

To: Writers and Readers of Cape and Islands United Way Letters of Intent

From: Peter Clark, Chair of the Community Impact Council, and  
Jackie Barber, Community Outreach and Administrative Manager

Date: December 2024

Re: **IMPORTANT GUIDANCE** for Community Impact Grant Letters of Intent (LOIs)

This document introduces the 2025-26 Letter of Intent for the United Way Impact grant funds, which is now available at <https://www.capeandislandsuw.org/loi-2025>. These expectations should be reviewed before submitting your LOI. They incorporate the Rubric Scoring Criteria as well as the Rubric Scoring Scale. The criteria are designed to make as clear as possible to writers and to reviewers what Cape and Islands United Way (CIUW) expects.

CIUW will offer a workshop open to all but particularly advised for agencies applying for the first time. It will be available in a Zoom meeting scheduled for Monday, January 6, 2025 at 9 AM. The link can be accessed at [capeandislandsuw.org/loi](https://www.capeandislandsuw.org/loi).

#### A. Basic Guidelines:

1. The LOI is the first of two steps. In the past, more than half of the LOI submissions have been invited to move to the full application step.
2. Any non-profit organization may apply for ONLY ONE Impact grant per year.
3. CIUW Impact grants range from \$5000 to \$30,000.
4. Priorities for the grants are defined by four (4) Pillars of Impact--Improving Educational, Encouraging Economic Stability, Promoting Health, and Creating Housing Stability. Each area has two strategies, and each strategy has specified community outcomes. These are at: <https://www.capeandislandsuw.org/our-work>. Successful LOIs must select from these established priorities and show a clear correspondence to the LOI request.
5. Furthermore, CIUW prefers that those who receive grants will strive to meet the following items a-e below. While there are no direct questions on the LOI about most of them, if you advance to the Full Application phase, we will want to see that your organization is working to implement the following:
  - a. Data-driven measurement of the quality of the results/outcomes of the program, using local data to the greatest degree possible
  - b. Application of "best-practices" to achieve the specific outcomes
  - c. Trauma-informed approaches to clients to the degree applicable
  - d. Collaborative efforts with other agencies to achieve maximum results
  - e. Clear financial data
6. Impact grants are not allowed for capital improvements for non-profit facilities.
7. CIUW offers three other types of grants, other than Impact Grants, so if your LOI does not meet #3 and #4 above we are happy to talk with you about one of the other types.

#### B. LOI Submission

1. Submission is through an on-line process at: <https://www.capeandislandsuw.org/loi>.
2. The written answers have a mandatory stated maximum word count. We urge clear, focused language that achieves the specific content and criteria for each question. The full application will provide space for more detail on most areas.

3. Questions before submission can be sent to Jackie Barber at [Jbarber@uwcapecod.org](mailto:Jbarber@uwcapecod.org), and follow-up conversation is welcomed.

### C. Budget

1. You are asked to indicate into which one to four categories your grant request will be allotted.
2. The following lists are provided as a guide if you are uncertain about where to locate a budget item:
  - a. Personnel Expenses: (Indicate whether any expense areas are contracted with outside providers)
    - i. salaries
    - ii. benefits
    - iii. mileage
    - iv. other staff incentives
    - v. payroll/human resources services
    - vi. payroll taxes
    - vii. staff training
    - viii. conference fees and travel
  - b. General Operating/Overhead Expenses: (Indicate whether any expense areas are contracted with outside providers)
    - i. rent
    - ii. utilities
    - iii. insurance
    - iv. advertising/marketing
    - v. fund-raising
    - vi. licensing and other fees
    - vii. property taxes
    - viii. client/participant transportation
    - ix. program design, monitoring, evaluation
    - x. legal services
    - xi. accounting/bookkeeping
    - xii. web design/maintenance
    - xiii. custodial/maintenance
  - c. Capital expenditures (Major purchases of items with long-term value; note CIUW does not fund improvements to organization facilities)
    - i. machinery/equipment
    - ii. appliances
    - iii. vehicles
    - iv. electronics
    - v. furniture
  - d. Supplies/materials (Short-term, expendable operating needs)
    - i. educational supplies
    - ii. recreational supplies
    - iii. purchased software
    - iv. office supplies
    - v. food supplies
    - vi. participant incentives

#### D. Question Content and Rubric Criteria

1. Each question states the content to be provided and will be read and scored with rubric criteria in mind. Those specific rubric criteria are listed for each rated question in section E below.
2. Each LOI question receives one of the scores below, and these aggregate into an over-all score:
  - Rubric Scoring Scale:
    - 9 - Exceeds criteria
    - 7 - Successfully meets all criteria
    - 5 - Adequately meets most criteria
    - 3 - Minimally meets some criteria
    - 0 - Fails to meet criteria
3. The rubric is intended to assist writers and readers in apply expectations. While CIUW understands that it is an inexact scoring tool, it does improve consistency among readers and provides clearer discussion of the perceived merits of an LOI.

E. LOI Questions 3, 9, 11, and 12 will be rated and scored using the “Rubric Scoring Criteria” included with each below:

Question 3: State the unmet need to which your program is responding, with a strong preference for local Cape and Islands data to support need: (limit of 100 words)

*Rubric Scoring Criteria: The need(s) and the degree to which they are unmet are clearly defined and based on local data to the greatest degree possible. The needs align well with the Pillar and Strategies selected for this grant.*

Question 9: Define who will be served under this grant and state the approximate non-duplicated number to be served during the program: (limit of 100 words)

*Rubric Scoring Criteria: Those to be served are clearly associated with the unmet needs described in question 3. The numbers estimated are reasonable and the nonduplicated count is clearly differentiated from total activities/services to be offered.*

Question 11: State the primary activities/services/inputs to be provided by the program within the grant period: (limit of 100 words)

*Rubric Scoring Criteria: What the services/activities are and how they will be delivered are clearly defined and distinguishable from the benefits. Services/activities will be delivered with appropriate frequency and quality. There is a definition of what frequency of service delivery or activity will constitute a successful level of involvement to include an individual in the count of non-duplicated participants*

Question 12: State the primary expected results/benefits for the participants; state the relevant metrics/data points to be used for measuring, where possible (limit of 100 words)

*Rubric Scoring Criteria: The benefits are clearly defined in terms of improving the lives of the participants and distinguishable from the service/activities provided to create the benefit. The outcomes are aligned with the Desired Community Outcomes for the selected Impact Area Strategy (ies), or the non-alignment is explained.. The types of data and the appropriate changes in that data to signify meaningful benefits are described well.*

