

United Way of Hancock County Granting Information

Mission Statement

The mission of United Way of Hancock County is to "measurably improve people's lives."

Our work is based on the provision of safety net services to meet crisis needs while also working on long-term solutions in the areas of education, income, and health. These are the building blocks for a good life--a quality education that leads to a stable job, enough income to support a family through retirement, and good health and well-being for a more productive life.

Our goals for Hancock County are bold:

Helping children, youth, and adults achieve their potential through education

Helping families become financially stable and independent

Helping people improve their health and well-being

Helping people meet crisis needs through safety net services

Values

Integrity: being honest, with strong ethical principles and a sense of togetherness.

Collaborator: encouraging collaboration at all times; we recognize that no community issue can be addressed by one single entity.

Life Changer: improving lives means bettering our community and positively impacting the lives of all who reside here.

Strategy

Build upon United Way's unique position as a community impact leader/partner and steward of community dollars to solve human service issues and drive sustainable positive change in Hancock County through the building blocks of education, health, financial stability and responding to the critical needs of safety net services.

Background and Context

UWHC has historically funded programs proposed by Partner Agencies on an annual basis. The Community Solutions Committee (CSC) would evaluate the Partner Agencies and their program based grant proposals and recommend funding levels to UWHC Board of Directors. The CSC would stay in communication with the Partner Agencies throughout the year, monitoring their performance against program goals and outcomes defined by the Partner Agencies.

In 2011 UW began seeing the impact of hunger in Hancock County. Realizing that we needed to address those struggling with food security UWHC launched a pilot initiative grant type. The "Halt Hunger

Initiative” mobilized multiple community stakeholders to address food security on multiple levels. An advisory board was formed and a collaborative process that has successfully granted more than \$1,290,000 over the past 5 years. This pilot program is the forerunner for the shift to the Collective Impact systematic approach to funding.

UWHC engaged the community through research surveys, community conversations, and community mapping. We were able to identify the key issues facing Hancock County. We believe that fixing the root causes of these key issues it is necessary to find a way for the many programs serving Hancock county to work together collectively to maximize impact. With the support of city/county government, educational institutions, corporate entities, and other funders UWHC adopted the coalition building process through Collective Impact.

Collective Impact is a comprehensive approach to overcome complex, systemic problems where the solutions may not be known, and no single entity has the resource or authority to bring about the needed change. UWHC is working with other local funding organizations to create lasting changes in our community that measurably improves people’s lives. Working together, we will;

- Develop a Common Agenda
 - Collective impact requires that all participants have a shared vision for change; one that includes a common understanding of the problem and a joint approach to solving it.
- Develop a Shared Measurement System
 - Collecting data and measuring results with shared outcomes and indicators at the community level and across participating organizations ensures alignment and accountability and presents “needle moving” results.
- Develop Mutually Reinforcing Activities
 - A diverse group of stakeholders will work together by encouraging each participant to undertake a specific set of activities at which it excels in a way that supports and is coordinated with the actions of others.
- Participate in Continuous Communication
 - Participants may require a significant amount of time to build trust, appreciate their common motivation, and to see that their own interests will be fairly treated through the use of objective measurements and outcomes.
- Develop Support Infrastructure
 - Dedicated staff (separate from participating organizations) is required to plan, manage, and support the initiative through ongoing facilitation, communications support, data collection and reporting, and logistics/administrative activities.

Grant Process Strategic Plan

UWHC now funds three types of grants with the characteristics shown in the table below.

| Grant Type | Grant Process | Grant Recipient | Goals/Outcomes | Comments | Open/Closed |
|-----------------------------|---|----------------------------|--|--|------------------------|
| Community Solutions Program | Community Solutions Committee Program | UWHC Program Grantee | Proposed and Generated by Program Agency | Narrow Scope: Program Agency Likely Delivers End to End Program | Closed to New Grantees |
| Initiative | Collective Impact | Initiative Grantee | Proposed and Generated by Collaborative Entity | Broad Scope: Participant Likely One of Many Working in Collaboration | Open to New Grantees |
| Safety Net | Direct Bill for Services Rendered through a Memorandum of Understanding (MOU) | Safety Net Service Grantee | Emergency/Short Term Support and Relief | Event Driven Scope: Provider Likely Delivers Services Directly | Closed to New Grantees |

In certain initiatives multi-year funding may be available across included programs. Multi-year grant amounts are contingent on the success of the annual UWHC fund raising campaign dollars and may be impacted by available funding.

The re-designed grant process will shift funding over time to favor Initiative grant types. The following table provides the anticipated grant shift trajectory:

| Grant Type | Grant Funds Percent Allocation | | | |
|------------|--------------------------------|------|------|------|
| | 2016 | 2017 | 2018 | 2019 |
| Program | 83% | 40% | 40% | 20% |
| Initiative | 15% | 30% | 40% | 60% |
| Safety Net | 2% | 30% | 20% | 20% |

Grant Process Overview

The United Way of Hancock County (UWHC) offers a grant diversification strategy that will allow for an increase in funding for broad, collaborative efforts while continuing to fund some current approved programs of long-standing partner agencies.

Candidate service providers require information concerning UWHC grant process, the types of grants offered, and the steps required for a program to be considered for funding.

Some candidate service providers may have existing programs or are considering developing new programs that might fit into the goals of UWHC. The agency may not be well known to UWHC and may “self-select” to seek out funding from UWHC for their program. Also, some candidate service providers may be unaware of UWHC initiative efforts, and might have different priorities. In this case, UWHC may opt to extend an “invitation” to the agency to consider participating in the initiative by submitting a program to be considered for funding.

Sort

UWHC requires certain information from the candidate service provider to determine if and how their program fits into UWHC initiative goals.

The candidate service provider will complete an Initiative Grant Proposal form to be used to determine alignment of the proposal with the initiative strategies.

The candidate service provider is screened using a qualification form to determine the capability to participate in the grant process.

The candidate service provider will provide information in sufficient detail concerning their program to determine the potential fit within UWHC initiative grant processes.

The candidate service provider’s program will be declined if deficiencies are found with the candidate agency and/or their proposed program. Some feedback may be provided listing these deficiencies.

Grant Type

UWHC offers funding for three grant types. The Community Solutions Program Grant and Safety Net Grant are closed to new grantees. Only the Initiative Grant is open to new grantees. A web based interface will allow for organized information management and the transmittal of a detailed initiative grant application request. In-person meetings will facilitate communications as necessary.

Community Solutions Program Grant

The Community Solutions Program Grant is for programs designed and delivered by UWHC Current Grantee Agencies. UWHC educates the Program Agency on the detailed information required concerning the program design (strategy, tactics, and logic model) as well as the program’s quantitative indicators and performance measurements.

The Program Grantee Agency develops their specific logic model and provides program performance metrics as well as agency governance and financial data. All of this information is submitted to UWHC through EC Impact in the form of a Program Grant request. UWHC Community Services Director owns the Community Solutions Program Grant process and uses UWHC Community Solutions Committee to review the Program Grant requests and recommend funding level to UWHC Board.

Initiative Grant

The Initiative Grant is for initiatives designed through a collaborative effort that might include charitable foundations, local government, education professionals, the faith based community, and other concerned organizations, private business, and service providers. This collaborative organization is educated on the detailed information required concerning the initiative design (strategy, tactics, and logic model) as well as the initiative's quantitative indicators and performance measurements.

UWHC has designed a Request for Proposal (RFP) process that provides the initiative goals and strategies. Candidate service providers collaborate to develop their specific logic model as well as initiative performance metrics to fulfill the requirements of the RFP. The Initiative Grant requests (including agency/program performance and compliance data) are submitted to UWHC through EC Impact. UWHC will utilize an Initiative Grant Review Team to evaluate the RFP based grant requests and recommend funding levels to UWHC Board of Directors as well as the initiative guiding organizations.

Safety Net Grant

The Safety Net Grant is for agencies that deliver acute need services where UWHC will reimburse the agency after the services are actually delivered. These Safety Net Agencies are educated on the detailed information required concerning the program design strategies as well the immediate results of the population served.

Safety Net is determined by four criteria:

- 1) The need is acute and Immediate
- 2) The need has a short time horizon (days or weeks....not months)
- 3) The need is initiated by a personal crisis event, as opposed to a community crisis event
- 4) The services are delivered through direct service providers.

The Safety Net Agency develops their specific logic model and provides program performance metrics as well as agency governance and financial data. UWHC develops a "Service Delivery Agreement" that provides for reimbursement of direct expenses based upon delivering the acute need services.

General Logic Model Components

Input Elements

Resources required driving the desired program/initiative outcomes. Inputs include funds, human resources, materials, and in-kind resources. Inputs are typically described by nouns.

Outputs

Outputs are the activities, services, events, and products that reach people who participate or who are targeted. Outputs are typically described by whole numbers.

Activities - Output Activities are the types of good and services generated by the program/initiative.

- Services include meetings, training, counseling, mentoring, and case management.
- Goods include food, housing, transportation, and financial resources.

Participation - Output Participation identifies the recipients of the goods and services generated by the program/initiative

- Participants include clients, customers, members, students, families, and decision makers.

Outcomes

Outcomes are the benefit or change for a participant during or after their involvement with a program/initiative. Outcomes are typically expressed as a statement and do not contain numbers.

Short Term - Focused on personal learning and growth. Results include increased awareness, skills, and knowledge as well as improved attitude, aspirations and motivation.

Medium Term - Focused on personal actions. Results include improved behaviors, practices, and decision making.

Long Term - Focused on personal conditions. Results include improved social, economic, civic, and environmental conditions.

Performance Metrics

Performance Metrics provide tangible evidence of program/initiative results.

- Program based metrics are determined by the grantee agency and reflect the performance of an individual agency using program specific indicators.
- Initiative based metrics are determined by the initiative's collaborative organization and reflect the performance of multiple service providers using common indicators.

Indicator Statement - The number of, or percent of, participants achieving expected results.

Indicator Tools - Means of collecting data including surveys and pre/posttests.

Targets - A projection of desired future performance and typically expressed as a percentage.

Benchmarks - An accumulation of indicators over time. Internal benchmarks are used to measure progress against long term outputs while external benchmarks provide guidance on setting long term expectations.