



Responses to Transformation Award questions (8/9/2018)

1. How many Transformation grants will be awarded in this cycle? **Likely between 2-4.** The majority of awards in the 2019 cycle will be made in the Community Support category. Over the next 10 years, United Way plans to gradually shift more resources to the Transformation awards.
2. We have years of experience as a Collective Impact partnership, and not all of the 5 conditions (common agenda, shared measurement, etc.) have been appropriate for our work. How important is it to reflect the 5 conditions? **It is not critical to have the 5 conditions in your proposal.** Reviewers understand that Collective Impact initiatives may look very different from each other depending on context and the focus of the work.
3. Is the lead applicant the backbone organization? **Not necessarily** – it is up to your partnership to determine who serves as the applicant. Some collaboratives have a fiscal sponsor other than the backbone organization. United Way does not express a preference for the structure.
4. Can funds be used for an endowment, or for capital improvements? **Requests for endowments and/or capital improvements will be less competitive in this cycle.**
5. How will the award be distributed – one sum to the lead applicant, or will United Way make an award to each of the partners? **The award will be made to the lead applicant.** Our assumption is that the lead applicant will coordinate a subcontract with partners.
6. Will United Way provide or require a subcontract form for lead applicants and partners to submit? **United Way will ask for partners to demonstrate a formal agreement** (e.g. MOU, letter of support) to indicate how the partnership is structured in the full proposal stage.
7. Can our agency be included as a partner in unlimited Transformation Award proposals? **Yes.**
8. Do we need to address the LOI prompts sequentially, or can we submit an LOI that flows in a way that makes most sense for our work? **You do not need to address the prompts sequentially.**
9. Will United Way staff read my draft LOI and give me feedback? **Unfortunately we cannot review LOIs** due to capacity issues, but we are happy to schedule a phone call or respond to either general or specific questions via email.
10. How does United Way define “cross sector”? **We have an inclusive view of this concept.** It might include a public/private/nonprofit sector collaboration, or a collaboration between partners from different service domains (e.g. housing, education, health).



11. How will the third-party evaluation work? During the full proposal stage, we will work with applicants to determine the best approach for working with an evaluator. We will ask applicants to allocate a portion of their award (likely in the range of 10-20%) for an evaluation budget. Having an existing relationship with an evaluator neither benefits nor detracts from your proposal.
12. How strict is the 1,000 word limit for the letter of inquiry? **The word limit is mandatory** for reasons of fairness to all applicants.