

**UNITED WAY OF RUTLAND COUNTY**



**LIVE UNITED**

**2021**

**COMMUNITY IMPACT  
HANDBOOK**

***Identifies Needs and Facilitates Solutions Through  
Community Collaborations***

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# UNITED WAY OF RUTLAND COUNTY

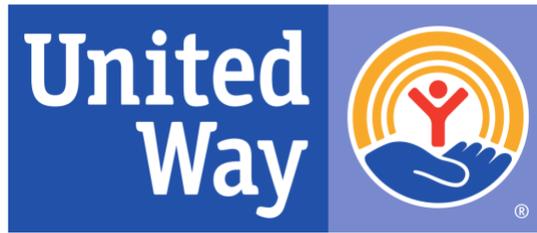


## COMMUNITY IMPACT HANDBOOK 2021

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# UNITED WAY OF RUTLAND COUNTY



## 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**

United Way Worldwide strives to improve the health, education and financial stability of our communities. Local United Ways clarify targeted ideas and needs specific to their communities.

Through United Way Rutland County's annual campaign, we raise funds to help tackle the most urgent issues in our community. 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.*

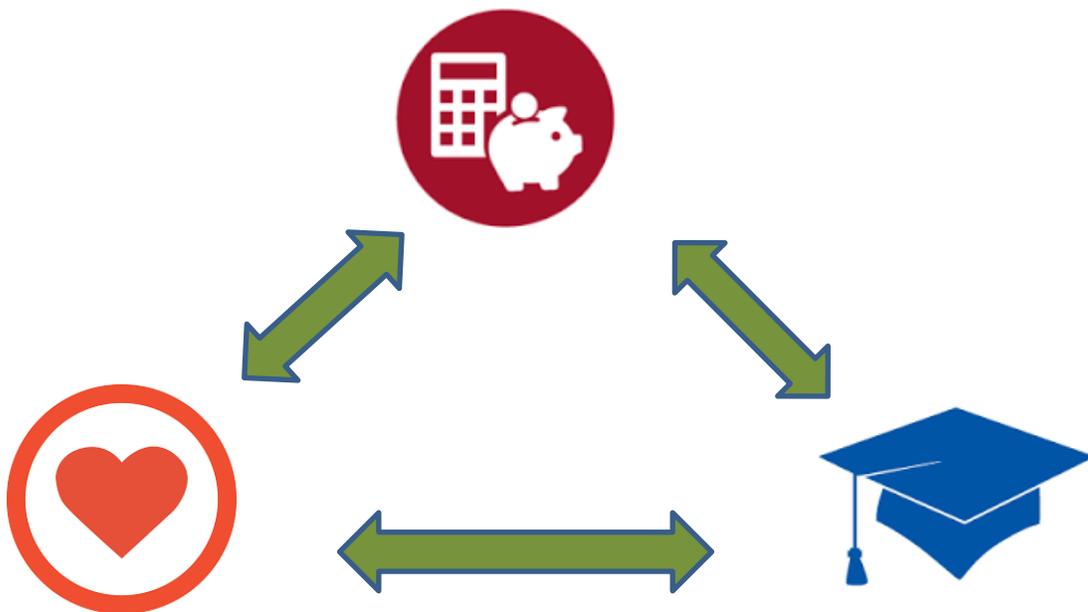
## United Way Worldwide Focus



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!*

## 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 demystify 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.

**RATIONALE:** 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.

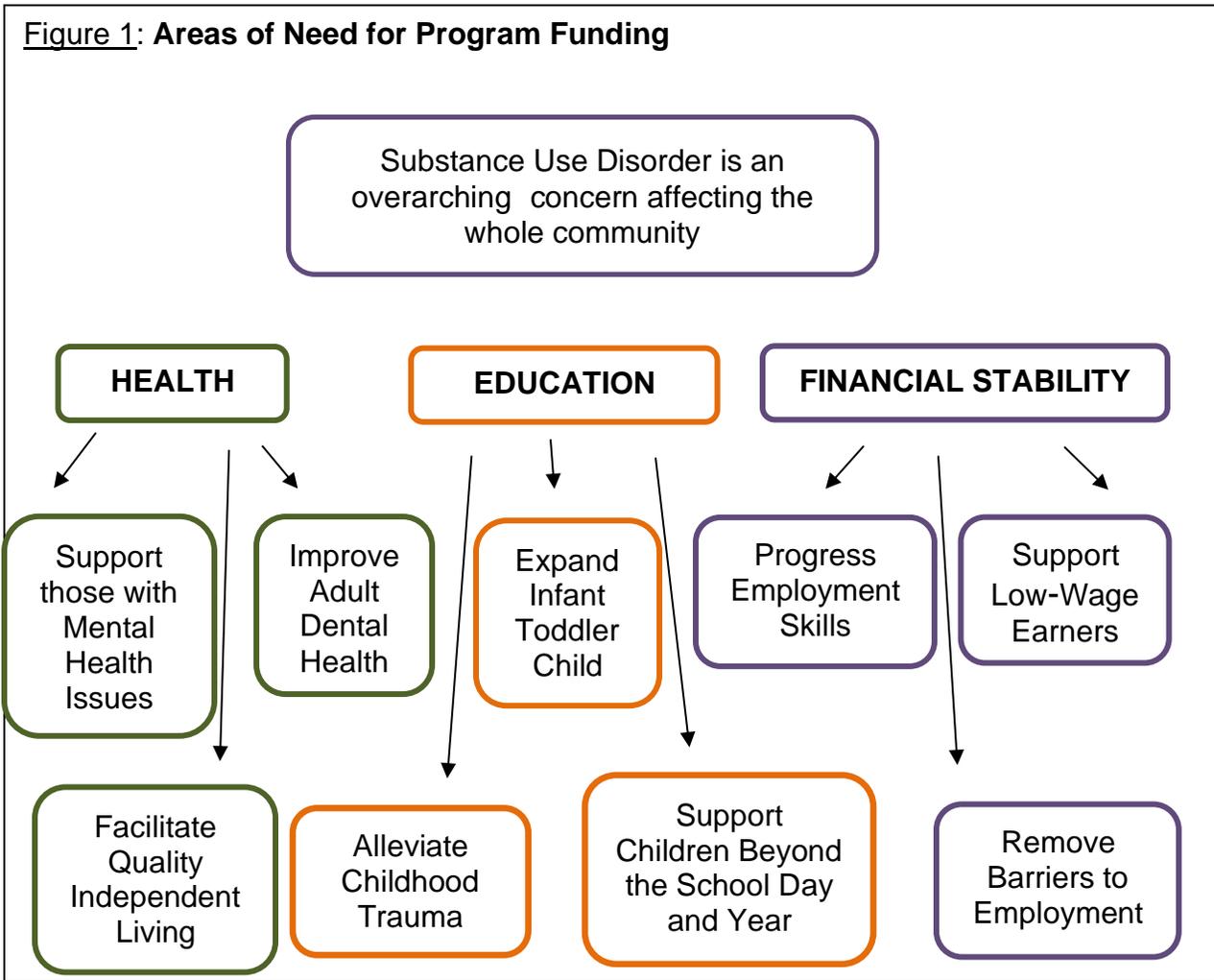
**MEASUREMENT:** A method by which the amount and/or effect of an activity can be assessed--for example records of enrolment, use of questionnaires, interviews.

**INSTRUMENT:** The 'tool' used to measure with, such as the test sheet or list of questions.

# UWRC Areas of Need

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



# **UWRC Funding** will favor programs that contribute to the following **Community Impact Outcomes:**

Substance Use Disorder is recognized as contributing to many problems in our community. As such, programs which contribute to tackling substance use disorder and its effects will be welcomed in accordance with the outcomes on this list. All programs supported by UWRC will be expected to contribute to success in achieving **one** or more of these outcomes.

## **Substance Use Disorder**

- People with substance use challenges 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 infant and toddler childcare 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

# UNITED WAY OF RUTLAND COUNTY



## 2021 GUIDING PRINCIPLES FOR FUNDING

### Decision Making:

Data from numerous sources guided the process, including.

- Experience from past years of UWRC Community Impact programming.
- Directives from United Way Worldwide.
- Input from Community Agencies Forum.
- Input from the Community Impact Board Sub-Committee.
- 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 and involvement in community dialogue and collaborations
- 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 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.
- 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 2021, 100% of available funds will be dedicated to funding Community Impact programs in Areas of Need in Health, Education, and Financial Stability.
- Funding for 2021 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 2021 will be of 1-year duration; Mini-grants (\$3000 or less) awarded in 2021 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.
- 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.

Each team will have a UWRC Board Member as their chairperson that also serves as liaison with the full Board of UWRC for decision making.

The UWRC board is charged with making tough funding decisions for the good of the whole community. and rely heavily on the input of teams. 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 19th, 2021 - UWRC Grant Process Meeting – VIRTUAL

March 5th, 2021: Deadline for Letter of Intent to be submitted to UWRC office

March 12th, 2021: Awards Team review LOIs and UWRC contacts Every LOI

April 2nd, 2021: Deadline for submission of proposals to UWRC

April 3 -May 2021: Awards Team review proposals and make decisions; agencies may be invited to UWRC to discuss proposals

June 23rd, 2021: UWRC BOARD Reviews Recommendations and Allocates Funds

June 30<sup>th</sup>, 2021: 2020/2021 Program Year Ends

June 30<sup>th</sup>, 2021: 2021/2022 Award Announcement

July 1, 2021: 2020/2021 Programs Begin

**By August 31<sup>st</sup>, 2021: First 50% of funds released to agencies**

January 31<sup>st</sup>, 2022: Deadline for midterm reports to UWRC

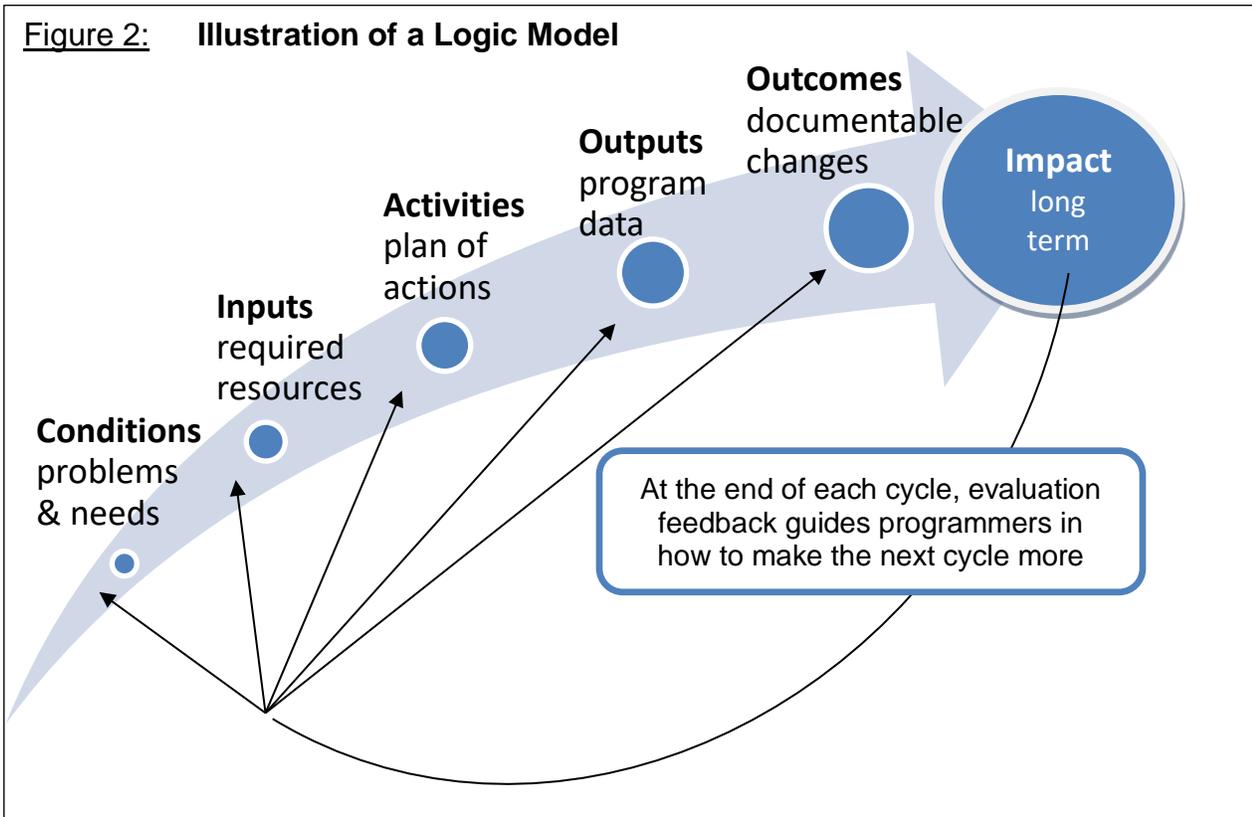
February 2022: Awards Team conducts midterm evaluations

**February 2022, Remainder of funds released to agencies**

March 1<sup>st</sup>, 2022: Latest date balance of funds released to agencies

July 31, 2022: Deadline for final reports to UWRC

# Logic Model



## 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/>

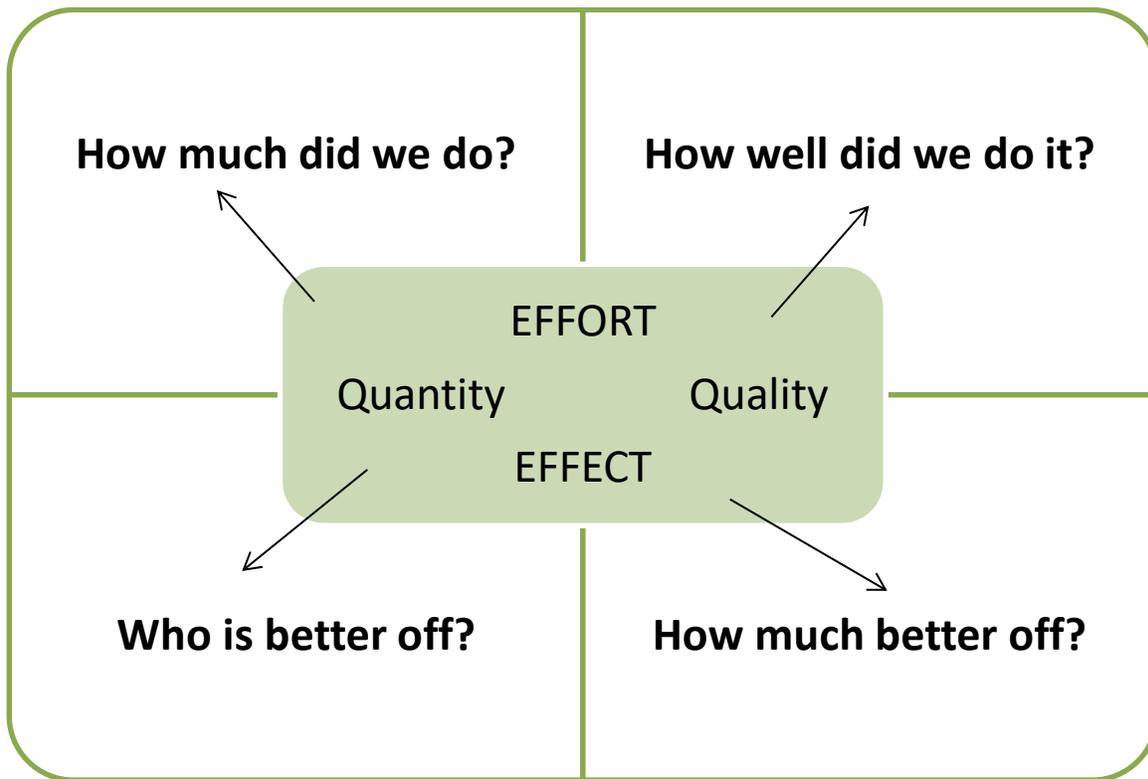
Measurement of the outcomes which are the goals of the program should be expressed in the context of the 4 questions seen in Figure 3.

### 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.

Figure 3: Questions Asked by Results-Based Accountability



**“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.

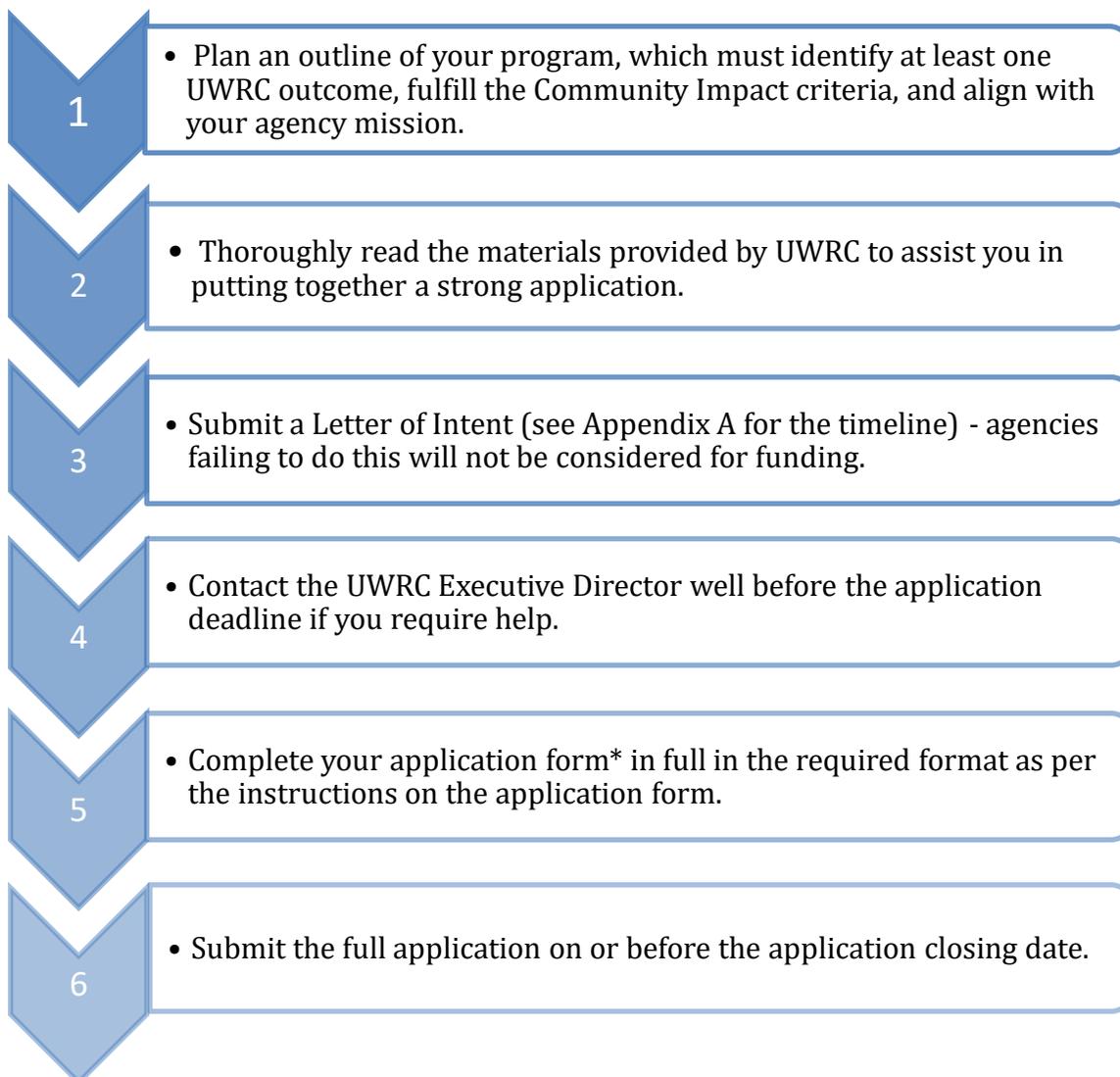
## THE APPLICATION PROCESS

The United Way of Rutland County Executive Director is available to assist your agency with the preparation of your application.

The Letter of Intent template and full application packet will be available on our website in February, 2021 after the required UWRC grant process meeting has occurred. All current agencies will receive an email when application materials are posted to the website.

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**



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

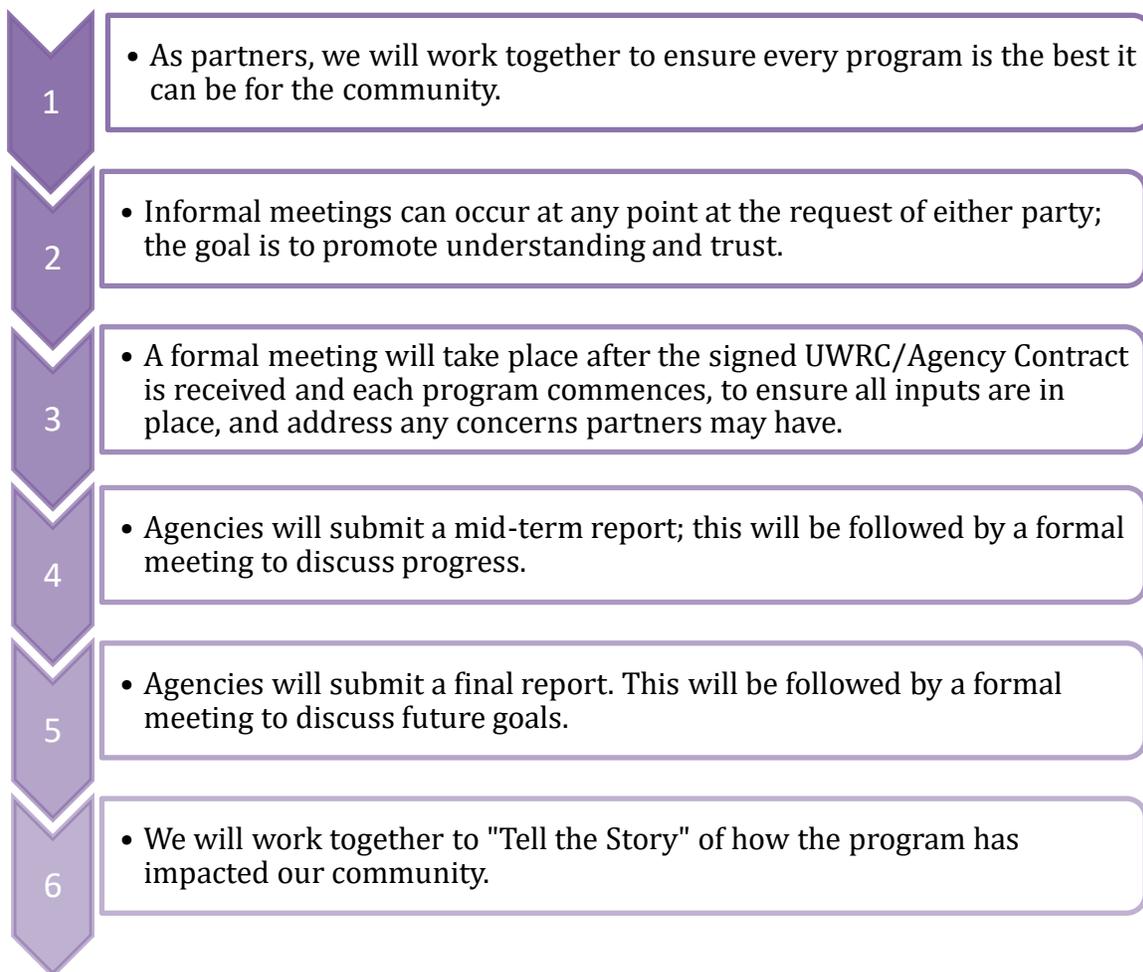
# UNITED WAY OF RUTLAND COUNTY



## THE EVALUATION PROCESS

The UWRC Assocaite 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**



# UNITED WAY OF RUTLAND COUNTY



## **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;
- Collaborate with community stakeholders to plan for a brighter future.

## 2021 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 consult and work together to serve the needs of our community.
2. To communicate year-round, about agency finances, fundraising goals and programs.
3. 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.
4. To understand that all grants are contingent on the fundraising efforts of United Way and may be changed by United Way at any time.
5. 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.
6. 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.
7. 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 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.
8. 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.
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  $\geq 1\%$  of total grant (Do your best)
- B. Agency attendance and participation at Kickoff Breakfast in September 2021
- C. Agency attendance at annual meeting and campaign celebration in the Spring of 2022
- D. 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, 2022.

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: Executive Director, United Way of Rutland County, Inc.