level

Smart Start for Kids

Smart Start for Kids is a United Way of Larimer County initiative that supports proven programs and strategies that ensure all children enter school ready to learn, and are reading at grade level by the end of third grade. Programs of this initiative in Be Ready and Colorado Reading Corps.

United Way of Larimer County
Glossary of Terms

Agency:	An organization that provides health and human services to clients.
Change strategy:	An integrated approach to transformational change that includes three components: 1) content, or what must change; 2) people, which refers to the human dynamics that influence change or are part of it; and 3) process, or how your organization will produce the content changes while simultaneously transforming people and culture.
Community assessment:	An effort undertaken to evaluate and understand the aspirations, issues and current state of affairs in a community. The assessment could include goals, assets and needs.
Community impact:	Improving lives by mobilizing communities to create sustained changes in community conditions.
Community investment:	Provision of finances, people, time, or energy to support a program, activity or initiative in your community.
Goal:	Broad, brief statements of intent that provide focus or vision for planning.
Engagement plan:	A written document that identifies specific goals and activities to build relationships with target audiences.
Indicator:	The specific information that is collected to track a program's success towards an outcome. Indicators should be observable and measurable – what can be seen, touched, quantified – and demonstrate an outcome taking place. An indicator is WHAT is being measured.
Impact strategy:	An approach to addressing the root causes of an issue.
Initiative:	Community change initiatives (CCIs) offer a path forward because they work holistically, using community building strategies with multiple stakeholders, to strengthen communities and address poverty...they are community efforts that seek improved outcomes for individuals and families and improvements in neighborhood conditions by working comprehensively across the social, economic, and physical sectors. (Aspen Institute, 2006)
Learning strategy:	A plan for helping an organization achieve specific business objectives via a coordinated approach to training, learning and/or knowledge processes.

Objective:	Realistic targets for the program or project.
Outcome measurement:	The regular, systematic tracking of the extent to which defined sets of people experience the intended benefits or changes.
Outcome:	Tell what the long-term implications of your program will be by describing the expected result for the community. (Outcome objectives are rarely measurable because many different elements may influence what is being measured.) Outcomes may be defined at multiple levels (e.g., program, system, community).
Outputs:	The direct products of program activities are usually measured in terms of the volume of work accomplished. For example, number of counseling sessions conducted, number of classes taught, number of participants served, etc. The time period these outputs represent should also be included (<i>i.e. a calendar year, a school year, a session, etc.</i>).
Partner:	Individuals and organizations with whom United Way works to achieve community impact. Generally used when referring to entities who are not investors or donors, but who are providing something else (<i>i.e., programs, expertise, technology, connections or contacts, etc.</i>). It includes, but is not limited to, those traditionally referred to as partner agencies.
Program:	A set of related activities and outputs directed at common or closely-related purposes.
Program Mission:	The overall purpose or desired effects of the program.
Resources:	All possible assets that can be put to work to produce positive results. They can be time, money, people, knowledge, talent, expertise, goods, services, relationships and technology.
Strategic plan:	A written document that identifies a set of integrated decisions your United Way has made with respect to multi-year goals and strategies to achieve them. Decisions include: selected priority issues on which your United Way will focus; market and donor/investor segments you will target; resources and operational capabilities needed.
Target:	Numerical objectives for a program's level of achievement on its outcomes. Programs usually set targets once some initial data has been collected and a baseline has been established.

Values:

Traits or qualities that are considered worthwhile; they represent your United Way's governing beliefs that drive decisions and define how people behave toward each other.

UWLC Community Impact Staff

Contact List

The Community Impact department is responsible for implementing the Community Impact grants. Therefore, they are an important resource for organizations interested in applying. Please call, e-mail, or set up an appointment to meet with one of the team members.

Title	Staff Person	Phone	Email
Community Impact Administrator	Katlyn Rideout	970.407.7038	krideout@uwaylc.org
Director, Community Impact	Rebecca Toll	970.407.7089	rtoll@uwaylc.org

UWLC Community Impact Councils

Contact List

To Be Determined

Name	Impact Area	Email