

# Leadership for Community Change Grants funded by Goldman Sachs Application

**DEADLINE: January 31, 2017**

United Way of Salt Lake (UWSL) has made a commitment to the community to dramatically improve outcomes for every child in our region. We believe that if nonprofits, schools, post-secondary institutions, businesses, government, philanthropies, and community members can align their resources toward the same goals, we can eliminate disparities and ensure that every child achieves their goals.

In partnership with Goldman Sachs, we invite you to apply for a *Leadership for Community Change* grant. The goal of this grant is for selected nonprofits to measurably improve an outcome for a group of targeted individuals through the implementation of continuous improvement principles and increased staff capacity. Grant recipients will receive the following:

1. Two workshops exclusively for grant recipients on results-based accountability and short-cycle continuous improvement
2. Access to Results-Based Facilitation Training and Leadership Training
3. Two technical assistance sessions to ensure clear implementation of outcome focused strategies
4. A one-time grant of \$10,000-\$15,000 to participate in workshops and trainings and to implement a continuous improvement strategy

Nonprofits who serve low to moderate income families in Salt Lake, Summit, Davis and/or Tooele Counties in the below areas are eligible to apply for the grant:

- Early Childhood Development
- Education
- Family Economic Stability
- Health

**Application Deadline:** January 31, 2017.

Announcement of grant decisions will be made in April 2017.

If you have questions regarding this grant application, please email Julie Ramos at [julie@uw.org](mailto:julie@uw.org) (until December 31st) Chris Bray at [chrisb@uw.org](mailto:chrisb@uw.org) (after December 31st).

**Please send your completed application electronically to:**

Chris Bray  
Vice President, Collective Impact Operations  
United Way of Salt Lake  
[chrisb@uw.org](mailto:chrisb@uw.org)

## Leadership for Community Change Grants Application

The Leadership for Community Change grant will help recipients measurably improve an outcome through the following:

1) **Organizational capacity to measure and increase impact:** The way a nonprofit measures its work, results and impact is a core component for delivering on its mission and key component for organizational sustainability. Successful applicants will have the opportunity to increase their nonprofit's capacity and receive customized technical assistance and training in *Results-Based Accountability (RBA)* and Continuous Improvement. The trainings will give each organization support to revisit and refine service geographies, performance measures, outcomes, and implementation plans.

Grantees will:

- Identify performance measures to help them continuously improve the impact of their work
- Gather and submit data that tracks their performance measures
- Using data, plan and implement a strategy and then study and adjust one or more strategies that show promise of impacting the outcome
- Reflect quarterly on progress and learnings

2) **Staff capacity:** Building the capacity of staff members through professional development opportunities is an essential part of a nonprofit's ability to deliver on their mission and a wise retention strategy. Successful applicants will attend two additional workshops and learn skills important to move work forward. The workshop topics are Results Based Facilitation and Leadership. Reserved seating for up to 4 people from your organization's staff or board members is included in the grant.

### Eligibility Opportunity/Requirements:

- Members of each organization will participate (with other grant recipients) in workshops convened by UWSL focused on results-based accountability and short-cycle continuous improvement. There will be two half-day sessions total, plus pre-work/homework. Workshops will take place on May 18, 2017 and August 17/24, 2017. Two to four people from your organization must attend.
- Each organization will establish performance measures for their strategy and submit results and reflections on those results quarterly, using a secure tool to be provided by UWSL.
- Members of each organization will commit to sharing knowledge (e.g. by helping to document and talk about the outcomes of the experience with other grantees).
- The project lead from your organization will attend a meeting at the conclusion of the grant program to provide feedback on the experience and to review data showing how this work impacted their outcome.
- UWSL and/or Goldman Sachs may make a public announcement listing the selected grantees and their areas of focus.
- See additional nonprofit specific grant eligibility requirements in Section III.

### Use of Funding:

- Funding must be used to measurably make progress on one outcome
- Administrative costs, including staff time, technology, and data infrastructure are allowable costs
- Partisan political activity, loans or grants directly to individuals, and capital constructions costs are not allowable costs

**Timeline:**

Applications released	December 14, 2016
Applications due	January 31, 2017
Announcements of investment decisions	April 10, 2017
Funding Awarded	May 2017
<b>Required Workshop #1</b> The workshop will give partnership teams space to learn and practice Results-Based Accountability skills; refine their target geographies, outcomes, and performance measures as needed; and finalize their implementation plans. We will also explore the B/ART framework (boundaries of authority, role, and task).	May 18, 2017
<b>Required Workshop #2</b> During the second workshop, we will use performance measurement data collected by each grantee to identify learnings and to adjust implementation plans based on the data.	August 17 or 24, 2017
<b>Meetings that Matter (Results-Based Facilitation)</b> This two-part workshop starts with the belief that conversations are at the center of our ability to create the conditions that we want for our children, families and community. Participants will receive training on the technical and adaptive skill to hold impactful meetings, a toolkit, and will be coached in real-time on their facilitation skills.	May 24, 2017 and May 31, 2017 August 2, 2017 and August 9, 2017 November 8, 2017 and November 15, 2017
<b>Leadership</b> This two-part workshop engages participants in learning and practicing the competencies needed to navigate complex social issues and to mobilize people to solutions. Competencies include: (1) Diagnosing Situation, (2) Managing Self, (3) Energizing Others, and (4) Intervening Skillfully.	July 20, 2017 and July 27, 2017 October 19, 2017 and October 26, 2017
Data submission (three quarterly dates)	Sept, Dec, March (Final Report)
Reflection and Wrap-Up Review of Outcome Data/Impact	April