

2019 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 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.

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 but may be eligible for the Community Grants Program that will be released in June 2019. *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 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.
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 for the Community Grants Program that will be released in June 2019. *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 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.hawaiicomunityfoundation.org/nonprofit> or click on “NONPROFIT GATEWAY” at the bottom of the HCF home page, <https://www.hawaiicomunityfoundation.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. 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, applying a local context or using local data**, 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)*
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 projected operating budget**, including projected income and expenses
4. **Previous year’s actual operating budget (or statement of activities)**, including 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, previous year’s projected operating budget, and previous year’s actual 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

	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, 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:

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 <http://www.hawaiicommunityfoundation.org/learning/resources-for-nonprofits>. We look forward to receiving your application!