2017 Request for Proposals (RFP)
FLEX Small Groups Grants Program
*For Groups with Annual Operating Budgets **less than $250,000***

PURPOSE

The FLEX Grants Program provides unrestricted support for high-performing groups achieving results. The Hawaii Community Foundation (HCF) understands that unrestricted funding is important for nonprofits to thrive. HCF believes that unrestricted funds given to high-performing nonprofits leads to better and/or more community results. We believe that the best investment of scarce resources is an investment in those organizations that achieve results for their community.

National surveys of nonprofits rate unrestricted or flexible support as one of the most important types of funding needed to support nonprofit work and improve results. The FLEX Small Groups Grants Program provides flexible support for smaller Hawaii nonprofits, community-based groups, fiscally-sponsored projects, and public or charter schools, and churches that provide high-quality programs. HCF defines high-quality programs as those that are able to exhibit the elements of the CHANGE framework, with an emphasis on achieving accountable results in the community. Flexible support is unrestricted and may be used for a variety of purposes including administrative costs, program expenses, or salaries.

FLEX is supported by several funds of the Hawaii Community Foundation including:

Gwenfread Elaine Allen	Kahuku Wind Community	Omidyar Ohana
Robert E. Black	Kawailoa Wind Community	Richard Smart
East Hawaii	Ka Papa o Kakuhihewa	Traut Carson
Ewa Beach Community	Annie Sinclair Knudsen Memorial	Bernice & Conrad von Hamm
Jean I. Fennimore	Kukio Community	West Hawaii
Hokulia Community Benefit	Lanai Community Benefit	Additional Donor Advised Funds
Kahuku Community	Reverend Takie Okumura Family	

Nonprofits will be considered for funding only by the funds for which they qualify based on the individual fund's restrictions. Information submitted in the "Organization & Program Profile" allows HCF to match applicants with appropriate funds. This is a partial list of funds that support the FLEX Program. Please visit the FLEX website for a full list of funds:
http://www.hawaiicommunityfoundation.org/strengthening/flex-program.

ELIGIBILITY
This RFP is for organizations with an annual operating budget of less than $250,000 and fiscally sponsored projects in certain geographic areas.

1. Eligible nonprofit organizations must have had their tax-exempt 501(c)(3) status for a minimum of two (2) years at the time of application unless they meet the requirements below.

    a. The following groups are eligible for funding **ONLY** if you currently provide services in the following geographies: Islands of Hawaii, Kauai, or Lanai; or the following areas of Oahu: North Shore (Kawela Bay to Kaena Point), Kahuku, Hauula, Laie, Ewa Beach, Waianae or Kapolei
    - community-based groups
    - nonprofit that has had their 501(c)3 status for less than 2 years
    - a fiscally-sponsored entity
    - individual public or charter school and nonprofits that support them
    - parent-teacher organization

2. Public or charter schools and churches are only eligible for project-specific funds; as a result, applications should describe a specific project and include a project budget.

3. For-profit organizations are not eligible to apply.

4. Eligible organizations must provide services in the State of Hawaii, and have been providing those services in Hawaii for a minimum of 2 years. FLEX does not fund the start-up of projects or organizations.

5. Organizations with multiple branches or chapters may only submit one application for their organization.

6. FLEX does not fund government departments or programs (including the University of Hawaii).

7. Organizations currently funded by HCF with overdue final reports are not eligible to apply.

8. If your organization received a FLEX grant in 2016, you must complete the online reporting survey by May 17, 2017 in order to be eligible for a 2017 FLEX grant.

9. If you are the supporting organization for another entity, then you must specify whether you are requesting funding for your organization or for the organization you support. Your narrative responses should reflect the organization for which you are requesting funding.

GRANT RANGE
Grants are awarded for one year and amounts will generally not exceed $20,000.

CRITERIA FOR REVIEW
HCF developed the CHANGE framework that identifies the characteristics of high performing organizations. The strongest proposals will be those that can demonstrate the following characteristics:

Connected to Community
- Addressing a compelling community need
- Actively engaged with their community and regularly gathers data from them
- Uses data to describe need and local context

Healthy Finances
- Balanced financial model that reflects funding that is repeatable and reliable
- Receives support from a diversity of sources, appropriate to their sector
- Articulates realistic financial model

Accountable to Results
- Explains and documents community results using data
- Uses data to make decisions to achieve more, better results
- Can answer the questions:
  - What results are we achieving?
  - What differences are we making?

Networked with Other Organizations
- Seeks partnerships and collaborates with other organizations to better fulfill mission
- Engages in peer learning including sharing data and experiences

Great Governance and Leadership
- Leadership assesses alignment of mission with scale and activities of organization
- Roles of board and staff are clearly defined in governance of organization
- Leadership decisions are rooted in data

Effective Programs and Services
- Articulates rationale for its programs for the community it serves
- Articulates theory of change or logic model
- Learns about field research and best practices nationally and/or locally
- Uses/adapts evidence informed practices for local culture

FLEX GRANTS MAY NOT BE USED FOR THE FOLLOWING:

1. Re-granting (i.e., redistribution of these funds to other organizations or individuals)

2. Endowments

3. For the benefit of specific individuals

4. Major capital improvements including capital campaigns, construction or renovations (minor capital improvements required to implement programs are allowable)

5. Activities that promote religious beliefs

ONLINE SUBMISSION

Applications must be submitted online at: https://nexus.hawaiicommunityfoundation.org/nonprofit or click on "NONPROFIT GATEWAY" at the bottom of the HCF home page: http://www.hawaiicommunityfoundation.org/.

If you are a new user, click **"New User Registration;"** the registration process may take up to 2 days so please register early!

APPLICATION INSTRUCTIONS

- Only complete applications will be accepted.

- The online application has fillable boxes with character limits. The character counts in MS Word do not match the character counts in the application. If you cut and paste your work into the application, please be sure your text fits the space provided. **The character count includes spaces.**

- We recognize the significance of diacritical markings in written Hawaiian as pronunciation guides; however, the online application system is unable to accept diacriticals. Please do not include these in your narrative it may cause errors in the way the online system processes your proposal.

ORGANIZATIONAL & PROGRAM PROFILE

As part of the online application you will need to answer questions about:
- o your service locations – including details about the services you provide in specific geographies
- o types of services you provide -- including the age ranges of those you serve
- o number of full and part-time staff
- o number of volunteers
- o date of incorporation, and
- o mission statement

NARRATIVE QUESTIONS

All nonprofits have missions that they care deeply about. The following questions are intended to help HCF staff, advisors and donors understand the purpose of your organization, the reason you selected the programs, services or activities that you offer, and how you measure results. While we are interested in the activities you performed over the last year (e.g., # of people served, amount of service provided), we are most interested in what happened as a result of these activities. What changed and how do you know? What difference did your activities make for the people or communities or landscapes where you work? *(The following character counts are approximate to the specified page lengths based on single-spacing in Arial 12-point font with 1 inch margins.)*

Connected to Community

1. Please describe the **community** your organization serves, including who you serve and where you serve. *(max 2,000 characters = 1/2 page)*

2. How do you know there is a need for your services or programs in the community you serve? Please provide data and local context to describe the need. *(max 1,500 characters = 1/3 page)*

3. Describe how your organization engages with the community you serve (for example community volunteers, consumer feedback, community forums, audience surveys, data tracking, etc.). *(max 1,500 characters = 1/3 page)*

Healthy Finances

4. How does your organization financially support its programs or services and infrastructure? Please describe your typical sources of income and percentages of revenue from each source. Are there any major changes (increases, decreases, revenue streams, etc.) in your budget that requires explanation? If so, what information would you like to share with us regarding your financial health? *(max 2,000 characters = 1/2 page)*

Accountable to Results

5. What community **results** (longer-term outcomes or positive changes) is your organization striving to achieve? Why are these results important? *(max 1,500 characters = 1/3 page)*

6. Please describe the **programs or activities** your organization does to achieve these results. *(max 3,000 characters = 3/4 page)*
   a. If you are a church or fiscally sponsored group, please describe the specific activities you conduct. *(max 2,000 characters = 1/2 page)*
   b. If the organization provides services on multiple islands, please be specific about any programs, services or activities, including the locations, number of people you serve and indicate how consistently services are provided in the following areas: Islands of Hawaii, Kauai, or Lanai; North Shore, Oahu (Kawela Bay to Kaena Point), Kahuku, Hauula, Laie, Ewa Beach, Waianae or Kapolei on Oahu. Advisory Committee funds will ONLY consider proposals that describe/demonstrate activities in the identified communities. (*max 1,500 characters = 1/3 page for each service area*)

7. What are the **indicators** you use to measure progress towards your results? In other words, how do you know you are on the right track? Please describe what data and information you collect, how and how often it is collected, and how you use this information to make decisions. *(max 3,000 characters = 3/4 page)*

8. Please describe the results your organization **achieved** over the past year. What difference did your efforts make for the people or places you served? (*max 3,000 characters = 3/4 page*)

Networked with Other Organizations, Great Governance and Leadership, Effective Programs and Services
9. Considering the other characteristics of the CHANGE framework, please describe or provide examples from your organization related to Networks, Governance and Effective programs *(max 2,000 characters = 1/2 page)*

Additional Information (Optional)
10. Describe any challenges, opportunities or changes facing your organization that have, or you anticipate will, occur over the next year, if any. Describe how you intend to address them. *(max 2,000 characters = 1/2 page)*

ATTACHMENTS
These items are required parts of your proposal. **Proposals missing any of these documents will be administratively denied.**
1. **Board List** - One-page board list with affiliations. For national organizations, please include Hawaii advisory board or committee list.
2. **Current year's operating budget** including <u>**income and expenses***</u>. An example of a complete operating budget can be found in the FAQs on our website.
   NOTE: Anticipated FLEX grant monies should not be included.
3. **Previous year's operating budget**, including <u>**projected and actual income and expenses**</u>.

*Public and charter schools, and churches should provide a project budget that reflects all funding necessary to carry out the project and whether that funding is committed, pending, or in-kind. The school's or church's operating budget does not need to be submitted.

If you are using a **fiscal sponsor,** please also attach the following documents:
   a. Fiscal Sponsor's Board of Directors Resolution authorizing project fiscal sponsorship
   b. Fiscal Sponsor's agreement
   c. Fiscal Sponsor's Board of Directors list with affiliations
   d. Fiscal Sponsor's current year's operating budget including income & expenses
   e. Fiscal Sponsor's Previous year's operating budget, including projected and actual income and expenses

DEADLINE: <u>Submit your application by clicking the "Submit" button at the end of the application no later than 4:00 p.m. HST, Wednesday, May 31, 2017</u>

QUESTIONS ABOUT THIS RFP

If you have any questions, please visit the FLEX Grants web page at
http://www.hawaiicommunityfoundation.org/grants/flex-grants**.**

If your organization is located on the Neighbor Islands, please contact the appropriate office:
  Kauai – Darcie Yukimura, (808) 245-4585 or dyukimura@hcf-hawaii.org
  Maui, Molokai, Lanai – Deborah Rice, (808) 242-6184 or drice@hcf-hawaii.org
  Hawaii Island – Diane Chadwick, (808) 885-2174 or dchadwick@hcf-hawaii.org

If your organization is located on Oahu, please contact:
  Pam Funai, (808) 566-5537, Ophelia Bitanga-Isreal, (808)566-5593 or FLEX@hcf-hawaii.org.

If you have questions about registering your nonprofit on-line or about the on-line application process, please contact:
  Christel Wuerfel, (808) 566-5522.

We encourage all groups to review additional resources for nonprofits by visiting:
  http://www.hawaiicommunityfoundation.org/learning/resources-for-nonprofits.