

*step Up* for Our Youth

Step Up for Our Youth and Families  
through COVID Relief and Recovery



**Step Up for Our Youth and Families**  
through COVID Relief and Recovery

**2021-2023 Community Investment Grant Application**



**United Way  
of Northern Arizona**

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# About United Way of Northern Arizona

Serving the Flagstaff community since 1967, United Way of Northern Arizona is more committed than ever to collaborate with our valued community partners to coordinate efforts and leverage resources to invest in the power and potential of successful and resilient youth and families.

This is our community and our future. We are focused and determined to achieve our shared purpose.

## Our Mission

Improving lives by mobilizing communities to create lasting changes in community conditions.

## Executive Summary

This past year has been challenging for us all. We have been grateful for our agencies for their remarkable resiliency, resourcefulness, and determination to support the most vulnerable in our community. This year's application process will look a little different. Our approach is to streamline the process and reduce time spent on the application, to allow you to spend more time serving our community.

Our Board of Directors thoughtfully made the decision to move to a two-year funding cycle. Funding for Year Two will be dependent on agencies' performance and availability of funds. We understand many of you have had to shut down, suspend, or scale back your programming due to COVID-19. You will still be eligible to apply for 2021-2023 funding if your program is open and actively serving the community, on or, before April 1, 2021.

United Way of Northern Arizona (UWNA) is looking forward to the potential of collaborating with you on this year's initiative, **Step Up for Our Youth and Families through COVID Relief and Recovery**. This campaign continues to invest in the power and potential of successful, resilient youth ages 0-18, and their families. Our methodology approach is proactive - engaging youth and families - while building positive outcomes. We view our youth as resources and active participants in the community. Our focus is on building and maintaining relationships while convening partnerships for the greater good for the communities we serve.

## What's New

The FY2021-2023 funding cycle will direct preference to those community-based organizations providing critical services to vulnerable children, families, and individuals, in alignment with our stated focus areas:

- ✓ **Early Childhood Development**
- ✓ **Positive Youth Development**
- ✓ **Safety and Security – Meeting Basic Needs**

This is a 2-year funding cycle; each year, grant awards will be dependent on funds available and agencies' performance.

## Grant Range

### Minimum and Maximum Funding Ranges

- **NEW** UWNA-funded organizations or programs may apply for funding in the \$2,500 to \$5,000 range.
- **RETURNING** UWNA-funded organizations and programs may apply for funding in the \$5,000 to \$50,000 range.

*We will allow a maximum of two applications per organization, per region; only active, currently operating programs (as of April 2021) will be funded.*

## Causes That Will Not be Funded This Grant Cycle:

- **Arts and culture**
  - Festivals, concerts, theater programs
  - Art programs, including those in elementary, secondary schools (public, private or charter)
  - Individual artists
- **Sports teams and recreation**
  - Youth soccer, baseball, etc.
- **Capital campaigns or projects**
- **Environmental projects or organizations**
- **Direct religious activities of religious groups or organizations**
  - Exception: Those religious organizations or groups providing services to residents outside of their congregation (Food banks, pantries, soup kitchens, housing the homeless)
- **Scholarships and individuals**
  - Exception: Tuition for childcare offered to the entire community
- **Member only programs and services**
  - Programs that are restrictive, charging membership fees not generally affordable to those our vulnerable community members.
  - Exception: Organizations serving youth with reasonable fees/dues, e.g., Girl Scouts, Boy Scouts.

*While we believe these causes are important for creating positive social change, they do not fit within the 2021–2023 funding focus of UWNA's Step Up for Our Youth and Families through COVID Relief and Recovery.*

# Eligibility Requirements

To be eligible to apply for a UWNA grant, a program **must** provide services/activities that address **one** or **more** of the following:

- **Early Childhood Development** (ages 0-18)
  - Kindergarten Readiness
  - Early Literacy Supports
- **Positive Youth Development** (ages 0-18)
  - Social-Emotional Well-Being
  - Positive, Supportive Relationships
  - Youth Leadership Development
- **Safety and Security (Basic Needs)** (All Ages)
  - Safe Shelter
  - Food Security
  - Childcare
  - Transportation for referrals/job related
  - Medication Assistance
  - General Support for Basic Needs

***In addition to addressing one or more of the services/activities above, to be eligible for UWNA funding, an organization must:***

- Be located in and serving residents of APACHE (off-reservation), COCONINO, OR NAVAJO COUNTY (off-reservation).
- Have current not-for-profit status (501(c)3), for more than two (2) years.
- File an IRS form 990, including schedule A or 990 EZ, or can document the circumstances under which the 990 filing is waived
- Be incorporated or chartered under appropriate local, state, or federal statutes
- Abide by federal and state laws regarding non-discrimination and anti-terrorism.
- Have an active, preferably locally based, volunteer board or elected body that meets regularly, makes policy decisions, and holds election of officers.
- Have an administrative structure with defined lines of responsibility, a mission statement, and bylaws
- Submit a current annual audit (\$500,000 or above), financial review (\$200,000 - \$499,999), or the most-recent Board-approved Fiscal Year-End Statement of Financial Position and Statement of Activity comparative to the previous year (\$199,999 or below), depending upon the organization's total revenue
- Submit an organizational chart and list of internal controls
- Provide a current budget for the entire organization
- Have current licenses, certifications, and/or permits, if applicable

# Application Schedule/Timeline

April 1, 2021	Application Released
<b>April 15, 2021</b>	<b>Completed applications due by 11:59 PM (AZ Time)</b>
May-June 2021	Application Review (No Site Visits)
June 2021	Funding Notification to Applicants Via Email/ECImpact
<b>July 1, 2021 – June 30, 2023</b>	<b>Two-Year Contract Period</b>
March 2022	Program Update and 20/Funding Renewal
June 2022	Funding Notification to Applicants Via Email/ECImpact
<b>August 15, 2022</b>	<b>Final Year-1 Report Due</b>
<b>August 2023</b>	<b>Final Year-2 Report Due</b>

# UWNA Step Up for Our Youth and Families Through COVID Relief and Recovery Focus Areas of Impact

## Early Childhood Development (Ages 0-18)

This initiative will improve social-emotional development, cognitive language skills, early literacy, mathematics, and science learning while increasing support and knowledge for educators, nonprofits, parents, and caregivers. This will help ensure that children meet developmental milestones that lead to success throughout their lives.

### IMPACT AREAS

- Kindergarten Readiness
- Early Literacy Supports

## Positive Youth Development (Ages 0-18)

This initiative is based on the principles of the 6 C's, which include **confidence**, **character**, **connection**, **competence**, **caring** and **contribution**. This positive framework will guide our community in organizing services, opportunities, and support to assist our young people in reaching their full potential.

### IMPACT AREAS

- Social-Emotional Well-Being
- Youth Leadership Development
- Positive, Supportive Relationships

## Safety and Security (Basic Needs)

Being able to meet basic needs, like safe housing and adequate food, enables families to move from day-to-day existence to planning for a positive future.

### IMPACT AREAS

- **Safe Shelter**
  - Temporary Shelter
  - Supportive/Transitional/Permanent Housing
  - Rent and Mortgage Assistance
  - Legal Eviction Assistance
  - Utility Assistance
- **Food Security**
  - Hot Meals
  - Food Boxes
  - Pounds of food distributed
- **Child Care**
  - Child Care Centers
  - Child Care Tuition Assistance
- **Transportation/Resources/Referrals for basic needs**
  - Mass Transportation Vouchers OR
  - Transportation-related funding for work/essential appointments (DES, Snap, Job interviews)
- **Medication Assistance**
  - Medication Subsidies for Clients
- **General Support for Basic Needs**
  - Personal care and hygiene
  - Clothing
  - Infant essentials

# Where Your Grant Dollars Will Come From

Along with the annual campaign dollars raised through UWNA Community Investment Funds, UWNA collaborates with, and manages funds for, the City of Flagstaff and Coconino County Social Services Funds. Funds raised through UWNA’s Community Investment campaign, as well as funds from the City of Flagstaff and Coconino County ***will be available for agencies in the following regions of Northern Arizona:***

**Flagstaff, Northeast, Page. For those agencies serving more than one region, a separate grant application is required for each region.**

Region	Funding Source	Program focus
Greater Flagstaff	UWNA Flagstaff Community Investment (CI) Funds	Early Childhood Development Positive Youth Development
Greater Flagstaff	City of Flagstaff Social Services Funds	Safety and Security (Basic Needs)
Off reservation Navajo County	Navajo County UWNA CI Funds	Safety and Security (Basic Needs)
Off reservation Apache County	Apache County UWNA CI Funds	Safety and Security (Basic Needs)
Coconino County Flagstaff region Page region	Coconino County Social Services Funds	Safety and Security (Basic Needs)



# APPLICATION

## I. Agency Information

### A. Contact information

1. Agency Name\*
2. Executive Director Name\*
3. Agency Phone\*
4. Agency Email\*
5. Primary Contact\*
6. Primary Financial Contact Name\*
  - Primary Financial Contact Email\*
  - Primary Financial Contact Phone\*

### B. Agency Detail

1. Agency Mission Statement\* (500 characters)
2. Agency Overview and Focus\* (750 characters)
3. Total Agency Budget\*
4. Agency Fiscal Year\*
5. Number of Years in Operation\*
6. How does your agency's mission align with the UWNA's one or more of the three focus areas (Early Childhood Development, Positive Youth Development, and Safety and Security)? \* (1000 characters)
7. Do you agree to host a UWNA Workplace Campaign within your agency? (Yes/No) \*
  - If no, why? \*
8. Please describe how your organization will promote our partnership to your staff, constituents, and the community. \* (750 characters)

### C. Supporting Documentation

1. Upload a Board of Directors with Names and Affiliations \*
2. Upload the Most Current IRS Form 990 (no older than 18 months) \*
3. Upload the Most Recent Audited Financial Statements or Financial Review (no older than 18 months) \*
4. Upload current photos and/or link to videos of your programs that we can share through our marketing efforts to highlight your program

### D. Social Media Handles

1. Facebook
2. Twitter
3. Instagram
4. LinkedIn

### E. Patriot Act Compliance

In compliance with the spirit and intent of the USA PATRIOT Act and other Counter Terrorism Laws, UWNA requires that each funded agency certify that it is in compliance with the UWNA the United Way Worldwide's compliance program.

## II. Program Application Narrative

### F. General Program Information

1. **Program Name**
2. **Funding Request Amount** (Must equal total requested UWNA Funding amount listed on the Budget form).
3. **Total Program Budget** (must equal Total Program Expenses on the Budget form).
  - a. *UWNA funding request **must not exceed 30%** of the total program budgeted revenue.*
4. **Unit of Service**
  - a. Define your unit of service. (250 characters)
  - b. What dollar amount is equal to a unit of service?\* (*Example: A gift of \$20 will provide 1 food box for a family of 4*)
5. **What Geographic Area does the program serve?\*** (must select at least one region)
  - a. City of Flagstaff
  - b. Coconino County
  - c. Apache County (off-reservation)
  - d. Navajo County (off-reservation)

***Reminder:** Agencies serving more than one (1) region will be required to submit a separate application if requesting funding for each region (Flagstaff, Page, Northeast). A maximum of two (2) applications may be submitted per agency, per region. Only active programs that are currently operating are eligible for funding.*
6. **UWNA Impact/Focus Area**
  - a. With what UWNA Impact/Focus Area does this program most align? Check all that apply for each program.\*
    - i. Early Childhood Development
    - ii. Positive Youth Development
    - iii. Safety and Security (Basic Needs)
7. **Program Design**
  - a. **Program Objectives**

Briefly define the community need and focus area your program is designed to address. Include pertinent statistical and demographic information. (2,500 characters)
  - b. **Target Population**

Describe who will participate in, and/or benefit from, the program. Include descriptions of the client/participant's conditions and/or behaviors, and other pertinent information, as applicable. Also include the scope of the issues this program will address. (1,500 characters)
  - c. **Program Activities and Timelines**

Indicate the program activities that will occur to successfully carry out the project, and meet the needs described in Question 1. Please provide a timeline of activities for the program. (1,500 characters)

## G. Program Collaboration

Is the program being done in collaboration with other nonprofits, private businesses, governments, schools, or service organizations? (Yes/No)

**Provide the following information for each of your collaborators in table provided in Appendix C.**

## H. Client Story

Provide a client story that best describes the impact of your work. (1,500 characters) *If available, upload photos and/or link to videos (2-page maximum). (UWNA will need a photo release. Please upload a signed copy, form can be found in the resource center.)*

## I. Demographics - Required Audience Tracking Report

Using the attached Appendix B please select the age of the audiences who will benefit from the program that you are able to track and report – must be able to track at least one.

1. Demographics Narrative please define any reason for selecting unknown.

## J. Program Budget

Provide a one-year program budget for FY21-22 (Use template in Appendix ), along with projections for the second year FY22-23.

**UWNA funding request must not exceed 30% of the total program budget.**

**\*\* REQUIRED\*\* Upload the completed budget justification found in the resource center.**

## K. Budget Narrative

1. If this program is unable to be funded at your full request amount, what is the minimum funding level you could accept and still be able to deliver the program successfully? (1,500 characters)
2. Please explain the impact of how a funding amount less than what is requested would have on program delivery? (1,500 characters)
3. If the program shows a surplus or deficit, please explain? (1,500 characters)
4. How has COVID impacted your organizational budget and how has it affected this program. (1,500 characters)

\* Projected Revenues in the Project Budget shall equal projected Expenses.

**Note:** Program budgets will be evaluated by United Way of Northern Arizona trained volunteers. Please double check your budget numbers prior to submission of the grant application.

## L. Outcomes and Key Performance Measures Narrative

List all performance measures that your program aligns to (See Appendix A)

1. How will you measure and evaluate the overall success of your program? (1000 characters)
2. What data tools will be used to evaluate the results/outcomes experienced by participants? **Upload a copy of a current evaluation form or survey.**

## M. Outcomes and Key Performance Measures

The following performance measurements, identified by a group of community volunteers, guide our work, and are organized around our focus areas of **Early Childhood Development, Positive Youth Development, and Safety and Security.**

To be eligible for funding, agencies must propose a program that measures and demonstrates outcomes related to at least one of these focus areas.

All funded programs must comply with, and be able to report out on, at least one performance measure under “Strengthen Communities - Direct Supports and Services”, and at least one outcome under “Change Lives – Client Outcomes”.

Multiple performance measures may be selected from any area.

Please be sure that the selections are in line with the previously selected Primary, secondary and tertiary focus areas in the general program information section of the application.

***Within ECImpact the performance measures section is set up as follows.***

**1. STEP Up for Youth**

- Early Childhood Development
- Positive Youth Development

**2. Safety and Security Meeting Basic Needs**

- Safe Shelter
- Food Security
- Child Care
- Transportation
- Medication Assistance
- General Support for Basic Needs

Please see [Appendix A](#) for details

# Conclusion

As a reminder, grant applications are due on, or before, April 15, 2021 at 11:59 p.m. on the ECImpact platform. This is a 2-year funding cycle; each year, funding will be dependent on funds available and agencies' performance.

## Grant Range

**NEW** UWNA-funded organizations or programs grant range: \$2,500 to \$5,000

**RETURNING** UWNA-funded organizations and programs grant range: \$5,000 to \$50,000

A maximum of two (2) applications per organization, per region, may be submitted. Only active, currently operating programs (*as of April 2021*) will be funded.

In this grant cycle, UWNA and its partners will zero in on what matters – critical outcomes for early childhood development, positive youth development, and safety and security. By tracking performance measures, we will gain a deeper understanding of the youth and the families we serve, the outcomes they are achieving, and the value of this critical work for our community.

Please be practical about the grant amount you are requesting this year, as there may be less funding to distribute than in previous years. We are all in this together – with hundreds of grants being submitted every year – increase the chances of your program being funded by including realistic programs with fully-developed grant budgets and powerful stories of the individuals served.

## Questions on the Application?

Please contact Christine Pierce at [cpierce@nazunitedway.org](mailto:cpierce@nazunitedway.org) or 928-773-983

## Questions or technical issues with ECImpact?

Please contact Heidi Hanson Sobek at [heidi.hansonsobek@nazunitedway.org](mailto:heidi.hansonsobek@nazunitedway.org) or 928-773-9813

*Join Us as We Move from **Reacting to Problems** to **Building on Strengths***

# Appendix A

## Outcomes and Key Performance Measures

### STEP Up for Youth - Early Childhood Development

IMPACT AREA	STRENGTHEN COMMUNITIES DIRECT SUPPORTS AND SERVICES	CHANGE LIVES CLIENT OUTCOMES
<b>Kindergarten Readiness</b>	<ul style="list-style-type: none"> <li>Number of children (0-5) served.</li> </ul>	<ul style="list-style-type: none"> <li>% of children 0-5 served who meets/exceeds developmental milestones</li> </ul>
	<ul style="list-style-type: none"> <li>Number of volunteer hours supporting Early Childhood Development program.</li> </ul>	<ul style="list-style-type: none"> <li>% of children who demonstrate increased literacy skills</li> </ul>
	<ul style="list-style-type: none"> <li>Number of children (0-5) enrolled in high-quality programs supported by UWNA.</li> </ul>	<ul style="list-style-type: none"> <li>% of parents/caregivers that demonstrate an increase in knowledge or skill</li> </ul>
<b>Early Literacy Supports</b>	<ul style="list-style-type: none"> <li>Number of books given to children (0-9).</li> </ul>	<i>Long-term outcome intentionally left blank.</i>
	<ul style="list-style-type: none"> <li>Number of children served receiving literacy supports (0-9).</li> </ul>	<i>Long-term outcome intentionally left blank.</i>
	<ul style="list-style-type: none"> <li>Number of early childhood staff trained to provide quality programs/services.</li> </ul>	<i>Long-term outcome intentionally left blank.</i>
	<ul style="list-style-type: none"> <li>Number of families, caregivers served that are provided with information, resources, tools, trainings, and/or teaching skills.</li> </ul>	<i>Long-term outcome intentionally left blank.</i>
	<ul style="list-style-type: none"> <li>Number of childcare centers that have been assisted to meet state required certifications and qualifications.</li> </ul>	<i>Long-term outcome intentionally left blank.</i>

## Appendix A Cont. Outcomes and Key Performance Measures

### STEP Up for Youth - Positive Youth Development

IMPACT AREA	STRENGTHEN COMMUNITIES DIRECT SUPPORTS AND SERVICES	CHANGE LIVES CLIENT OUTCOMES
<p><b>Social-Emotional Well-Being</b></p> <p><b>Positive, Supportive Relationships</b></p> <p><b>Youth Leadership Development</b></p>	<ul style="list-style-type: none"> <li>Number of youth enrolled in positive youth development programs.</li> </ul>	<ul style="list-style-type: none"> <li>% of youth who demonstrate behavior change related to positive progression through services provided (improved attendance, grades, behavior etc.).</li> </ul>
	<ul style="list-style-type: none"> <li>Number of volunteers/mentoring hours supporting positive youth development programs.</li> </ul>	<ul style="list-style-type: none"> <li>% of caregivers with increased ability to support their youth's social-emotional well-being.</li> </ul>
	<ul style="list-style-type: none"> <li>Number of youth accessing mental health services, one-on-one or group counseling (i.e., substance abuse prevention programs, trauma counseling, suicide prevention).</li> </ul>	<ul style="list-style-type: none"> <li>% of youth with demonstrated progress in social and emotional development in the areas of self-control, empathy, teamwork, problem-solving, and mindfulness.</li> </ul>
	<ul style="list-style-type: none"> <li>Number of youth with demonstrated progress in social and emotional development in the areas of self-control, empathy, teamwork, problem-solving, and mindfulness.</li> </ul>	<ul style="list-style-type: none"> <li>% of youth developing ethical values, reasoning skills, interpersonal skills, including communication, decision-making, assertiveness, and peer refusal skills, and the ability to create healthy relationships.</li> </ul>
	<ul style="list-style-type: none"> <li>Number of youth participating in STEAM, creative arts, physical education, and health education programs.</li> </ul>	<i>Long-term outcome intentionally left blank.</i>
	<ul style="list-style-type: none"> <li>Number of youth participating in programs addressing ethical values, reasoning skills, interpersonal skills, communication, decision-making, assertiveness, peer refusal skills, and the ability to create healthy relationships.</li> </ul>	<i>Long-term outcome intentionally left blank.</i>
	<ul style="list-style-type: none"> <li>Number of youth participating in educational success, and/or work-based learning opportunities leading to increased school attendance, enrolling in career exploration training, and/or participation in financial education training.</li> </ul>	<i>Long-term outcome intentionally left blank.</i>
	<ul style="list-style-type: none"> <li>Number of youth with increased healthy relationship support with adult mentorship, community, school-based and/or youth advocates (youth as mentors).</li> </ul>	<i>Long-term outcome intentionally left blank.</i>
	<ul style="list-style-type: none"> <li>Number of youth participating in a variety of teamwork and networking experiences.</li> </ul>	<i>Long-term outcome intentionally left blank.</i>

## Appendix A Cont.

### Safety and Security – Meeting Basic Needs

IMPACT AREA	STRENGTHEN COMMUNITIES DIRECT SUPPORTS AND SERVICES
<b>Safe Shelter</b>	<ul style="list-style-type: none"> <li>• Number of shelter nights provided               <ul style="list-style-type: none"> <li>○ Total families served</li> <li>○ Total individuals served</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Number obtaining rent/mortgage assistance               <ul style="list-style-type: none"> <li>○ Total unduplicated families served</li> <li>○ Total unduplicated individuals served</li> <li>○ Total funds dispersed</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Number obtaining supportive/transitional/permanent housing               <ul style="list-style-type: none"> <li>○ Total unduplicated families served</li> <li>○ Total unduplicated individuals served</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Number receiving eviction assistance               <ul style="list-style-type: none"> <li>○ Total unduplicated families served</li> <li>○ Total unduplicated individuals served</li> <li>○ Total funds dispersed</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Number receiving utility assistance               <ul style="list-style-type: none"> <li>○ Total unduplicated families served</li> <li>○ Total unduplicated individuals served</li> <li>○ Total funds dispersed</li> </ul> </li> </ul>
<b>Food Security</b>	<ul style="list-style-type: none"> <li>• Number of hot meals served               <ul style="list-style-type: none"> <li>○ Total families served</li> <li>○ Total individuals served</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Number of food boxes distributed               <ul style="list-style-type: none"> <li>○ Total families served</li> <li>○ Total individuals served</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Number of pounds of food distributed</li> </ul>
<b>Childcare</b>	<ul style="list-style-type: none"> <li>• Number of licensed childcare centers assisted</li> </ul>
	<ul style="list-style-type: none"> <li>• Number of unlicensed childcare centers assisted</li> </ul>
	<ul style="list-style-type: none"> <li>• Number of childcare tuition grants/assistance provided</li> <li>• Average amount of grants/assistance</li> </ul>
	<ul style="list-style-type: none"> <li>• Number of families, caregivers provided with information, resources, tools, trainings, and/or teaching skills focused on Quality First guidelines</li> </ul>
<b>Transportation</b>	<ul style="list-style-type: none"> <li>• Number of single rides provided (for work-related or essential services, including Lyft, UBER, or agency transportation fleet.)</li> </ul>
	<ul style="list-style-type: none"> <li>• Number of transportation vouchers/bus passes provided for work related trips</li> </ul>
	<ul style="list-style-type: none"> <li>• Number of transportation vouchers/bus passes provided for essentials services (medical/DES/SNAP/counseling)</li> </ul>
<b>Medication Assistance</b>	<ul style="list-style-type: none"> <li>• Number of unduplicated individuals provided with medication costs deferment</li> <li>• Total cost of medication deferred</li> </ul>
<b>General Support for Basic Needs</b>	<ul style="list-style-type: none"> <li>• Personal care and hygiene               <ul style="list-style-type: none"> <li>○ Number of items provided</li> <li>○ Number of individuals served</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Clothing               <ul style="list-style-type: none"> <li>○ Number of items provided</li> <li>○ Number of individuals served</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Infant essentials               <ul style="list-style-type: none"> <li>○ Number of items provided</li> <li>○ Number of individuals served</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Infant essentials               <ul style="list-style-type: none"> <li>○ Number of items provided</li> <li>○ Number of individuals served</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Infant essentials               <ul style="list-style-type: none"> <li>○ Number of items provided</li> <li>○ Number of individuals served</li> </ul> </li> </ul>
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	<ul style="list-style-type: none"> <li>• Infant essentials               <ul style="list-style-type: none"> <li>○ Number of items provided</li> <li>○ Number of individuals served</li> </ul> </li> </ul>



# Appendix B

## Required Audience Tracking Report

### Total Clients Served by the Program

Number of Unduplicated Clients

### Gender and Sexual Identity

Male	LGBTQ
Female	Not Reported
Transgender	

### Age

0 - 6 Years	50 - 64 Years
7 - 13 Years	65 - 74 Years
14 - 17 Years	75 - 84 Years
18 - 30 Years	85+ Years
31 - 49 Years	Unknown (explanation)

### Income Level

\$0 - \$9,999	\$35,000 - \$49,999
\$10,000 - \$14,999	\$50,000 - \$74,999
\$15,000 - \$24,999	\$75,000 and above
\$25,000 - \$34,999	Unknown (explanation)

### Area of Service

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>○ Flagstaff and Surrounding Areas</li><li>○ Williams</li><li>○ Grand Canyon</li><li>○ Valle</li><li>○ Fredonia</li><li>○ Page</li></ul> | <ul style="list-style-type: none"><li>○ Holbrook</li><li>○ Winslow</li><li>○ St. Johns</li><li>○ Snowflake</li><li>○ Springerville</li><li>○ Show Low</li><li>○ Other (click to itemize)</li></ul> |
|---|--|

### Demographic Options

#### Ethnic and Racial Groups

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>○ Asian</li><li>○ Black / African American</li><li>○ Hispanic / Latino</li><li>○ Multi-Racial</li><li>○ Native Americans</li></ul> | <ul style="list-style-type: none"><li>○ Pacific Islander</li><li>○ White / Caucasian</li><li>○ Others</li><li>○ Unknown</li></ul> |
|--|---|

## Demographic Options cont.

### Family Relationships

- Caregivers
- Families
- Parents/Grandparents
- Widows/Widowers
- Single Parent

### Health

- People with disabilities
- People with diseases/illnesses
- Pregnant people
- People with substance use disorder
- People with mental health conditions

### Social and economic status

- At-risk youth
  - Dropouts
  - Foster youth
  - Out-of-home youth

### Economically vulnerable populations

- Individuals experiencing poverty
- Individuals experiencing homelessness
- Individuals living in low-income households
- Working poor

### Other (Please describe)

## Appendix C

### Program Collaboration Worksheet

<b>Lead Agency:</b>				
<b>Program Name:</b>				
Collaboration Partner Name	Sector*	How does this partner contribute to more effective outcomes for participants?	Provide an example of their work that furthers community impact for this program.	Nature of Relationship Formal or Informal**

\* nonprofit, private businesses, government, school, service organization, other (if other, please identify)

\*\* Formal - Signed agreement where different entities have clear roles, responsibilities, and accountability.  
 Informal – Organizations with common interests/clients served. A contractual relationship is not in place.

# Appendix D

\*Please use the excel version of this form located in the "Resource Center" in the agency portal.

\*\*\*Cells are projected in this document, changes can only be made to cells highlighted in light peach\*\*\*

## 2021/2023 UWNA Community Investment Program Budget Justification

Organization Name \_\_\_\_\_

Program Name \_\_\_\_\_

Income		2021-2023 Budget Justification Form			
		Year 1 2021/2022	Year 2 2022/2023	Total	Justification
<b>UWNA Community Impact Funding Request*</b>					
<i>Investment requested from United Way of Northern Arizona</i>					
		-	-	-	
<b>UWNA CI Request Sub Total</b>		\$ -	\$ -	\$ -	Enter highlighted blue amounts in ECImpact
<b>Other United Ways</b>					
<i>The total amount of funds anticipated by other United Ways.</i>					
Example	Valley Of The Sun United Way	\$ 800	\$ -	\$ 800	Donor Designation
		-	-	-	
<b>Other United Ways - Sub Total</b>		\$ -	\$ -	\$ -	Enter highlighted blue amounts in ECImpact
<b>Arizona Charitable Tax Credit</b>					
<i>Total funding projected via AZTC</i>					
Example	Arizona Charitable Tax Credit	\$ 25,000	\$ 25,000	\$ 50,000	Direct Gift from AZ Charitable Tax Credit
		-	-	-	
<b>Arizona Charitable Tax Credit Sub Total</b>		\$ -	\$ -	\$ -	Enter highlighted blue amounts in ECImpact
<b>Government Grants and Contracts</b>					
<i>Income projected or earned from federal governmental sources, including purchase-of-service fees, grants, and third-party reimbursements such as HUD, SAMHSA, VOCA, EVOWA, Medicare, Medicaid, AHCCCS etc.</i>					
Example	AZ Dept of Education	\$ 15,000	\$ 15,000	\$ 30,000	Early Literacy Grant
Federal				-	
State				-	
City				-	
County				-	
<b>Government Grants and Contracts Sub Total</b>		\$ -	\$ -	\$ -	Enter highlighted blue amounts in ECImpact
<b>Contributions/Donations</b>					
<i>Amount of contributions/donations projected including solicited and unsolicited contributions from individuals and other organizations (apart from grants and contracts) as well as sustaining memberships for which there are no direct benefits to the donor.</i>					
Example	All other individual donations	\$ 30,000		\$ 30,000	
		-	-	-	
<b>Contributions/Donations Sub Total</b>		\$ -	\$ -	\$ -	Enter highlighted blue amounts in ECImpact
<b>Special Events</b>					
<i>Support and unrestricted income (such as raffle income) derived from all special event fund-raising activities during the year (e.g. dinners, dances, cookie and candy sales, fashion sales, greeting card sales, etc.).</i>					
Example	Happy Feet Fun Run	\$ 15,000	\$ 15,000	\$ 30,000	Registration Fees
		-	-	-	
<b>Special Events Sub Total</b>		\$ -	\$ -	\$ -	Enter highlighted blue amounts in ECImpact
<b>Legacies/Bequests</b>					
<i>Gifts arising from wills or bequests.</i>					
Example	Forest Gump	\$ 25,000		\$ 25,000	Bequest
		-	-	-	
<b>Legacies/Bequest Sub Total</b>		\$ -	\$ -	\$ -	Enter highlighted blue amounts in ECImpact
<b>Foundations and Corporate Support</b>					
<i>All monies projected from foundations and trusts, including independent, company-sponsored, and community foundations.</i>					
Example	ABC Foundation	\$ 20,000		\$ 20,000	Born Learning Grant
		-	-	-	
<b>Foundations and Corporate Support Sub Total</b>		\$ -	\$ -	\$ -	Enter highlighted blue amounts in ECImpact
<b>Program Service Fees &amp; Reimbursements</b>					
Example				\$ -	
		-	-	-	

# Appendix D Cont.

## 2021/2023 UWNA Community Investment Program Budget Justification

Organization Name \_\_\_\_\_

Program Name \_\_\_\_\_

		-			
<b>Program Service Fees &amp; Reimbursements Sub Total</b>		\$ -	\$ -	\$ -	Enter highlighted blue amounts in ECImpact
<b>Investment Income</b>					
<i>Interest, dividends, royalties, and gains on disposition of securities other than those restricted to endowment funds.</i>					
Example	Endowment	\$ 1,500		\$ 1,500	realized Interest earned
				-	
				-	
				-	
<b>Investment Income Sub Total</b>		\$ -	\$ -	\$ -	Enter highlighted blue amounts in ECImpact
<b>In-Kind Support</b>					
<i>Total In-Kind support (donated materials and services – all non-cash items including specialized volunteer hours). Donated materials are normally recorded as a contribution at their fair market value, appropriately disclosed. If the amounts are not significant, or there is no readily measurable basis for valuing materials, then the materials would not be recorded. Also, if donated materials are merely passed through to a beneficiary, they are normally not recorded as the organization is merely acting as an agent for the donor. Donated services are recorded if they meet two specific criteria: 1. The services create or enhance non-financial assets. 2. The services require special skills, are provided by persons possessing those skills, and would typically otherwise have to be purchased (Example: attorney fees for a legal consultation program).</i>					
Example	Squeaky Clean Inc.	\$ 2,500		\$ 2,500	Sanitizing wipes, Hand sanitizer, cleaning products
				-	
				-	
				-	
<b>In Kind Support Sub Total</b>		\$ -	\$ -	\$ -	Enter highlighted blue amounts in ECImpact
<b>COVID Relief Funds</b>					
<i>Cares ACT funding, PPP loans etc.</i>					
Example	Cares ACT grant	\$ 25,000		\$ 25,000	
				-	
				-	
<b>COVID Relief Funds Sub Total</b>		\$ -	\$ -	\$ -	Enter highlighted blue amounts in ECImpact
<b>Other</b>					
<i>Support/revenue that cannot be properly reported in another account classification.</i>					
Example	Children's consignment shop	\$ 20,000	\$ 12,000	\$ 32,000	Item Sales
				-	
				-	
				-	
<b>Other Sub Total</b>		\$ -	\$ -	\$ -	Enter highlighted blue amounts in ECImpact
<b>Total Income</b>		\$ -	\$ -	\$ -	
<b>Expenses</b>					
		<b>Amount</b>	<b>Amount Pending</b>	<b>Total</b>	
<b>Salaries and Wages</b>					
<i>Staff that support the program</i>					
Example	1 Program Director	\$ 42,640	\$ 42,640	\$ 85,280	oversight, planning, curriculum prep 20.50/hr. x 40/hrs. wk. x 52 wks. = 42,640
				\$ -	
				\$ -	
				\$ -	
				\$ -	
<b>Salary and Wages Sub Total</b>		\$ -	\$ -	\$ -	Enter highlighted blue amounts in ECImpact
<b>Employee Benefits and Taxes</b>					
<i>Amounts paid by the agency under its own or other employee health or retirement benefit plans including voluntary termination or retirement payments outside a formal plan. Also includes social security (FICA) taxes payable by employers under federal, state, or local laws, workers compensation, pension and retirement plan contribution, unemployment insurance premiums, and disability insurance premiums. Employee withholdings or payments are excluded.</i>					
Example	1 Program Director at 20.1%	\$ 8,571	\$ 8,271	\$ 16,842	Program Director Salary - 42,600x.201=8,571
				\$ -	
				\$ -	

# Appendix D Cont.

## 2021/2023 UWNA Community Investment Program Budget Justification

Organization Name \_\_\_\_\_

Program Name \_\_\_\_\_

				\$ -	
				\$ -	
				\$ -	
	<b>Employee Benefits and Taxes Sub Total</b>	\$ -	\$ -	\$ -	Enter highlighted blue amounts in ECImpact
<b>Employee Education and Training</b>					
<i>All costs incurred by the agency in providing education, training, or professional development.</i>					
Example	Mental Health First Aid Training	\$ 200	\$ 200	\$ 400	5 participants participating @ 40.00/each = 200.00
				\$ -	
				\$ -	
				\$ -	
				\$ -	
	<b>Employee Education and Training Sub Total</b>	\$ -	\$ -	\$ -	Enter highlighted blue amounts in ECImpact
<b>Professional Fees and Contracts</b>					
<i>The cost of professional practitioners and consultants who are not employees of the agency but who are engaged as independent contractors for specified services on an individual contract basis. Also includes temporary employees whose wages are paid through a separate party such as an employment or staffing service.</i>					
Example	General Accounting services	\$ 10,000	\$ 10,000	\$ 20,000	Annual contract amount = 10,000
				\$ -	
				\$ -	
	<b>Professional Fees and Contracts Sub Total</b>	\$ -	\$ -	\$ -	Enter highlighted blue amounts in ECImpact
<b>Program Supplies and Specific Assistance for Individuals</b>					
<i>The cost of materials, non-capitalized equipment and other supplies used for program operations. Also reported is the cost of renting and maintaining equipment, excluding equipment used for rental and maintenance of automotive vehicles, client transportation costs (i.e. Uber, Lyft, bus vouchers. Specific material assistance or services for a client or patient, including services rendered by other organizations/individuals at the expense of the reporting agency.</i>					
Example	Reading Tutors	\$ 3,600	\$ 3,600	\$ 7,200	3 tutors 10/hrs./wk. for 6 weeks 20.00/hr. = 3,600
				\$ -	
				\$ -	
	<b>Specific Assistance for Individuals Sub Total</b>	\$ -	\$ -	\$ -	Enter highlighted blue amounts in ECImpact
<b>Communications</b>					
<i>The cost of communications equipment including, but not limited to, phone, fax, postage, internet, and video conferencing.</i>					
Example	Phone/Internet connection	\$ 15,000	\$ 15,000	\$ 15,000	125.00/month x 12/months = 15,000
				\$ -	
				\$ -	
	<b>Communications Sub Total</b>	\$ -	\$ -	\$ -	Enter highlighted blue amounts in ECImpact
<b>Occupancy/Space Cost</b>					
<i>Expenses incurred from an agency's occupancy and use of owned or leased land, building and offices. Included are rent, utilities (heat, light, and water), janitorial services, ground maintenance supplies, property insurance, and mortgage interest (excluding depreciation and amortization - mortgage payments on principal).</i>					
Example	Utilities	\$ 4,800	\$ 4,800	\$ 9,600	Gas, Electric, Water - Average 400/month x 12/months = 4,800.00
				\$ -	
				\$ -	
	<b>Occupancy Sub Total</b>	\$ -	\$ -	\$ -	Enter highlighted blue amounts in ECImpact
<b>Advertising/Printing &amp; Publications</b>					
<i>All costs associated with the program's advertising and printing. Included are expenses associated with commercial artists and supplies for plates, artwork, proofs, photographs, brochures, film, or other informational items.</i>					
Example	Contracted Marketing firm	\$ 18,000	\$ 18,000	\$ 18,000	maintain website, E-Communications, fundraising efforts 1500/month x 12/months = 18,000
				\$ -	
				\$ -	
	<b>Advertising/Printing &amp; Publications Sub Total</b>	\$ -	\$ -	\$ -	Enter highlighted blue amounts in ECImpact
<b>Travel/Meetings/Conferences</b>					
<i>Travel and transportation expenses for staff and volunteers including insurance and operating costs of agency-owned vehicles and mileage reimbursement for privately owned vehicles. Also included are expenses for conducting meetings and staff attendance at meetings that are related to the program's activities such as the cost of organized meals, speakers' fees and registration fees.</i>					
Example	Williams young readers group	\$ 2,213	\$ 2,213	\$ 4,426	Travel 1 x week to Williams for reading group 70miles rt x 52 weeks = 3,640 mls x gov mileage rate .56 = 2,213

# Appendix D Cont.

## 2021/2023 UWNA Community Investment Program Budget Justification

Organization Name \_\_\_\_\_

Program Name \_\_\_\_\_

				\$ -	
				\$ -	
				\$ -	
	<i>Travel/Meetings/Conferences Sub Total</i>	\$ -	\$ -	\$ -	<i>Enter highlighted blue amounts in ECImpact</i>
<b>Membership Dues/Support to Affiliate Agencies</b>					
<i>Dues, payments, and quota support to the state and/or national affiliate of the agency that provides, in turn, benefits such as regular services, publications, or supplies for this program.</i>					
<i>Example</i>	<i>Reading for Good</i>	\$ 1,500	\$ 1,500	\$ 3,000	<i>Annual Dues = 1,500</i>
				\$ -	
				\$ -	
	<b>Membership Dues/Support to Affiliate Agencies Sub Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<i>Enter highlighted blue amounts in ECImpact</i>
<b>Non-Payroll Insurance</b>					
<i>All insurance not originating in employee benefits or occupancy, such as general liability.</i>					
<i>Example</i>	<i>Liability Insurance</i>	\$ 3,500	\$ 3,500	\$ 7,000	<i>Annual Cost = 3,500.00</i>
				\$ -	
				\$ -	
	<b>Non-Payroll Insurance Sub Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<i>Enter highlighted blue amounts in ECImpact</i>
<b>In-Kind Expense</b>					
<i>Generally in-kind expenses total the same as in-kind revenue.</i>					
<i>Example</i>	<i>Squeaky Clean Inc.</i>	\$ 2,500		\$ 2,500	<i>Sanitizing wipes, Hand sanitizer, cleaning products</i>
				\$ -	
				\$ -	
	<b>In-Kind Expense Sub Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<i>Enter highlighted blue amounts in ECImpact</i>
<b>Other Expenses</b>					
<i>All expenses not properly reportable in another classification.</i>					
<i>Example</i>				\$ -	
				\$ -	
				\$ -	
				\$ -	
				\$ -	
	<b>Other Expenses Sub Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<i>Enter highlighted blue amounts in ECImpact</i>
	<b>Total Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
	<b>NET REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

**Budget Narrative**

If this program is unable to be funded at your full request amount, what is the minimum funding level you could accept and still be able to deliver the program successfully?\*

Please explain the impact of how a funding amount less than what is requested would have on program delivery. (1500 Character limit) (Cell is autofit formatted)

If the Program Budget shows a surplus or deficit, please explain. (1500 Character limit) (Cell is autofit formatted)

How has COVID impacted your organizational budget and how has it affected this program? (1500 Character limit) (Cell is autofit formatted)



## Appendix E

### Evaluation Process

United Way of Northern Arizona works with trained community investment volunteers to review and evaluate proposals. The volunteers are screened to ensure they are free of conflicts, or perceived conflicts of interest. Grant applications will be assessed based on the Evaluation Rubric. UWNA Community Investment Team (CIT), will review and select a numerical value that best matches the criteria for each question. Program and financial reviewers will ensure that all applicants are compliant with the grant application guidelines, address improving outcomes using the Key Measurement Strategies, and ensure that there is a clear and concise operating budget that reflects transparency and accountability.

#### Scoring:

The score is based on the total score of the five (4) grant application components as follows:

Application Component	Unsatisfactory	Fair	Effective	Excellent	% Weight of Score
Program Design	5	10	15	20	36%
Target Population	2	4	3	8	14%
Performance Measures and Program Alignment	4	8	12	16	29%
Budget	3	6	9	12	21%
<b>Total Max Score</b>	<b>14</b>	<b>28</b>	<b>39</b>	<b>56</b>	

#### Site Visits

During Year One there will be no sites visits, unless a program is either new, or clarity is needed from the application. All site visits will be scheduled through the ECImpact portal and executed via Zoom. We hope to resume regular site visits during year two.

#### Funding Decisions

CIT team members will make recommendations for funding on the overall assessment score, the clarity and thoroughness of proposals, the ability to document and track results, and the evidence or likelihood that the applicant will be successful at addressing the ***Impact Areas of Step Up for Youth and Safety and Security (Basis Needs) to Change Lives and Client Outcomes***. The Community Investment volunteers will make recommendations to the United Way of Northern Arizona Board of Directors who will make final funding decisions. **All decisions are final; there is no appeal process.**

#### Award Notification and Agency Agreements

Award notifications alerts are sent via email when the award results are available through the ECImpact website. Agencies will be **required to sign the agency agreement no later than 30 days from notification.**