LIVE UNITED

2020 COMMUNITY IMPACT HANDBOOK

Identifies Needs and Facilitates Solutions Through Community Collaborations

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# COMMUNITY IMPACT HANDBOOK 2020

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INTRODUCTION

Our Mission
The United Way of Rutland County is dedicated to improving the health, education and financial stability of our community through the work of our partner agencies and by spearheading new initiatives.

About the United Way
United Way of Rutland County is one of 1,200 United Ways in the United States and one of 1,800 worldwide. Serving Rutland County residents since 1943, we are an independent, non-profit organization, focusing on health, education and financial stability in Rutland County. We are the largest non-governmental fundraiser for local services in our community.

How Your United Way Works
Through our annual campaign we raise funds to help tackle the most urgent issues in our community. Three teams of volunteers (health, education, and financial stability) spend several months each year collecting and reviewing the latest data (see page 5 for details) in order to make informed decisions as to the areas where UWRC can have the biggest, most needed impact. We call these ‘Areas of Need’.

We collaborate with other community organizations, partner with businesses, team with service delivery organizations and join forces with dedicated leaders and volunteers. We actively work with local agencies to implement effective programs. We measure the impact of these programs by how well they solve problems and improve lives. We provide stakeholders with feedback for continuous improvement.

The outcome of this effort is a healthier, stronger community.
Definition of Key Terms

The move by UWRC to 100% Community Impact funding has resulted in the introduction of new ideas and new terminology. To help demistify the process, some of the most widely-used terms are explained here in the context of UWRC.

COMMUNITY: Every person who lives and works in Rutland County

POPULATION: The people served by a particular program as defined by the organization implementing the program; this can range from a specific group (e.g., children 0-5 yrs.) to the whole county.

IMPACT: The effect of an activity on the social fabric of the community and well-being of individuals and families.

PROGRAM: A planned series of activities or events designed to achieve a specific goal, that is to bring about a positive change in people’s lives.

AREAS OF NEED: The issues in the community which UWRC has identified (see page 5) as being top priorities for assistance.

VISION: The inspiration that provides the framework for UWRC’s strategic planning.

MISSION: The purpose an organization strives to fulfill.

RATIONALITY: The reason(s) that justify the decision to do something.

LOGIC MODEL: A planning tool that provides a step-by-step guide to program design and implementation.

CONDITIONS: The problems or needs that exist and point to the need for a program.

INPUTS: All the resources that are required to successfully run a program.

ACTIVITIES: The components of the program, such as meetings, events, education sessions, counseling, and assessments.

OUTPUTS: In the activities, what is done, how much is done, and who is reached.

OUTCOMES: The effects of the activities, for example learning, awareness, attitude changes, improved aspirations and motivation and increased skill.

RESULTS-BASED ACCOUNTABILITY: Known as RBA, a recognized system of reporting outputs and outcomes of a program, and evaluation of how well the organization and program performed.

DATA: A scary word for facts; data need not be statistics, but can be any reliable information that proves something is true beyond reasonable doubt.

MEASUREMENT: A method by which the amount and/or effect of an activity can be assessed—for example records of enrolment, use of questionnaires, interviews.

INSTRUMENT: The ‘tool’ used to measure with, such as the test sheet or list of questions.
United Way Worldwide Focus

United Way Worldwide collaborates to improve the lives of every person in every community by working to positively impact:

- **Health**
- **Education**
- **Financial Stability**

Think of Health, Education and Financial Stability as the three essential ingredients that combine as the recipe for a safer and more prosperous community for everyone. If one ingredient is missing, the recipe fails. UWRC acknowledges this and collaborates with community organizations, partners with businesses, teams with service delivery organizations and joins forces with dedicated leaders and volunteers to ensure a recipe of success for Rutland County.

*The work that UWRC does to advance the health, education and financial stability of the residents of Rutland County is something to be very proud of!*
UWRC Areas of Need

Three volunteer teams from our community who have expertise in the fields of health, education, and financial stability conducted a needs assessment, analyzing up-to-date data to identify the most urgent needs of the community. By focusing on these “Areas of Need”, UWRC can target funds where they will have the greatest impact.

Data sources the needs assessment examined included:
- Guidance from United Ways of Vermont, UW Worldwide and UW of America;
- Existing community needs assessments and reports;
- State and County statistics from local, state and national sources;
- Experience gained during the past 2 years of UWRC CI programs;
- Feedback from community partners;
- Research by the Health, Education and Financial Stability Team members;
- Data from a UWRC survey completed by CI team members and agency representatives;
- Input from the Community Impact Board Sub-Committee;
- Input from the UWRC Community Impact Director and Executive Director.

UWRC funding *will favor* programs that target specific issues in keeping with the Areas of Need illustrated in Figure 1.

![Figure 1: Areas of Need for Program Funding](image)

Substance Abuse is an overarching concern affecting the whole community

- **HEALTH**
  - Support those with Mental Health Issues
  - Facilitate Quality Independent Living
- **EDUCATION**
  - Improve Adult Dental Health
  - Alleviate Childhood Trauma
- **FINANCIAL STABILITY**
  - Expand Infant Child Care
  - Support Children Beyond the School Day and Year
  - Progress Employment Skills
  - Support Low-Wage Earners
  - Remove Barriers to Employment

Substance Abuse is an overarching concern affecting the whole community.
EDUCATION
The Journey towards Knowledge:
Working to Ensure Our Children Have Every Chance to Succeed

UWRC HAS IDENTIFIED THREE AREAS OF NEED FOR EDUCATION
Early childhood trauma has been conclusively linked to a variety of lifelong cognitive, behavioral and physiological problems. High rates of illicit substance abuse and poverty in Rutland significantly increase the risk of childhood trauma. Childcare can help mitigate this but there is a substantial shortfall in the number of regulated childcare places (licensed or registered with the state) and high-quality* programs, especially for infants and children with special needs. The need for child care centers and home care providers to comply with new regulations is compounding the problem. Programs for school age children beyond the school day and year provide care, experiential education, and additional benefits such as meals. Data shows a need for more quality childcare, extended out of school programs, and professional development for those working with our children.

<table>
<thead>
<tr>
<th>VISION</th>
<th>Childcare Capacity and Quality Are Expanded</th>
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<tbody>
<tr>
<td>1</td>
<td>In collaboration with our community partners, UWRC strives to ensure all children in Rutland County have access to quality, affordable childcare when they need it.</td>
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RATIONALITY New 2016 regulations put an additional burden on child care centers and home-based programs which could result in a decrease of childcare places if no action is taken.

<table>
<thead>
<tr>
<th>VISION</th>
<th>Childhood Trauma is Alleviated</th>
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<tr>
<td>2</td>
<td>In collaboration with our community partners, UWRC strives to ensure all children in Rutland County who experience childhood trauma are recognized and supported to ensure success in school and in life.</td>
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RATIONALITY Early childhood trauma affects brain development, school readiness, reading proficiency, graduation rates and likelihood of incarceration. Trauma can be alleviated if it is identified and effective action is taken.

<table>
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<th>VISION</th>
<th>Children are Supported Beyond the School Day and Year</th>
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<tr>
<td>3</td>
<td>In collaboration with our community partners, UWRC strives to ensure all low-income children in Rutland County have access to programs beyond the school day and year via an increase in capacity and an enhancement of the programming that currently exists.</td>
</tr>
</tbody>
</table>

RATIONALITY Over 24% of Vermont's K-12 children are responsible for taking care of themselves outside school. The negative impacts of this include higher incidence of risk taking behaviors. Wasted opportunities include developing skills such as communication, and fostering a passion for lifelong learning.
EDUCATION

UWRC funding will favor programs that target specific issues in keeping with these broad outcomes:

1. Expanding Childcare Capacity and Quality

**Childcare providers are supported in complying with regulations**
Support for providers in interpreting and administering regulations, and adapting facilities to comply with requirements.

**Professional development opportunities for childcare staff are expanded**
Provision of low cost or no cost programs through which staff can become qualified in compliance with regulations, and/or which help them towards attainment of STARS.

**The capacity for childcare for children with special needs is increased**
Provision of targeted training in aspects of special needs care, and physical resources which enable providers to offer more places for special needs children.

**Childcare becomes more accessible outside normal working hours**
Support for programs that offer affordable childcare during times when regular providers are closed, that is early mornings, evenings, weekends and school holidays.

2. Alleviating Childhood Trauma

**Caregivers and teachers receive the training they need to identify signs of trauma**
Support for affordable training to inform those who work with children in all capacities in how to recognize signs of trauma.

**Caregivers and teachers receive the training they need to institute a trauma-informed approach to supporting children of all ages**
Provision of no cost or low cost training leading to competence in a trauma-informed approach and/or certification in trauma-informed interventions.

3. Supporting Children Beyond the School Day and Year

**Expand opportunities and capacity for low-income children to participate in appropriate and supportive no-cost and low-cost programs**
Provision of new low cost or no cost programs for children K-12th grade, or expansion of existing programs to offer additional places and a wider variety of activities.

**Remove barriers to enrolment and attendance**
Develop information hubs to inform the population of what is available, create easy enrollment systems, and support low-income families through programs such as affordable transportation, materials and equipment.

*To be classified “high-quality” in Vermont, childcare programs must have 4 or 5 stars. STARS (STep Ahead Recognition System) is Vermont's quality recognition system for child care, preschool, and afterschool programs. Programs that participate in STARS go above and beyond state regulations to provide professional services that meet the needs of children and families.*
HEALTH

The Path to Wellness:
Improving Life for Our Community through Access to Essential Care

WHY UWRC HAS IDENTIFIED THREE AREAS OF NEED FOR HEALTH
The Community Health Needs Assessment (2015-2017, RRMC) identified factors affecting health: healthy behaviors (30%), clinical care (20%), social and economic conditions (40%), and physical environment (10%). The report specifically identifies a need for more support of those with mental health and dental issues. Vermont ranks among the top 3 States in the Nation in illicit drug use. Populations who require special help include the 20% aged 65+ and the 10% of those under 65 registered as disabled, and those with mental health issues.

VISION 1
Provision of Adult Dental Care and Emergency Treatment is Expanded
In collaboration with our community partners, UWRC strives to ensure that ongoing preventative care and emergency treatment is available to all adults in Rutland County.

RATIONALE
Over 75% of Rutland dentists do not accept new adult Medicaid patients. A study from the Health Policy Institute shows dental care in the emergency room is growing faster than overall ER visits, making it hard to contain health costs as emergency rooms across the U.S. see more patients with dental problems. Over 80% of adults surveyed stated that they were unable to afford emergency dental treatment.

VISION 2
Adults and Children with Mental Health Issues Are Supported
In collaboration with our community partners, UWRC strives to ensure all those in Rutland County who experience mental health problems receive the support they need for a better quality of life.

RATIONALE
Rutland County has a higher incidence of mental health issues than VT. These include PTSD, depression, and diagnosed or untreated mental health conditions. Problems are exacerbated by substance abuse and dependence. In addition to primary care, ‘wrap-around’ services have been identified as essential to recovery and stability.

VISION 3
Optimal Independent Living is Facilitated
In collaboration with our community partners, UWRC strives to ensure seniors and disabled in Rutland County have the information, financial resources and support systems to live independent lives.

RATIONALE
In Rutland County, 19% of the population is age 65+, and 17% has a disability. These groups, with support, can live independently. As individuals, they maintain autonomy, self-respect and dignity, and continue to contribute to a vibrant community. As a community we see loved ones living fulfilling lives, and reduce demand on hospitals, residential housing and other tax-funded services.
HEALTH

UWRC funding will favor programs that target specific issues in keeping with these broad outcomes:

1. Expanding Provision of Adult Dental Care and Emergency Treatment

Support services are provided for adults in need of dental care
Support for access to routine care and education in preventative behaviors, for example Medicare or Medicaid enrollment, identification of aid programs, case management, finding permanent dental homes, and preventative care education.

Timely emergency dental treatment is available to those in need
Provision of dental screening and emergency treatment, and related medical assistance such as follow-up care and drugs, for low income patients with no insurance

2. Supporting Adults and Children with Mental Health Issues

Screening and interventions are available appropriate to individual needs
Provision of training in the recognition of mental health conditions, for non-health care professionals and volunteers, along with training in approaches to working with those who suffer from psychological problems.

Wrap-around services support and guide mental health sufferers to assist them in making the transition from intervention to independence
Provision of services such as Medicare or Medicaid enrollment, identification of aid programs, case management, counselling, peer support groups, and practical help such as acquiring housing and adequate nutrition

3. Facilitating Optimal Independent Living

Basic needs, such as safety and nutrition, are met
Support in finding safe, suitable housing, adequate nutrition, routine, chronic and emergency healthcare, and support systems to handle everyday affairs

 Systems to support and guide people in making healthy choices are developed
Access to peer groups, volunteer support and mentoring, and professional counselling to educate people in the healthy choices available and support them in those choices

Higher needs, such as belonging and self-actualization, are met
Provision of activities such as weekly classes and social events, outings, talks and visits that enrich the quality of life and mitigate issues such as loneliness
## FINANCIAL STABILITY

**The Road to a Secure Future:**
*Supporting Youth in Transition and Work-age Adults Toward Financial Independence*

### WHY UWRC HAS IDENTIFIED FOUR AREAS OF NEED IN FINANCIAL STABILITY

In the most recent census bureau report 31.5% of the population was identified as living in poverty with the median household income in Rutland being $12000 less than the state average. Poverty is linked to higher rates of crime, substance abuse, suicide and health problems. Good employment, affordable housing and financial literacy are essential factors in creating a strong, healthy community.

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<tr>
<th>VISION</th>
<th>Training to Gain and Maintain Employment is Provided</th>
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<tr>
<td>1</td>
<td>In collaboration with our community partners, UWRC strives to ensure that those seeking employment are equipped to get a job, and those in employment have the tools to keep jobs</td>
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**RATIONALE**

Employers report that they can train workers in specialized skills but need them to come equipped with qualities such as communication skills, problem-solving abilities, positive attitude and good work ethic. Rutland region employers identify a significant shortfall in these areas.

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<th>VISION</th>
<th>Barriers to Obtaining Employment Are Removed</th>
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<tbody>
<tr>
<td>2</td>
<td>In collaboration with our community partners, UWRC strives to improve the chances of being offered a job and remaining in that job</td>
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**RATIONALE**

Sub-sets of the population, such as returning mothers, veterans, and those released after incarceration, have specific barriers which make it harder for them to enter the workforce. To stand an equitable chance of employment they must receive supports particular to their needs.

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<th>VISION</th>
<th>Prospects for Low-Wage Earners Are Enhanced</th>
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<tr>
<td>3</td>
<td>In collaboration with our community partners, UWRC strives to ensure low-wage earners receive support to maximize employment benefits.</td>
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**RATIONALE**

Living wage in Vermont for an adult is $11.49; minimum wage for 2017 is $10/hour. Low-wage earners can move out of this poverty trap if supported in areas such as improved employment prospects financial literacy, and claiming of benefits and subsidies available to them.

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<th>VISION</th>
<th>Capacity for Affordable Housing is Expanded</th>
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<tr>
<td>4</td>
<td>In collaboration with our community partners, UWRC strives to ensure access to affordable, safe, permanent homes for working families.</td>
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**RATIONALE**

Rutland County ≥150 homeless at any point in time. Many others live in temporary or unsuitable accommodation. Lack of a permanent address leads to non-receipt of benefits, inability to gain employment, and health, education and welfare issues. Low wage earners may spend over a third of their income on housing, which is unsustainable.
FINANCIAL STABILITY

UWRC funding will favor programs that target specific issues in keeping with these broad outcomes:

1. Providing Training and Skills to Gain and Maintain Employment

Job seekers and underemployed workers receive support in securing appropriate employment
Provision of soft skills training (interpersonal skills, social skills, communication skills, character traits, attitudes, career attributes and emotional intelligence), training in related skills such as interview technique and job searches, and education specifically targeted at helping job seekers enter the workforce and those in the workforce move ahead.

Barriers to employment for special populations are removed
Provision of targeted assistance to populations with specific needs in order that they can join the workforce; for example retraining and work experience for returning workers and veterans, support in overcoming criminal backgrounds, and accommodations and advocacy for those with disabilities.

2. Removing Barriers to Sustaining Employment

Employees are helped to meet the conditions of employment
Provision of information, counselling and guidance in areas such as identifying support services, time management, prioritizing and coping with emergencies, and practical help such as finding transportation and housing, securing loans, and communicating with employers.

3. Enhancing Prospects for Low-Wage Earners

Low-wage earners have access to opportunities for career advancement
Support for volunteer and employer-driven programs that provide guidance and training which enable career advancement within and across employment areas.

Low-wage earners are provided with financial literacy education
Provision of low- and no-cost financial literacy education programs in areas such as budgeting, saving, managing bank accounts and credit, employee rights and state and federal requirements, and financial assistance; for example, free tax programs.

4. Expanding Capacity for Affordable Housing

Low-wage earners find and secure affordable housing
Guidance and support for low wage earners in areas such as identifying sources of affordable housing, meeting the criteria to apply, completing applications and developing a financial plan to meet payments and plan for emergencies.

Affordable housing capacity in Rutland is increased
The development of additional housing available to low wage earners, with support for eligible parties in the practical and administrative aspects of entering the housing market.
UWRC Funding will favor programs that contribute to the following Community Impact Outcomes:

Substance abuse is recognized as contributing to many problems in our community. As such, programs which contribute to tackling substance abuse and its effects will be welcomed in accordance with the outcomes on this list. This list provides a summary of the broad outcomes listed on pages 6 (education), 8 (health) and 10 (financial stability.) All programs supported by UWRC will be expected to contribute to success in achieving one or more of these outcomes.

Substance Abuse
- People with substance abuse issues are provided with treatment and support to manage the condition and the adverse effects that arise from addiction.
- Those in recovery are given the help and support they need to minimize the chance of relapsing and maximize their potential.

Childcare
- Childcare providers are supported in complying with regulations
- Professional development opportunities for childcare staff are expanded
- The capacity for childcare for children with special needs is increased
- Childcare becomes more accessible outside normal working hours

Trauma
- Caregivers and teachers receive the training they need to identify signs of trauma
- Caregivers and teachers receive the training they need to institute a trauma-informed approach to supporting children of all ages

Beyond School
- Expand opportunities and capacity for low-income children to participate in appropriate and supportive no cost and low cost programs
- Remove barriers to enrollment and attendance

Dental
- Support services are provided for adults in need of dental care
- Timely emergency dental treatment is available to those in need

Mental Health
- Screening and interventions are available appropriate to individual needs
- Wrap-around services support and guide those with mental health issues to assist them in making the transition from intervention to independence

Independent Living
- Basic needs, such as safety, healthcare and nutrition, are met
- Systems to support and guide people in making healthy choices are developed
- Higher needs, such as belonging and self-actualization, are met

Gaining Employment
- Job seekers and under-employed workers receive support in securing appropriate employment
- Barriers to employment for special populations are removed

Barriers to Sustaining Employment
- Employees are helped to meet the conditions of employment

Low-Wage Earners
- Low-wage earners have access to opportunities for career advancement
- Low-wage earners are provided with financial literacy education

Affordable Housing
- Low-wage earners find and secure affordable housing
- Affordable housing capacity in Rutland is increased
2020 GUIDING PRINCIPLES FOR FUNDING

These guidelines were approved by the UWRC Board of Directors in June 2016.

**Decision Making:**
Data from numerous sources guided the process, including:
- Experience from two years of UWRC Community Impact programming;
- Directives from United Way Worldwide and United Way of America sites;
- Feedback from our sister United Ways of Vermont;
- Input from the Community Impact Board Sub-Committee;
- And input from the UWRC Community Impact Director and Executive Director.

**General Principles:**
- Community Impact program funding will be focused on the *Areas of Need* identified by the Health, Education, and Financial Stability teams through data-based needs assessments;
- To receive UWRC funding, proposed programs must align closely with one or more of these Areas of Need;
- All programs funded by UWRC will cite measurable Community Impact outcomes;
- Collaboration between and among agencies working towards common outcomes will be encouraged, and joint proposals will be welcomed;
- Programs in areas where there is duplication of work by multiple agencies may be less likely to receive funding;
- Funding will be a competitive process based on the potential impact of the program for the community;
- Work in the community by UWRC staff (e.g. collaborations, activities, and educational events) will be focused on advancing the community in the Areas of Need;
- And in addition to funding programs in Areas of Need, UWRC will work with community partners as a team player or minor partner to facilitate solutions.

**Fiscal Policy:**
- In 2020, 100% of available funds will be dedicated to funding Community Impact programs in Areas of Need in Health, Education, and Financial Stability;
- Funding for 2020 does not guarantee future funding;
• There will be one grant fund, and the amount awarded to programs in Health, Education and Financial Stability will not be pre-determined;
• Agencies may apply for grants for multiple programs so long as each program has clear stand-alone outcomes;
• There is no cap on the size of grants that agencies may seek;
• Joint applications from two or more agencies working in collaboration are welcomed and encouraged;
• For RFPs of $3,000 or less, a shortened application process will be implemented;
• Grants awarded in 2020 will be of 1-year duration; Mini-grants ($3000 or less) awarded in 2020 will be of 3-year duration for prior UWRC grantees and 1-year duration for new UWRC grantees.
• The Awards Team will have discretion to fully or partially fund programs, or to decide not to fund.

**Accountability**

• All proposals, regardless of the amount requested, will be held to the same principles and practices of accountability;
• All grantees must framework their applications using a Logic Model;
• Outcomes must be clearly expressed in measurable terms according to the principles of Results-Based Accountability (RBA):
• Midterm evaluations for all programs will be conducted by UWRC.
• All grantees will be required to submit written midterm and final reports;
• Should programs fail to meet contracted outcomes at the midterm or final evaluations, UWRC reserves the right to recall prior funding (and agencies agree to return such prior funding upon request) and/or withdraw future funding;
• And UWRC has the right to use data from all its funded programs at will to ‘Tell the Story’.

**AWARDING OF FUNDS**

Three teams (Health, Education, and Financial Stability), each comprised of volunteers who live and work in Rutland County, meet regularly to ensure UWRC invests its resources where they are most needed.

Three members of each team will be selected to form a cohesive Awards Team. These volunteers are invested in the community, and have a wealth of local and subject knowledge.

They are charged with making tough funding decisions for the good of the whole community. They make these decisions objectively and are fully accountable to our generous donors and to all UWRC stakeholders. The table below summarizes the awards procedure.
Community Impact Granting Process
See graphic of timeline
Appendix A

**Dates to Know:**

February 20th, 2020 - UWRC Grant Process Meeting (CCV in Rutland)
March 4th, 2020: Deadline for Letter of Intent to be submitted to UWRC office
By Mid-March, 2020: Awards Team review LOIs and provide feedback if necessary
By April 9th, 2019: Agencies refine and finalize program details
April 10th, 2020: Deadline for submission of proposals to UWRC
April 11-May 2020: Awards Team review proposals and make decisions; agencies may be invited to UWRC to discuss proposals
June 30th, 2020: Latest date for awards to be announced
By August 31st, 2020: First 50% of funds released to agencies
January 31st, 2021: Deadline for midterm reports to UWRC
February 2021: Awards Team conducts midterm evaluations
March 1st, 2021: Latest date balance of funds released to agencies
July 31, 2021: Deadline for final reports to UWRC
TARGETED IMPACT FUNDING

In the 2019-20 grant year, UWRC implemented Targeted Impact Funding. The intention of this funding was to fill gaps in service within the community that were not being addressed through traditional UWRC grant funding. These needs were identified through community conversations in which current UWRC funded agencies and community partners were present, resulting in a "community wish list." Through the use of Targeted Impact funds and collaborations with local businesses UWRC was able to address the issue of food insecurity, childhood trauma awareness and provide adequate footwear to children throughout the County.

The Future and Process of Targeted Impact:

As we look ahead, we see UWRC continuing to address the needs of Rutland County using Targeted Impact funding. Each campaign year, at the Board’s discretion, funding will be reserved to ensure that we are able to fill unforeseen gaps within community programming or support emergent situations, such as increased financial supports to community food shelves, natural disasters, etc.

The conversation of proposed Targeted Impact funding will be initiated by UWRC with community stakeholders as to the financial needs and supports necessary to make a potential targeted impact program successful. At that time, a written proposal will be requested of the agency/program by UWRC. The proposal must include both a narrative and a proposed budget inclusive of the requested amount of UWRC dollars. Upon receipt of the proposal, the UWRC Board of Directors (Executive Committee) will be presented with the details of the proposal and elect to move forward or decline the proposal. In order for the proposal to move forward, it MUST align with at least one of the UWRC’s area of need; Health, Education, Financial Stability.

Once a proposal is approved for Targeted Impact funding, the program/agency becomes a funded UWRC agency and must agree to all policies and protocols as traditionally grant funded agencies and programs. This is inclusive of all reporting requirements and timelines.

Targeted Impact funding is only available for one grant year and should an agency/program choose to request future UWRC funding they must do so under the traditional grant process.
UNITED WAY OF RUTLAND COUNTY

PLANNING PROGRAMS FOR COMMUNITY IMPACT

In Appendix C, you will find a checklist of the criteria on which Community Impact programs are assessed for funding. UWRC, in keeping with other United Ways, recommends that grant applicants structure their applications using two tools, the Logic Model, and Results-Based Accountability (RBA). You will see that these two tools dovetail. The ‘Outcomes’ (results) stage in the Logic Model provides the answers to the questions asked in the RBA reporting!

**Logic Model**

This model provides a framework to help plan and explain each phase of your program (Figure 2). If you use it when designing the program, completing the grant application will be straightforward. The rubric (Appendix B) shows you how much detail you need to provide so that your application rates as a strong proposal.

<table>
<thead>
<tr>
<th>QUESTIONS</th>
<th>ANSWERS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Conditions</strong></td>
<td>Describe the specific problem(s) that your program addresses. Detail the population(s) it affects, and how much impact the problems have on lives. Provide the evidence you used to know the program is needed.</td>
</tr>
<tr>
<td><strong>Inputs</strong></td>
<td>Identify the resources that are needed to implement the program such as people, training, supplies, equipment, and facilities.</td>
</tr>
<tr>
<td><strong>Activities</strong></td>
<td>Describe the actions, events, procedures and processes which are the heart of your program. For example, counseling, health screening, distribution of educational materials, classes, seminars.</td>
</tr>
<tr>
<td><strong>Outputs</strong></td>
<td>Explain what data will be collected as a result of program activities. For example, number of people treated, hours they were in counseling, services delivered by the program, what people learned.</td>
</tr>
<tr>
<td><strong>Outcomes</strong></td>
<td>Answer the questions posed in RBA (see below). Examples include changes in awareness, knowledge, skills, attitudes, opinions and intent, changes in behaviors, decision-making and actions.</td>
</tr>
<tr>
<td><strong>Impact</strong></td>
<td>If possible, link outcomes to long-term benefits such as changes in social, economic, civic, and environmental conditions.</td>
</tr>
</tbody>
</table>
Results-Based Accountability™ (RBA)

Developed by Mark Friedman, RBA is being used throughout the United States. The rationale for embracing RBA is “Trying Hard is Not Good Enough” (the title of Friedman’s book); we need to produce and document results so we have a story to tell donors and all stakeholders.

http://resultsaccountability.com/about/what-is-results-based-accountability/

Measurement of the outcomes which are the goals of the program should be expressed in the context of the 4 questions seen in Figure 3.

RBA Explained in Brief

“How much did we do?” is similar to the output box of the Logic Model. Examples include number of people helped, amount of supplies distributed, facilities made available, and hours spent providing education.

“Who is better off?” is the evidence you served the population you pledged to help in the program proposal. Examples include age, gender, ethnicity, SES, occupation, and area of residence.
“How well did we do it?” refers to the quality of the program. You might ask, for example, if participants were satisfied, if the cost-achievement ratio was satisfactory, and how great were the changes. The perceptions people have of the program will be reported here.

“How much are they better off?” can be applied to outcomes (short/mid term) and impact (long term). Data collected must be valid and measured by reliable tools. Examples include measures of health, nutrition, and reduction in risk.

Measurement of Outcomes
Saying that outcomes will be measured is not good enough (to quote Friedman)! You need to identify how to do this from the outset.

At least, explain how each outcome will be measured – in other words, the proof that it actually happened, and the extent to which it happened.

At best, include copies of measurement tools with the application, for example questionnaires, enrollment forms, tests, and interview protocols.
THE APPLICATION PROCESS

The United Way of Rutland County Associate Director is available by email, or to meet in person, to assist your agency with preparation of your application.

The Letter of Intent template and full application packet will be available on our website in February, 2020 after the required UWRC grant process meeting has occurred. It can also be emailed to agencies on request.

One (1) copy, electronically submitted, of each are required by midnight of the closing dates (see the Timeline, Appendix A). Electronic submission may be in PDF (recommended) or as Word documents, or available by a link to Google Docs.

**Figure 5: Guide to Applying for Community Impact Funding**

1. Plan an outline of your program, which must identify at least one UWRC outcome, fulfill the Community Impact criteria, and align with your agency mission;

2. Thoroughly read the materials provided by UWRC to assist you in putting together a strong application;

3. Submit a Letter of Intent (see Appendix A for the timeline) - agencies failing to do this will not be considered for funding;

4. Contact the UWRC Associate Director well before the application deadline if you require help;

5. Complete your application form* in full in the required format as per the instructions on the application form;

6. And submit the full application on or before the application closing date.

* The application process for requests of $3,000 or lower is a shortened version of the application process for grants > $3,000
The AWARDS PROCESS

*We are very grateful for the hours the volunteer Awards Team gives to read, discuss, and evaluate the applications in support of our community.*

The Awards Team will be comprised of 3 members from each of the Health, Education, and Financial Stability Teams. The Associate Director will facilitate meetings. Funding decisions will be made by consensus, as detailed in Figure 6.

**Figure 6: How Community Impact Funds are Awarded**

1. All applications are passed to the Awards Team;

2. Each team member reads each application and independently grades it using the rubric;

3. The scores from the rubrics for each application are plotted and used as the basis for the decision-making;

4. The team discusses each application, and if appropriate, seeks clarification where information is ambiguous, or insufficient;

5. The team makes recommendations to the Board Community Impact sub-committee;

6. The Board Community Impact sub-committee reviews these and makes recommendations to the Board;

7. The Board confirms the decisions and approves funding;

8. And decisions are announced by the end of June 2020.
THE EVALUATION PROCESS

The UWRC Associate Director, supported by members of the volunteer teams, will work with the program leader, as shown in Figure 7, to systematically evaluate the progress (mid-term) and achievements (final) of each program.

Figure 7: How Community Impact Programs Will Be Evaluated

1. As partners, we will work together to ensure every program is the best it can be for the community.

2. Informal meetings can occur at any point at the request of either party; the goal is to promote understanding and trust.

3. A formal meeting will take place shortly after each program commences, to ensure all inputs are in place, and address any concerns partners may have.

4. Agencies will submit a mid-term report; this will be followed by a formal meeting to discuss progress.

5. Agencies will submit a final report. This will be followed by a formal meeting to discuss future goals.

6. We will work together to "Tell the Story" of how the program has impacted our community.
THE UWRC PLEDGE
In the same way we hold our funded partners accountable, the UWRC will be accountable to stakeholders and the community for ensuring our funds have the greatest possible impact in our community. We pledge to:

- Provide leadership in planning and implementing Community Impact;
- Ensure Areas of Need align with the greatest needs in our community;
- Make decisions based on reliable and valid data;
- Use objective, transparent methods to decide allocation of funding;
- Use accepted evaluation methodology to monitor programs;
- And collaborate with community stakeholders to plan for a brighter future.

Resources
A small sample of websites and publications are listed below. It is highly recommended that you take time for research before embarking on writing a proposal.

The Results Leadership Group
From a leading company in RBA, a well written pdf explaining RBA/OBA. http://www.dhs.state.il.us/onenetlibrary/27896/documents/by_division/dchp/rfp/rbaguide.pdf

Benchmarks for a Better Vermont
BBVT offers excellent resources explaining why and how to use RBA to improve accountability. http://www.bbvt.marlboro.edu/#!rbatoolbox/c16dd

Common Good Vermont
A sister organization to Benchmarks for a Better Vermont http://commongoodvt.org/hot-topics/results-based-accountability/

United Way of Greater Richmond and Petersburg Logic Model
APPENDIX A – Grant Process Timeline

PLANNING, APPLICATION & ALLOCATION PROCESS for 2020-2021 Grant Cycle

- UWRC Supported Agency Planning of Proposed Programs
- March 4th, 2020 Letter of Intent Deadline
- April 10th, 2020 Application Submission Deadline
- Through May, 2020 CI Committee Review
- June 30th, 2020 Latest Date for Award Notification

IMPLEMENTATION & EVALUATION OF PROGRAMS for 2020-2021 Grant Cycle

- AUGUST
  - 1st Installment of Allocation (50%) Released
- JAN.
  - Mid-Term Reports due by Jan. 31st, 2021 & Feb./March Meetings Occur
- FEBRUARY
  - 2nd Installment of Allocation (50%) Released
- JUNE
  - Program Conclude
- JULY
  - Final Report due by July 31st, 2021
Using the Rubric
This rubric serves two purposes:

1. **By Applicants**: for self-evaluation of their proposal by the agency applying for a Community Impact grant. It is strongly recommended that those intending to submit applications use this rubric as a checklist to ensure the completed application meets the criteria established by the UWRC. Applications that fail to align with these criteria are unlikely to receive funding.

2. **By the Awards Team**: as part of the decision-making process, every proposal will be scored by the Awards Team. Using these scores, applications will be ranked in advance of further discussion. Applications that score high marks are more likely to be funded.

Instructions for Use
- For each question check the box that most closely reflects the information in the application
- Multiply the score for the checked box by the weighting allocated to that question to calculate the weighted score for that question
- Total the weighted scores from all 11 questions to get the final score

Significance of Scores

<table>
<thead>
<tr>
<th>Weighted Score</th>
<th>Overall Strength of Proposal</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>60</td>
<td>Exceptional</td>
<td>Scored all ‘3’s</td>
</tr>
<tr>
<td>40-59</td>
<td>Strong</td>
<td>Scored an average of 2 or higher</td>
</tr>
<tr>
<td>&lt; 40</td>
<td>Weak</td>
<td>Scored an average of below 2</td>
</tr>
</tbody>
</table>

Other Factors
- Programs that do not align with an Area of Need as identified in this handbook will not be considered for funding
- Weak applications are highly unlikely to be funded
- The Awards Team will discuss the merits of each application, looking at the range of scores to highlight strengths and pinpoint weaknesses
# APPENDIX B- Evaluation Rubric

<table>
<thead>
<tr>
<th>PROPOSAL EVALUATION RUBRIC</th>
<th>FOR GRANT RANKINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Criteria</strong></td>
<td><strong>Weak/Basic = 1 points</strong></td>
</tr>
<tr>
<td>Community Need</td>
<td>Need/priority described using stories, anecdotes or simply describing a worthwhile cause only, no statistical foundation for services organization intends to provide</td>
</tr>
<tr>
<td>Program Design</td>
<td>Project is redundant of other community efforts. Variance occurs only with relation to staff being used to complete the work.</td>
</tr>
<tr>
<td>Innovation/What Distinguishes This Project</td>
<td>Project is redundant of other community efforts.</td>
</tr>
<tr>
<td>Resource Maximization/ Collaborative</td>
<td>Project does not address a unique community need without duplicating services. No record of collaboration or efforts to collaborate despite known existence of similar providers in community. There is no to little input or involvement of the people who would benefit from the project.</td>
</tr>
<tr>
<td>Criteria</td>
<td>Weak/Basic = 1 points</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Impact/Anticipated Results- Ask What will Change as a Result of This Project</td>
<td>Project funding is transactional in nature. Impact revolves around the institution and its needs only. Seven Forms of Wealth is not addressed adequately.</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Organization is concerned with and/or is struggling to cover current expenses. Insufficient effort and energy has been devoted to creating a long term action plan for change, progress. TGKVF is the main funding source.</td>
</tr>
<tr>
<td>Financial Condition &amp; Strength</td>
<td>Limited financial oversight, management and reporting. Documentation is slim, does not reflect the full cost of doing business. Repeated reports of weaknesses in auditors management letter. Organization develops and passes deficit based budgets.</td>
</tr>
</tbody>
</table>

CI Handbook 2020 27
<table>
<thead>
<tr>
<th>Criteria</th>
<th>Weak/Basic = 1 points</th>
<th>Good/Average = 2 points</th>
<th>Strong/Above Average = 3 points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Compliance, Form</td>
<td>Documentation submitted but is not in keeping with application guidelines, demonstrates an inability to follow directions, comply with requirements. TGKVF staff had to call the organization to get clarity on one or more items within the proposal.</td>
<td>Documentation was received on time and is fairly complete. Submission follows guideline - font and format guidelines adhered to.</td>
<td>Documentation was received on time and is fairly complete. Submission follows guideline - font and format guidelines adhered to. Narrative clearly and comprehensively addresses application questions. Budget is calculated correctly, is adequate and realistic. Budget narrative is clear and follows budget format. Contributions from other funding partners are clearly shown and explained.</td>
</tr>
</tbody>
</table>
APPENDIX C

Checklist of Required Information for Submission of Community Impact Program Funding Applications

Deadlines

- Letter of Intent submitted by March 4th, 2020
- Fully completed application submitted by April 10th, 2020
- Mid-Term Written Report submitted by January 31, 2021
- Final summative report submitted by July 31, 2021

Meeting the Criteria (refer to rubric questions)

- The proposed program outcomes align with UWRC Area(s) of Need
- Methodology is in place to reliably measure success in achieving outcomes
- The proposed program addresses at least one of the UWRC CI outcomes
- The proposed program aligns with the core mission of the applicant agency
- There is clear evidence of need for the proposed program
- There is collaboration between the applicant and other community partners
- The population the proposed program intends to serve is vulnerable
- The program described in the application is credible
- The budget for the proposed program is appropriate to the outcomes
- There is a plan to 'Tell The Story'

Submission of Letter of Intent, Application, and Reports

- Documents must be received by UWRC no later than midnight of the due date
- All documents must be submitted electronically; formats accepted are linked to Google Docs or email attachments, in the format of pdf’s and Word documents
- Email address: dan@uwrutlandcounty.org
- It is the agency's responsibility to check that documents have been received
- UWRC reserves the right to request a hard (printed) copy of all documents

Each set of documents must contain the following:

- Fully completed application with up-to-date contact details
- Copy of IRS Determination Letter as proof of non-profit status
- Most recently available IRS Form #990
- Evidence of need for program (e.g., research, needs assessment)
- Signed copy of the UWRC Partner Agreement
APPENDIX D

2020 PARTNER AGENCY AGREEMENT

This Agreement is between the United Way of Rutland County and

Agency Name: ____________________________________________

Contact Person: __________________________________________

Title: __________________________ Email: ____________________

PART I

THE UNITED WAY OF RUTLAND COUNTY AND PARTNER AGENCY MUTUALLY AGREE:

1. To maintain an active volunteer structure and manage our affairs within the scope of this agreement.
2. To consult and work together to serve the needs of our community.
3. To communicate year-round, about agency finances, fundraising goals and programs.
4. To recognize that all United Way funds are allocated as described in the Community Impact handbook, upon the agency's fulfillment of its programs compliant with the terms of this agreement and self-supporting policy, in addition to financial data as presented in that review.
5. To understand that all grants are contingent on the fundraising efforts of United Way and may be changed by United Way at any time.
6. To understand that Awards to the agency are also contingent on the agency's on-going services as represented to United Way of Rutland County in the annual evaluations and in updates throughout the year. It is also understood that reductions in funding may be made by United Way of Rutland County if they find the agency has not fulfilled its financial or program service goals or fails to comply with this agreement.
7. That United Way of Rutland County has the right to include in its annual funding letters, restrictions and/or contingencies on the use of United Way of Rutland County dollars. If the funds are accepted, the agency agrees that any conditions in the funding letter are a binding part of this agreement. Failure to sign and return the funding letter or to comply with this agreement, once accepted, will be considered "reasonable cause" to terminate this agreement. We will work together in good faith to avoid termination by communicating, cooperating and complying with this agreement and the conditions of the funding letter.
8. That United Way of Rutland County Awards procedures include, but are not limited to, formal and informal assessments of community needs. Annual changes in funding may be made as a result of those assessments, the agency's performance, or at the discretion of United Way. The agency will be kept apprised of these decisions and encouraged to participate in them through comment, survey or other appropriate means.
9. To share a goal of providing stable funding for the agency. We understand that there is no guarantee that a level of funding will be maintained in subsequent years. Each year’s review will include, at a minimum, complete disclosure and explanation by the agency about its financial and business affairs and reasons for requesting funds.
PART II

IN ITS RELATIONSHIP WITH THE PARTNER AGENCY, UNITED WAY OF RUTLAND COUNTY AGREES TO:

1. Promote the individual identity of the agency to the public and to respect the agency's autonomy in determining its own programs and policies.
2. Permit the agency to accept contributions that do not violate the Fundraising Policy, which is incorporated herein and made a part hereof by reference, without deducting the amount from the agency's Awards.
3. Develop our annual fundraising goal to raise the maximum funds for our agencies and for needs in the community.
4. Act as a responsible custodian of funds contributed by the public, informing contributors of the use of those funds.
5. Disburse funds allocated to the agency on a timely basis.
6. Provide the agency with the right to meet with the United Way of Rutland County when financial problems occur and to provide advice and assistance, if requested, in the development of programs and management of the agency.
7. Encourage the agency to conduct certain independent fundraising activities as set forth in the Fundraising Policy.

PART III

IN ITS RELATIONSHIP WITH UNITED WAY OF RUTLAND COUNTY, THE PARTNER AGENCY AGREES TO:

1. Maintain its status as a tax exempt organization under IRS Code 501(c)(3).
2. Provide such information as United Way may request that its programs are meeting genuine community needs in an effective way through high standards of service, efficiency and economy.
3. Cooperate with other agencies and coordinate services to avoid duplication.
4. Cooperate with United Way of Rutland County's review of agency by submitting accurate and complete records of programs, services and financial information (annual audit), along with its budget request to the annual evaluations, within specified deadlines; to update that information during the year with United Way of Rutland County, if asked to do so.
5. Refrain from any independent fundraising activities within Rutland County not in compliance with United Way of Rutland County's Fundraising Policy.
6. Your participation is crucial to United Way of Rutland County by strengthening, communicating and assisting in our annual campaign.

The required functions are:
A. Financial support from board and employees campaign ≥1% of total grant (Do your best)
B. Agency attendance and participation at Kickoff Breakfast in September, 2020
C. Agency attendance at annual meeting and campaign celebration in February 2021
D. Agency participation in the United Way Agency Fair, date to be scheduled (if applicable)
E. Agency participation in at least one of the following: "United Way at Work" talk show on PEG-TV or Presentation to UPS workers or presentation to workplaces, civic groups, radio audiences, etc. or Campaign Committee or
Planning committee for events such as Letter Carriers’ Food Drive, Guns N’ Hoses and Rutland’s Got Talent,

**PART IV**

**NOTICES OF CHANGE OR TERMINATION**

The term of the agreement is from the date this agreement is signed through June 30, 2021.

1. Either party may terminate this agreement upon thirty (30) days written notice. Termination of this agreement will mean immediate termination of funding for this agency, unless advised in writing by the United Way of Rutland County to the contrary.

2. Parties will make an effort to enter dialogue and resolve problems before termination of this agreement or suspension of funding.

3. United Way of Rutland County may suspend funding with no notice in the case of gross misappropriations on the part of the partner agency.

**PART V**

By signing this Agreement, the Partner Agency agrees to comply with the terms and conditions of this Agreement.

Agency Name__________________________________________________________

Name of Signatory: ______________________________________________________

Signature: ___________________________   Date________________________

Title: ___________________________________________________________________

A Partner Agency of the United Way of Rutland County, Inc., and the United Way of Rutland County, Inc. agree to fulfill its obligations as stated in this agreement.

Agency Name: United Way of Rutland County, Inc.

Name of Signatory: ______________________________________________________

Signature: ___________________________   Date________________________

Title: Associate Director, United Way of Rutland County, Inc.