



2019 Request for Proposals (RFP) FLEX Grants Program - Micro

For Nonprofits with Annual Operating Budgets of less than \$100,000

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 those unforeseen needs or opportunities to best serve its community. 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.

We also believe that a wide range of nonprofit organizations benefit the communities and natural surroundings throughout Hawai'i. While many nonprofits are large and operate on several islands, many others are much smaller, working with smaller budgets, supporting smaller areas, or addressing a single need in the community. Though small, these organizations are able to achieve results in the community, making a difference to the people and places they serve. The FLEX Grants Program – Micro RFP is intended to support the efforts of these small, but effective, organizations with budgets of less than \$100,000.

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 nonprofit organizations with annual operating budgets of less than \$100,000. Fiscally sponsored organizations, community-serving groups without a 501(c)(3) designation, programs of a church, or projects of a Hawai'i DOE school are *no longer eligible* to apply through the FLEX Grants Program – Micro RFP but may be eligible for the Community Grants Program that will be released in June 2019. The Community Grants program will support programs with targeted and intentional work in specific communities, allowing them to stand out to particular funders.

Please see the eligibility chart located at the end of this RFP or 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:

An applying organization must have had its tax-exempt 501(c)(3) status for a minimum of two (2) years. For-profit organizations are not eligible to apply.

1. Applicants 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.
2. National organizations, organizations with multiple branches or chapters, and supporting organizations are **not** eligible through the FLEX Grant Program – Micro RFP. National organizations and supporting organizations must apply either through the FLEX Grant Program RFP, or the FLEX Grant Program – Small RFP, depending on the organization's operating budget.

3. Organizations currently funded by HCF with overdue final reports are not eligible to apply.
4. If your organization received a FLEX or Community grant in 2018, you **must** complete the online reporting survey by **May 15, 2019** in order to be eligible for a 2019 FLEX grant. Please see your 2018 FLEX or Community Grant award letter for details.
5. 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 for the Community Grants Program that will be released in June 2019. Please see the *eligibility chart located at the end of this RFP or 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 and will typically not exceed \$10,000.

CRITERIA FOR REVIEW – The CHANGE Framework and the ARC

CHANGE Framework

Evaluative analysis shows that high performing organizations are best positioned to achieve results in the community. To better understand the impact of those results on Hawai'i, its people and places, HCF has developed the CHANGE Framework to align organizations and resources around shared goals through a common set of data, and to inspire collective action. HCF's CHANGE Framework is categorized by the following six sectors:

- C – Community & Economy
- H – Health and Wellness
- A – Arts & Culture
- N – Natural Environment
- G – Government & Civic Engagement
- E – Education

FLEX applicants are initially sorted into one of the six sectors of CHANGE based on their IRS National Taxonomy of Exempt Entities code (NTEE). However, how an organization is classified under CHANGE does not affect funding eligibility across multiple sectors because HCF understands that the missions of nonprofits often don't sit neatly in one sector, and that all sectors are inter-related.

For more information on the CHANGE Framework, please visit our webpage at <https://www.hawaiicommunityfoundation.org/change>.

The ARC

The ARC reflects the movement and energy of high performing organizations and captures the transformative work that produces results with positive community impact. The ARC focuses on the sectors of the CHANGE Framework through three core characteristics: Accountable, Results-Oriented, and Connected to Community. The strongest proposals will be those that demonstrate community impact in an applicant's sector and that align with the ARC 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

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

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

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 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. Please 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. Discuss how you know there is a need for your services or programs, using **data, applying a local context or using local data**, if applicable. (max 3,000 characters = 3/4 page)
3. What community **results** (positive changes) is the organization striving to achieve and why are these results important? (max 1,500 characters = 1/3 page)
4. Describe the results your organization **actually achieved** over the past year. What difference did your efforts make for the people or places you served? (max 1,500 characters = 1/3 page)
5. Describe how your organization **engages** with and **learns** from the community you serve. For example, do you engage through community volunteers, forums, audience surveys, networking, etc.? (max 1,500 characters = 1/3 page)
6. Describe your organization's **financial model**. Describe how your organization is supported, including a description of the typical sources of income and the percentages of revenue from each type of source. How likely is each source to be reliable and repeatable? (max 2,000 characters = 1/2 page)

Please note: Your organization's financial health will be assessed by your answer to question 6 above, the budgets you submit, and other external sources such as GuideStar's Financial Scans, if available.

ATTACHMENTS

These items are **required** parts of your application. **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 projected operating budget**, including **projected income and expenses**
4. **Previous year's actual operating budget (or statement of activities)**, including actual income and expenses

Please see sample operating budgets on the next page 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

	2019 Projected Budget
<u>Income</u>	
Contributions	
Individuals	35,000
Corporations	65,000
Grants	175,000
Event Income	
Fundraiser	155,000
Fun Run	75,000
TOTAL INCOME	505,000
<u>Expenses</u>	
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

	2018 Projected Budget	2018 Actual Income and Expenses
<u>Income</u>		
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
<u>Expenses</u>		
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 29th, 2019**.

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.

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, Lānaʻi – Hannah Werth, (808) 242-6184, or hwerth@hcf-hawaii.org

Hawaiʻi Island – Chelsey Chow, (808) 935-1206, or cchow@hcf-hawaii.org

If your organization is located on Oʻahu, 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:

Mary-Joy Llaguno, (808) 566-5533, or MLlaguno@hcf-hawaii.org.

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



2019 FLEX Grants Program - Eligibility Chart

The Hawai'i Community Foundation developed three different FLEX Request for Proposals (RFPs) to better support nonprofit organizations in Hawai'i. Please refer to the chart below to help you determine under which RFP your organization should apply. **All organizations must be currently serving the communities of Hawai'i, and have done so for at least 2 years, regardless of operating budget.**

Community-serving groups that do not have a 501(c)3 nonprofit designation, programs of churches, programs of schools, and fiscally sponsored organizations **are no longer eligible** for the FLEX Grants Program. These groups and organizations will be eligible for funding through the Community Grants Program to be released in June 2019. The Community Grants program will support programs with targeted and intentional work in specific communities, allowing them to stand out to particular funders.

Please use this chart as a guide but review the complete RFP for details and information. If you still are unsure how to apply, or have additional questions, please contact Ophelia Bitanga-Isreal at (808) 566-5593 or FLEX@hcf-hawaii.org.

Type of Organization	FLEX Grants Program	FLEX Grants Program – Small	FLEX Grants Program – Micro
Nonprofit organization with a 501(c)(3) designation for at least 2 years, and an operating budget of \$250,000 or more.	X		
National nonprofit organization with a branch, office, or presence in Hawai'i, with 501(c)(3) designation for at least 2 years, and a local Hawai'i operating budget of \$250,000 or more.	X		
Nonprofit organization with a 501(c)(3) designation for at least 2 years, and an operating budget of less than \$250,000.		Organizations in this category can apply in <i>either</i> the Small program or the Micro program, <i>but not both</i> .	
		X This RFP may be more appropriate for 501(c)(3) organizations with a small budget that conduct multiple programs or projects, or for organizations with paid staff. Please review both RFPs for additional details.	X This RFP may be more appropriate for organizations that conduct only one program, or that may have a mostly volunteer staff. Please review both RFPs for additional details.
National nonprofit organization with a branch, office, or presence in Hawai'i, with 501(c)(3) designation for at least 2 years, and a local Hawai'i operating budget of less than \$250,000.		X	

Organizations whose primary purpose is to raise funds to support another charitable organization, <i>applying on behalf of itself.</i>	X Supporting organization's operating budget is \$250,000 or more.	X Supporting organization's operating budget is less than \$250,000	
Organizations whose primary purpose is to raise funds to support another charitable organization, <i>applying on behalf of its supported organization.</i> Note: Funding cannot be requested for a charter school.	X Supported organization's operating budget is \$250,000 or more.	X Supported organization's operating budget is less than \$250,000	
Nonprofit organization with a 501(c)(3) designation, but for less than 2 years (regardless of budget size).	Ineligible to apply for FLEX. See Community Grants Program in June 2019.		
A Hawai'i Dept. of Education School conducting a program or project, regardless of budget size.	Ineligible to apply for FLEX. See Community Grants Program in June 2019.		
A church conducting a program, regardless of budget size.	Ineligible to apply for FLEX. See Community Grants Program in June 2019.		
A community-serving group without a 501(c)(3) designation.	Ineligible to apply for FLEX. See Community Grants Program in June 2019.		
For-profit organization	Ineligible to apply.		
Government agency, other than a Hawai'i Dept. of Education school	Ineligible to apply.		
University of Hawai'i	Ineligible to apply.		
An individual	Ineligibly to apply.		