

2018 Request for Proposals (RFP) FLEX Grants Program



HAWAII COMMUNITY
FOUNDATION

*For Nonprofits with **Annual Operating Budgets of \$250,000 and above***

PURPOSE

The FLEX Grants Program provides unrestricted support for high-performing nonprofits achieving results in the community.

BACKGROUND

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. Unrestricted support allows an organization to prioritize its own needs and respond to unforeseen needs or opportunities. Funds may be used for a variety of purposes including administrative costs, capacity building, program expenses, evaluations or salaries.

The Hawai'i Community Foundation (HCF) understands that unrestricted funding is important for nonprofits to thrive, and that unrestricted funds given to high-performing nonprofits lead to better and/or more results. We believe that the best investment of scarce resources is an investment in those organizations that achieve results for their community.

FLEX is supported by multiple current and past donors through the Hawai'i Community Foundation. Nonprofits will be considered for funding based on each individual fund's preferences. Information submitted in the "Organization & Program Profile," as well as responses to the narrative questions, allows HCF to match applicants with appropriate funds. Please visit the Strengthening Hawai'i's Communities webpage for a full list of funds at <https://www.hawaiicommunityfoundation.org/strengthening/flex-program>.

ELIGIBILITY

This RFP is for organizations with annual operating budgets of \$250,000 or more.

If your organization's operating budget is less than \$250,000, please see the eligibility chart located on the FLEX Grant Program webpage at <https://www.hawaiicommunityfoundation.org/grants/flex-grants> to determine which RFP is appropriate for your organization.

Additional eligibility requirements for this RFP are:

1. The organization must have a tax-exempt 501(c)(3) status for a minimum of two (2) years. For-profit organizations are not eligible to apply. Organizations with fiscal sponsors are not eligible to apply through this RFP. *Please see the eligibility chart located at <https://www.hawaiicommunityfoundation.org/grants/flex-grants> to determine which RFP is appropriate for your organization.*
2. The organization must provide services in the State of Hawai'i, and have been providing those services in Hawai'i for a minimum of 2 years. FLEX does not fund the start-up of projects or organizations.
3. Organizations with multiple branches or chapters may only submit one application for its organization.
4. If you are an organization whose primary purpose is to raise funds to support a charitable organization, you are eligible to apply for a grant to support your own organization, **or** the organization you support, **but not both**. Additionally, funding **cannot** be requested on behalf of a charter school. You will be asked to specify for which organization you are requesting funding; your narrative responses in the application and attachments should reflect the same. Applications that are unclear in their responses may not receive a favorable review or may be administratively denied.
5. Organizations currently funded by HCF with overdue final reports are not eligible to apply.
6. If your organization received a FLEX or Community Grant in 2017, you **must** complete the online reporting survey by **May 16, 2018** in order to be eligible for a 2018 FLEX grant. Please see your 2017 FLEX or Community Grant Award letter for details.

7. FLEX does not fund government organizations, including the University of Hawai'i. However, individual projects of Hawai'i Dept. of Education schools may be eligible under the FLEX Grants Program – Micro RFP for organizations with operating budgets of \$100,000 or less. *Please see the eligibility chart located on the FLEX Grant Program webpage at <https://www.hawaiicommunityfoundation.org/grants/flex-grants> to determine which RFP is appropriate for your organization.*

GRANT RANGE

Grants are generally awarded for one year. Amounts awarded are up to 20% of an organization's most recently completed annual budget and will typically not exceed \$50,000.

CRITERIA FOR REVIEW – The ARC of Change

HCF believes that high performing organizations achieve greater results in the community. Through our research and experience, we developed the CHANGE framework that identifies six characteristics we believe are exhibited by those organizations. They are: being *connected to community*, having *healthy finances*, being *accountable to results*, being *networked with other organizations*, having *great governance and leadership*, and having *effective programs and services*.

We've revised our CHANGE framework to the **ARC of Change**, to reflect the movement and energy of high performing organizations, and to capture the transformative work that accelerates change through greater community impact. The ARC of Change incorporates the merits of the CHANGE framework within three core characteristics: Accountable, Results-Oriented, and Connected to Community. The strongest proposals will be those that align with our ARC of Change, as defined below:

Accountable – to funders, supporters, staff, and community by being operationally efficient through healthy finances and strong leadership.

Healthy Finances: balanced financial model that reflects funding that is repeatable and reliable; support from a diversity of sources appropriate to the sector; articulation of a realistic financial model

Great Governance and Leadership: leadership that assesses alignment of mission with scale and activities of the organization; board and staff roles that are clearly defined in the governance of the organization; leadership decisions that are rooted in data

Results oriented – striving to achieve results that are identifiable, measurable, and demonstrate progress.

Accountable to Results: explaining and documenting community results using data; using data to make decisions to achieve better or more results; articulating the difference being made with the results being achieved

Effective Programs and Services: articulating a rationale for programs for the community served; articulating a theory of change or logic model; learning about field research and best practices nationally and/or locally; using or adapting evidence informed practices for local culture

Conected – engaged in the community and networked with other organizations

Connected to Community: addressing a compelling community need identified through data and active community engagement; and regularly gathering information or feedback

Networked with Other Organizations: seeking partnerships and collaborations with other organizations to better fulfill mission; engaging in peer learning, including sharing data and experiences

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, <https://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. Applications missing information or required attachments may be administratively denied.
- The online application has fillable boxes with character limits, including spaces. The character counts in MS Word may not match the character counts in the application. If you cut and paste your work into the application, please be sure your entire text fits the space provided.
- We recognize the significance of diacritical markings in written Hawaiian as pronunciation guides; however, the online application system is unable to accept diacritical marks. 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:

- your service locations – including details about the services you provide in specific geographies;
- types of services you provide -- including the age ranges of those you serve;
- number of full, part-time staff, and volunteers;
- date of incorporation; and
- mission statement

NARRATIVE QUESTIONS

The Hawai'i Community Foundation understands that all nonprofits have missions that they care deeply about. We know that the commitment of organizations to their mission is reflected in the work they conduct, and the goals they achieve. The following questions are intended to help HCF staff, advisors and donors understand the purpose and structure of your organization, the reason you selected the programs, services or activities that you offer, and the **results you are achieving** because of them. We are keenly interested in the difference your organization made over the last year, for the people, communities, or landscapes where you work.

(The following character counts listed are approximate to the specified page lengths based on single-spacing in Arial 12-point font with 1 inch margins.)

1. Provide a brief executive summary of your organization. Include information about the need in the community your organization is working to address, how you are addressing the need, the results you've achieved in the past year, and what you anticipate achieving in the coming year. *(max 1,000 characters = 1/3 page)* **Please note: This statement will be reviewed by a variety of funders; be clear and concise so that funders can easily understand and appreciate your work.**
2. Describe the **community** your organization serves, including who you serve, where you serve, and the needs or opportunities you are working to address or provide. *(max 2,000 characters = 1/2 page)*
3. Please describe how you know that there is a need for your services or programs in the community you serve. Provide **data and local context** to describe the need. *(max 1,500 characters – 1/3 page)*
4. Describe the **programs or services** your organization uses to address the need you described in questions 2 and 3. Describe **why** your organization believes these programs or services address the need in the community. For example, do you use evidence-informed practices, best practices, research, or information from past experience serving the community? *(max 3,000 characters = 3/4 page)*

5. What community **results** (longer-term outcomes or positive changes to behaviors, attitudes, circumstances or conditions, knowledge, or skills) is your organization **striving to achieve** with the programs you describe in question 4? Why are these results important? Include the indicators you use to measure your progress towards your results. *(max 1,500 characters = 1/3 page)*
6. Please describe the results your organization **achieved** over the past year. What difference did your efforts make for the people or places you served? Include information to provide **context** to your results, such as an accepted benchmark for the sector, achievements as compared to the original concern, improvement over time, the quality of the result, etc. *(max 3,000 characters = 3/4 page)*
 - a. If your organization provides services in the list of communities below, please provide specific information about the results you achieved in those areas over the past year. Include information only about areas in which you have a significant presence, or in which you consistently serve a significant portion or section of the community. Advisory committees funding in these areas will only consider proposals that describe/demonstrate robust activities or significant results achieved. *(max 1,500 characters = 1/3 page for each service area)*

Islands of Hawai'i, Kaua'i, Lāna'i, or in the North Shore (Kawela Bay to Ka'ena Point), Kahuku, Hau'ula, Lā'ie, 'Ewa Beach, Wai'anae, or Kapolei on the island of O'ahu
7. Describe how your organization **engages** with and **learns** from the community you serve. For example, do you engage through community volunteers, forums, audience surveys, etc.? Include a description of how your community's input is utilized by your organization. *(max 1,500 characters = 1/3 page)*
8. Describe how your organization **networks** within your sector, and **why** it chooses to do so. Include how networking supports your mission and any partnerships or collaborations you have with other organizations, or describe your awareness of other organizations, services, or resources related to your work. *(max 1,500 characters = 1/3 page)*
9. Describe your organization's **financial model** and how it supports its programs or services and infrastructure. Please describe your typical sources of income and the percentages of revenue from each type of source. How likely is each source to be reliable and repeatable? If your organization experienced or is expecting to experience a deficit, please provide details on how the deficit was managed, or plans to address it. Please also provide comments explaining any major changes or an unusual occurrence in your budget(s). *(max 2,000 characters = 1/2 page)*
10. Please describe any **financial challenges** you feel your organization will face over the next year. Include any plans your organization is developing to address them. *(max 1,500 characters = 1/3 page)*

Please note: Your organization's financial health will be assessed by your answers to questions 9 and 10 above, the budgets you submit, and other external sources such as GuideStar's Financial Scans.
11. Describe the roles of your organization's **leadership** – your board and executive or senior staff – and how each group contributes to the success of the organization. *(max 1,500 characters = 1/3 page)*

ATTACHMENTS

These items are required parts of your application. **Please read through the complete instructions; additional documents are necessary for national organizations. Applications missing any of these documents will be administratively denied.**

1. **Board List** - One-page board list with board member affiliations
2. **Current year's operating budget**, including **income and expenses**
3. **Previous year's operating budget**, including **projected and actual income and expenses**

Supporting organizations must submit the board list and budgets of the organization for which the grant funding is intended to support.

National organizations must **also** submit a **Hawai'i-specific** advisory board, current operating budget, and previous year operating budget as described above. Applications without Hawai'i-specific budgets and advisory board lists will not be considered.

Please see sample operating budgets below for clarification of what should be submitted. Organizations do not need to use this template; it is provided only as a reference.

Sample Current year's operating budget

	2018 Projected Budget
Income	
Contributions	
Individuals	35,000
Corporations	65,000
Grants	175,000
Event Income	
Fundraiser	155,000
Fun Run	75,000
TOTAL INCOME	505,000
Expenses	
Personnel	
Salaries – Professional	350,500
Payroll Benefits	88,000
Program Activities	66,500
TOTAL EXPENSE	505,000
Net Ordinary Income	0

Sample Previous year's operating budget

	2017 Projected Budget	2017 Actual Income and Expenses
Income		
Contributions		
Individuals	48,000	33,687
Corporations	60,000	63,502
Grants	150,000	168,000
Event Income		
Fundraiser	150,000	145,454
Fun Run	75,000	69,082
TOTAL INCOME	483,000	479,725
Expenses		
Personnel		
Salaries – Professional	298,400	280,365
Payroll Benefits	86,080	85,000
Program Activities	98,520	113,799
TOTAL EXPENSE	483,000	479,164
Net Ordinary Income	0	561

DEADLINE: Applications are due no later than **4:00pm HST** on Wednesday, **May 30th, 2018**.

Please be sure to click the “**SUBMIT**” button at the end of the application to ensure your application is submitted. We encourage applicants to apply early to avoid missing the deadline because of technical difficulties.

ASSISTANCE and RESOURCES

Please visit the FLEX Grants Program webpage at <https://www.hawaiicommunityfoundation.org/grants/flex-grants> for resources to help you submit a strong application, including a pre-recorded webinar for your review.

A “Question and Answer” webinar will be open to applicants on Wednesday, April 25, 2018 at 10:00am. Please check the FLEX Grants Program webpage for details on how to register.

If your organization is located on the Neighbor Islands, please contact the appropriate office for information:

- Kauai – Uri Martos, (808) 245-4585, or umartos@hcf-hawaii.org
- Maui, Molokai, Lanai – Hannah Werth, (808) 242-6184, or hwerth@hcf-hawaii.org
- Hawai'i Island – Chelsey Chow, (808) 935-1206, or cchow@hcf-hawaii.org

If your organization is located on O'ahu, or for additional information regarding FLEX, please contact:

- Ophelia Bitanga-Isreal, (808) 566-5593 or FLEX@hcf-hawaii.org

If you have questions about registering your nonprofit online or about the online application process, please contact:

- Christel Wuerfel, (808) 566-5522, or cwuerfel@hcf-hawaii.org

Additional resources for nonprofits are located on our Learning for Greater Impact -- Resources for Nonprofits webpage at <http://www.hawaiicommunityfoundation.org/learning/resources-for-nonprofits>. We look forward to receiving your application!