PROGRAM INVESTMENTS

JULY 1st, 2019 - JUNE 30th, 2021

REQUEST FOR PROPOSAL (RFP)

Application Deadline: June 6th, 2018

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INTRODUCTION

The United Way of Buffalo & Erie County (UWBEC) is currently seeking applications for its 2019-2021 investment process. The Request for Proposal (RFP) provides prospective applicants with information to determine whether to apply for United Way of Buffalo & Erie County (UWBEC) funds. This RFP includes eligibility requirements; key dates; how to apply for funds; an overview of the platform focus areas (Education, Financial Stability, and Health & Wellness) and performance measures; an overview of the evaluation process and criteria; and the UWBEC policies and procedures for funded programs. The United Way of Buffalo & Erie County's investment process is governed by policies and procedure approved by our Board of Directors.

By submitting an application, your organization asserts that the Request for Proposal (RFP) document has been reviewed in its entirety and that, if selected, the organization will abide by the conditions for funding set forth therein.

ELIGIBILITY AND REQUIREMENTS

All non-profit 501(c)(3) health and human services agencies (which serve Erie County residents) may apply for program funding, subject to meeting general United Way requirements. By submitting an application, you certify that your organization can provide the following documentation at any time during the course of the selection process: (You do not need to provide it now, only if asked.)

- Proof of 501(c)(3) status
- Independent Accountant's Report according to the requirements of the New York State Attorney General Charities Bureau.
- Current Board of Directors with officers listed and contact information that includes the name of employer, home and/or business address, phone number, and email address.
- UWBEC seeks established programs that have been operating for at least two years and have program performance data available. As such, **programs must have operated since April 1st, 2016 to be considered eligible for funds**.
- Applicants may submit more than one program application.
- Currently funded programs must re-apply in order to be considered for continued funding. If you have used a different name for the program in past UWBEC investment processes, please include this information.
- **New program applications will only be accepted for the priority areas identified by UWBEC.**
- The minimum request considered is $30,000 and there is no upper limit. Most applicants apply for 15-25% of their program budgets.
- If selected for funding, you will be required to sign the Program Funding Agreement. As well, you acknowledge that in rare instances we may discontinue your funding, as noted in Appendix B.
- Applicants will be asked to demonstrate how they currently/or will promote the funding relationship with UWBEC. Please refer to the UWBEC Funded Program Recognition and Participation Requirements.

UWBEC DOES NOT INTEND TO FUND:
- Capital expenditures
- Direct payments to individuals such as scholarships
- Pilot, demonstration, or start-up programs

KEY DATES

The following schedule is for informational purposes and the United Way of Buffalo & Erie County reserves the right to amend at any time.

April 2018: The Request for Proposal (RFP) will be released no later than **April 27, 2018.**

April 30, 2018: The RFP presentation (recorded webinar) will be posted as a link on the United Way website (www.uwbec.org) for those who intend on submitting an application(s) for funding.

May 7, 2018: If you have previously submitted an application, please go to> https://uwbec.force.com/ci and enter the email address you used last cycle and click "forgot your password?". You will then receive login instructions via email on **Monday, April 30, 2018**. New applicants should go to> https://uwbec.force.com/ci and click "sign up" on **Monday, April 30, 2018** to enter your contact information. You will then receive login instructions via email. New applicants need to sign up **by May 7th, 2018**.

May 18, 2018: Last date that applicants may ask questions of UWBEC staff related to their application. Applicants must submit their questions in writing (via email) to United Way at programfunding@uwbec.org.

May 25, 2018: Final posting of Frequently Asked Questions will be made available.

June 6, 2018: Application due date and beginning of review period. No applications or revisions will be accepted after 5:00pm on this date. Please do not contact the UWBEC staff or reviewers regarding your application.

United Way applications are expected to comply with stated guidelines including but not limited to desired program outcomes identified in the Request for Proposal (RFP). It will be the responsibility of the applicant to submit proposals consistent with the RFP requirements. The UWBEC will reject any application that does not meet these minimum guidelines and agencies will be notified in writing and verbally whenever such a determination is made.

August 8, 2018: Applicants will be afforded an opportunity to respond to up to five (5) written questions posed by UWBEC Reviewers, as necessary. In advance of this deadline, reviewers will meet in person and prepare a set of questions for applicants. United Way staff will send the questions to applicants via email (programfunding@uwbec.org). Note: it is possible that reviewers will not have questions about a particular program application.

August 29, 2018: Applicants must submit their responses to the questions via email to United Way (programfunding@uwbec.org) for dissemination to reviewers. You will receive a response email indicating your materials have been received within three (3) days of your submission. Applicants need to use the form provided to respond to each question and should not include any additional attachments or supplements. Please do not include any additional attachments or supplements as they will not be forwarded to the reviewers.

By January 2019: Applicants will receive written notification on whether or not they have been selected to receive UWBEC funds and provided information about *preliminary* funding determinations. All funding decisions are contingent on final approval from the UWBEC Board in May 2019.

February-March 2019: UWBEC Staff will be available to meet with applicants for a debriefing session to review your application/score results (upon request from your organization).

By May 31, 2019: UWBEC will inform applicants of final approval of funding allocation, in writing.

June 30, 2019: If your program is currently receiving funding and is not successful in the 2019-2021 investment process, your UWBEC program funding will end on June 30, 2019. There will be no transitional or "sun-setting" funding available since UWBEC is providing over five months preliminary notice.

July 1, 2019: Program funding will begin in accordance with written correspondence provided to your organization.

CONTACT INFORMATION

For questions about the RFP including key dates, eligibility requirements, and application process, please contact our Program Director-Investments, Nicole Juzdowski (887-2606; programfunding@uwbec.org) or our Director of Community Impact, Joe Roccisano (887-2757; programfunding@uwbec.org).

To submit questions related to the application, identify a change in staff or contact information, or to submit your Agency Information and Program Funding Agreement form (following selection for funding), please send via email to programfunding@uwbec.org.

For questions about the Agency Information and Program Funding Agreement, please contact our Director of Pledge Services, Maria Santiano (887-2695; maria.santiano@uwbec.org).

HOW TO APPLY

Interested parties must complete the UWBEC online application for each program for which they are requesting funding for by **Wednesday, June 6, 2018 at 5:00pm**. Applications or revisions received after this date and time will not be considered for review.

The Request for Proposal (RFP) and the recorded presentation will be posted as links on the United Way website.
To view, please go to:
- www.uwbec.org
- Click on "For Nonprofits" tab across the top of the page
- Click on this link https://www.uwbec.org/funding

All applications must be submitted through United Way's online system: https://uwbec.force.com/ci
If you have previously submitted an application, please go to> https://uwbec.force.com/ci and enter the email address you used last cycle and click "forgot your password?". You will then receive login instructions via email on **Monday, April 30, 2018**. New applicants should go to> https://uwbec.force.com/ci and click "sign up" on **Monday, April 30, 2018** to enter your contact information. You will then receive login instructions via email. New applicants need to sign up **by May 7th, 2018**.

Exhibits, appendices, letters of support, attachments and other documents are not allowed and will be discarded without acknowledgement. Likewise, please do not include copies of supporting research, annual reports, or other supporting material with your application. UWBEC reserves the right to disqualify applications that do not adhere to the correct format. Specific instructions for the proposal format and content are outlined on pages 13-18.

COMMUNITY NEEDS

Across all platforms, we request that applicants provide information related to special populations and special service needs.
Special Populations:
- Persons Living In Areas of Concentrated Poverty (defined as census tracts where 40% or more of residents have incomes below the federal poverty threshold)
- ALICE (Asset Limited, Income Constrained, Employed) households
- Refugees and Immigrants
- Persons with Disabilities
- Veterans & Military Families
- Unemployed Individuals

Special Service Needs:
- Service Navigation and Coordination
- Geographic Accessibility
- Cultural and Language Accessibility
- Importance of Community-based, Non-Psychiatric Mental Health Services

A specific set of priority programs of interest and program performance measures are identified within each UWBEC platform area (Education, Financial Stability, and Health & Wellness) on the following pages.

PLATFORM PRIORITIES AND FOCUS AREAS

United Way of Buffalo & Erie County regularly produces research driven reports (community report card series) that focus on the areas that are affecting the most people in our community. Current report card topics include third-grade proficiency (Education), financial hardship (Financial Stability), childhood obesity, and preterm birth (Health & Wellness) and can be found here: **https://www.uwbec.org/report-cards**

Due to the limited amount of funding available, "**new" program applications will only be accepted for the priority areas identified by UWBEC.** Currently funded programs will need to reapply to be considered for funding. UWBEC-Identified Platform priority areas are identified below.

UWBEC FUNDING PRIORITY AREAS

EDUCATION PLATFORM:
   ★ **Early Learning & Development**
   1) **Programs that increase language, literacy, and numeracy skills for young children (birth to 8 years)**
   2) **Programs that support young children at risk for developmental, social, emotional, and behavioral issues**
   3) **Programs that provide support for parents with young children (i.e. parent/family engagement, parenting skills and development, employment/workforce development)**

FINANCIAL STABILITY PLATFORM:
   ★ **Employment & Workforce Development**
   1) **Programs that improve employment skills and credentials, promote job placement, coaching and retention to families with young children.**

   ★ **Financial Capability & Asset Building**
   1) **Programs (for families with young children) that promote increased money management skills through individualized planning, financial education, or financial coaching activities.**
   2) **Programs that help families with young children secure and/or maintain assets including a home, vehicle, or micro-business/small business.**
   3) **Programs that assist families with young children in securing tax credits through the provision of free tax preparation services.**

HEALTH & WELLNESS PLATFORM:
   ★ **Maternal, Infant & Child Health**
   1) **Programs that support maternal health and infant nutrition, and strengthen the bond between parents and their babies.**
   2) **Programs that help children, youth, and families gain knowledge and skills needed for healthy and active lives.**
   3) **One-Stop* programs for families with young children that address the social conditions contributing to poor health outcomes.**

United Way of Buffalo & Erie County reserves the right to revise the UWBEC identified platform programs of interest types and associated requirements.

EDUCATION PLATFORM: Early Learning & Development

Result: Young children (birth to 8 years) develop a strong foundation that maximizes their ability to learn

Community Goals: Increase the percent of students proficient on NYS 3rd grade assessments

Why is this important?

The third grade is a developmental threshold. In third grade, students make the important shift from learning to read to reading to learn. Already by fourth grade, researchers estimate that a child reading below grade-level will fail to comprehend half of the curriculum, and students below grade-level in fourth grade are four times less likely to graduate from high school. Research on child development has shown that the role of parent-child interaction is especially important, not only for social-emotional development, but also for language and literacy. Researchers estimate that children born into low-income families enter kindergarten having heard 30 million fewer words within their first four years, relative to peers in higher income households. The larger the gap at school entry, the harder it is to close. In addition, children who fall behind are more likely to have behavioral problems making it challenging for parents to secure stable child care to further their education or attend job training programs. Focusing on improving the educational potential of early learners, and increasing support for parents of young children, can improve educational outcomes and strengthen families.

How is Erie County doing?

In Erie County, 34% of 3rd graders are proficient in reading and 36% of 3rd-graders are proficient in math, according to the NYS 3rd grade assessments.

Source: New York State Education Department (NYSED) Report Card data for the 2016-2017 academic year

★ Programs of Interest:

1) Programs that increase language, literacy, and numeracy skills for young children (birth to 8 years).
2) Programs that support young children at risk for developmental, social, emotional, and behavioral issues.
3) Programs that provide support for parents with young children (i.e. parent/family engagement, parenting skills and development, and employment/workforce development*).

Performance Measures:

- How many (#) children were enrolled in high quality** early learning and development programming?
- How many (#) children exhibited developmentally appropriate language, literacy, or mathematical skills***?
- How many (#) children exhibited developmentally appropriate social-emotional and behavioral skills****?
- How many (#) children demonstrated satisfactory***** program attendance?
- How many (#) children benefited from their parent receiving a parent support program?
- How many (#) parents increased knowledge and/or skills?
- How many (#) early childcare staff received specialized skills and training?

*Programs that help parents manage their work-school-family balance (http://www.aecf.org/m/resourcedoc/aecf-CreatingOpportunityforFamilies-2014.pdf)
**High Quality-As indicated by National Association for the Education of Young Children (NAEYC) accreditation, QUALITYstarsNY ratings, Environment Rating Scales, or Program Administration Scales (NYS Education Department- http://www.p12.nysed.gov/earlylearning/high-quality-resources/home.html)
***As indicated by the Dynamic Indicators of Basic Early Literacy Skills (DIBELS), Early Development Instrument (EDI), or similar assessments
****As indicated by Ages & Stages, EDI, or similar assessments
*****"Satisfactory" is defined as absent less than 5% of the program days

EDUCATION PLATFORM: Academic Performance & Enrichment

Result: Children and youth develop individual strengths to achieve academic *and* personal success

Community Goals: Increase the school day attendance rates students in Erie County school districts
Increase the percent of students' proficient on NYS 8th grade assessments
Increase the percent of students achieving high school graduation or equivalency

Why is this important?
As children grow and develop, exploration and engagement in academic and non-academic opportunities helps to develop individual skills and strengths necessary for success in and out of the classroom. High quality afterschool and out-of-school-time programs offering academic tutoring, mentoring, enrichment, life skill training, and socio-emotional skill building activities can improve student achievement and participation in school. Afterschool programming and out-of-school-time enrollment are also linked to improvements in standardized test scores and work habits, reduced delinquency activities, and reductions in behavioral problems.

How is Erie County Doing?
Attendance rates, proficiency on 8th grade New York State Assessments, and high school graduation rates are measures that allow us to follow student progress and performance toward academic success. In 2015-2016, the median attendance rate for Erie County schools was 95%. In 2016-2017, proficiency on 8th grade NYS assessments was 36% (ELA) and 13% (Math) for all Erie County students. The Erie County graduation rate in 2016-2017 was 90%.

Source: NYSED Report Card data for the 2015-2016 and 2016-2017 academic years

Programs of Interest:
1) Programs that improve school participation through access to needed supports for school-aged children and youth.
2) Programs that build academic skills in school-aged children and youth.
3) Programs that increase life, career, and college skills for school-aged children and youth through out-of-school time and/or enrichment opportunities.
4) Programs that improve the social-emotional and relationship skills of school-aged children and youth through structured and trusting mentoring relationships.

Performance Measures:
- How many (#) students demonstrated improvement in academic performance?
- How many (#) students demonstrated improvement in social-emotional and behavioral skills?
- How many (#) students were promoted to the next grade level?
- How many (#) students received life skills training, mentoring, or career services?
- How many (#) students demonstrated satisfactory* program attendance?

*"Satisfactory" is defined as absent less than 5% of the program days

FINANCIAL STABILITY PLATFORM: Income Stabilization

Result: Vulnerable households achieve financial stability

Community Goal: Increase the percent of individuals above the federal poverty level

Why is this important?
Many individuals and families in Erie County face daily challenges related to poverty and long-term unemployment. In addition, some local families are still struggling to recover from losses incurred during the global financial crisis. Although the experiences of these groups are different, they share the need to stabilize their financial situation, protect their assets, and access financial and other supports. Income support programs reduce economic hardship for millions of children by helping families in financial crisis to stabilize. The Annie E. Casey Foundation estimates that without government intervention, through programs including the Supplemental Nutrition Assistance Program (SNAP), the child poverty rate would nearly double. Helping families with young children to stabilize reduces or prevents adverse effects on children's' health and education.

How is Erie County Doing?
In Erie County in 2016, 14.2% of individuals, including 19.8% of children and adolescents, live in households with income below the federal poverty level. 20% of Erie County families with children under the age of 5 are living in poverty. Poverty affects an even larger percentage of residents within the city of Buffalo, where 31.2% of individuals, including 47.8% of children and adolescents, are living in households with income below the federal poverty level. 36.6% of families in the City of Buffalo with children under the age of five (5) are living in poverty.

Source: The U.S. Census Bureau's Population Estimates Program, utilizing data from the 2016 American Community Survey

Programs of Interest:
1) Programs that assist families navigate health and human services to address financial crises.
2) Programs that determine eligibility and assist families to secure income supports.

Performance Measures:
- How many (#) individuals developed a plan to address financial crises?
- How many (#) individuals utilized a plan to address financial crises for 6 months or more?
- How many (#) individuals were screened for the Supplemental Nutrition Assistance Program (SNAP)?
- How many (#) individuals secured support from the Supplemental Nutrition Assistance Program (SNAP)?
- How many (#) individuals were screened for the Women, Infants, and Children program (WIC)?
- How many (#) individuals secured support from the Women, Infants, and Children program (WIC)?
- How many (#) individuals were screened for the Temporary Assistance for Needy Families program (TANF)?
- How many (#) individuals secured support from Temporary Assistance for Needy Families program (TANF)?
- How many (#) individuals were screened for the Home Energy Assistance Program (HEAP)?
- How many (#) individuals secured support from the Home Energy Assistance Program (HEAP)?
- How many (#) individuals were screened for Safety Net Assistance (SNA)?
- How many (#) individuals secured Safety Net Assistance (SNA)?
- How many (#) individuals in total were screened for any income supports (SNAP, WIC, TANF, HEAP, SNA)?
- How many (#) individuals in total secured any of the supports above?

FINANCIAL STABILITY PLATFORM: Employment & Workforce Development

Result: Individuals secure vocational and employment skills that support self-sufficiency

Community Goal: Decrease the unemployment rate

Why is this important?
Education and employment are critical factors affecting one's ability to move toward greater economic self-sufficiency. Education is the primary means of economic mobility for low-income individuals and families and is linked to asset building throughout life. Unfortunately, obtaining education and specialized training is often limited by income level, which is limited by educational attainment. Improving employment and workforce development opportunities can help to reverse this cycle by expanding access to education and training. A workforce with a higher level of skills and education will support stronger communities and a more prosperous economy in Buffalo and Erie County.

How is Erie County doing?
The 2016 unemployment rate in Erie County is 4.9%. In the City of Buffalo for the same time period, the unemployment rate is 9.9%. However, when we look specifically at Erie County's low income census tracts*, the unemployment rate is higher, at 11.9%.

*Low income census tracts are defined as those where the median household income is 80% or below the median income for Erie County.

Source: American Community Survey 2012-2016 5 year estimates

★ Program of Interest:
1) Programs that improve employment skills and credentials, promote job placement and retention, and job coaching for families with young children.

Programs of Interest:
2) Programs that provide educational supports to allow for high school equivalency certification, vocational training, or career and technical employment training.
3) Programs that promote pre-college academic skill building opportunities and improve life skills required for employment, college, and independent living.

Performance Measures:
- How many (#) individuals completed a high school equivalency program*?
- How many (#) individuals enrolled in college**?
- How many (#) individuals completed job readiness training***?
- How many (#) individuals completed vocational/career and technical employment (CTE) training****?
- How many (#) individuals secured employment?
- How many (#) individuals maintained employment for six months or more?

*High school equivalency program (HSE)- NY State selected the Test Assessing Secondary Completion (TASC™) to replace the General Educational Development (GED®) as the primary pathway to a New York State High School Equivalency Diploma effective January 2, 2014 will continue to use the TASC™ test for High School Equivalency testing for the years 2018-2020 (NYS Education Department- http://www.acces.nysed.gov/hse/high-school-equivalency-hse).
**Enrolled-individuals who sign up and attend a class/program (registration is not sufficient).
***Job readiness training- offers individuals the opportunity to develop job skills including creating a resume, soft-skills dev., computer literacy or researching jobs.
****Vocational/CTE training- offers individuals the opportunity to develop skills related to a specific job and must successfully complete all component of the training (federal/state/industry-recognized). http://www.p12.nysed.gov/cte/6 and https://labor.ny.gov/stats/PDFs/The-Skilled-Trades-in-NYS.pdf

FINANCIAL STABILITY PLATFORM: Financial Capability & Asset Building

Result: Households improve money management skills and access to financial services to secure and maintain assets

Community Goal: Increase the percent of households above 200% of the federal poverty level (FPL)

Why is this important?

Low-income families often struggle to build assets (e.g. savings, vehicle, and home) that can be used as a buffer against financial emergencies and other forms of hardship. A lack of assets can make it extremely difficult to put a down payment on a home, invest in higher education and vocational training, or start a business. Obtaining financial education, creating credit repair plans, and regular use of banking services have been shown to improve the ability of low-income families to secure and maintain assets. A greater proportion of financially secure households will also have positive impacts on economic development, neighborhood vitality, and the strength of communities in Buffalo and Erie County.

How is Erie County Doing?

In Erie County, 30.6% of individuals, and 23.5% of families, live in households with income levels at or below 200% of the federal poverty level. Within the City of Buffalo, 53.1% of individuals, and 47.4% of families, live in households with income levels at or below 200% of the federal poverty level. Furthermore, 26% of families in Erie County earn income above the federal poverty level but still experience financial hardship. This demographic group is referred to as Asset Limited, Income Constrained, Employed (ALICE). Underbanked households describes the percentage of households that have a checking or savings account, but use alternative and often costly financial services for basic transaction and credit needs. In 2016, the underbanked rate was estimated to be 17.5% in Erie County and 22.1% in the City of Buffalo. In 2016, the unbanked (households without a checking/savings account) rate in Erie County was estimated to be 7.3% in Erie County and 16.2% in the City of Buffalo.

Sources: The U.S. Census Bureau's Population Estimates Program, utilizing data from the 2016 American Community Survey , the Assets & Opportunity Data Center-available online: assetsandopportunity.org, and United Way ALICE Report, New York, 2016

★ Programs of Interest:

1) Programs (for families with young children) that promote increased money management skills through individualized planning, financial education, or financial coaching activities.
2) Programs that help families with young children secure and/or maintain assets including a home, vehicle, or microbusiness/small business.
3) Programs that assist families with young children in securing tax credits through the provision of free tax preparation services.

Performance Measures:

- How many (#) individuals received financial education (in a classroom setting or one on one coaching)?
- How many (#) individuals created a money management plan?
- How many (#) individuals maintained a spending plan for six months or more?
- How many (#) individuals established a bank or credit union account?
- How many (#) individuals created a credit repair plan?
- How many (#) individuals improved their credit score?
- How many (#) individuals made rent or mortgage payments for six months or more?
- How many (#) individuals received free tax preparation services?
- How many (#) individuals purchased a home?
- How many (#) individuals started/managed a small business or microbusiness*?
- How many (#) individuals managed a small business or microbusiness for six months or more?

* Additional information related to started or managed a small business/microbusiness can be found here: https://www.sba.gov/sites/default/files/advocacy/SB-FAQ-2016_WEB.pdf and https://www.bls.gov/bdm/entrepreneurship/entrepreneurship.htm

HEALTH PLATFORM: Maternal, Infant & Child Health

Result: Environments where families with young children (birth to 8 years) live, learn and play support healthy choices

Community Goals: Healthy Birth Outcomes- Preterm Births
                      Decrease obesity rates for children

Why is this important?

Infants born preterm, or before 37 weeks of pregnancy, have a higher risk of disability or death, and the cost for a full term, healthy baby in the first year of life averages $17,775 compared to $76, 487 for a preterm birth. Certain behaviors, such as smoking and drinking alcohol while pregnant, can make preterm birth more likely, as can chronic conditions including diabetes and obesity. Early nutrition and the establishment of a parent-child bond are important for all infants. The American Academy of Pediatrics recommends that mothers breastfeed exclusively for at least six months due to research demonstrating improved gastrointestinal health, boosted immunity to infection, and reduced likelihood of the occurrence of Sudden Infant Death Syndrome (SIDS), diabetes, childhood leukemia, and asthma. From an early age, regular exercise and a diet high in fruits and vegetables are important to health. Childhood obesity increases the risk of developing many chronic diseases such as heart disease, Type II diabetes, stroke, and many forms of cancer. The accessibility of health and human services is particularly important for maternal, infant and child health, allowing mothers and their children to secure prenatal and preventative care before, during and after birth.

How is Erie County doing?

9.5% of births in Erie County were preterm births, in contrast to 8.7% in NYS, 2015. 72.1% of women in Erie County receive early prenatal care, meaning care during their first trimester. Among Erie County mothers receiving Women Infant and Children (WIC) program assistance, only 18.8% are breastfeeding for six months. In Erie County, according to 2014-2016 data, 14.7% of elementary school children qualify as obese and an additional 16.0% are overweight.

Sources: New York State Dept. of Health and March of Dimes Peristats

★ Programs of Interest:

1) Programs that support maternal health and infant nutrition, and strengthen the bond between parents and their babies.
2) Programs that help children, youth, and families (family engagement) gain knowledge and skills needed for healthy and active lives.
3) One-Stop* programs for families with young children that address the social conditions contributing to poor health outcomes.

Performance Measures:

- How many (#) newborns were born at a healthy term?
- How many (#) mothers initiated breastfeeding?
- How many (#) mothers initiated first trimester prenatal care?
- How many (#) individuals were screened for Women, Infants, and Children WIC?
- How many (#) individuals secured Women, Infants, and Children WIC?
- How many (#) individuals received health management skills training?
- How many (#) individuals attended necessary health-related (including behavioral health) appointments?
- How many (#) individuals were screened for health insurance?
- How many (#) individuals secured health insurance?
- How many (#) individuals were physically active?
- How many (#) individuals created a safety plan?
- How many (#) individuals addressed a social condition** that negatively impacts health?
  Social conditions by category (individuals may receive help with more than one):
  a) How many (#) individuals addressed housing conditions?
  b) How many (#) individuals addressed education?
  c) How many (#) individuals addressed employment?
  d) How many (#) individuals addressed financial supports?
  e) How many (#) individuals addressed transportation?
  f) How many (#) individuals addressed violence in the home?
  g) How many (#) individuals addressed legal issues?

- How many (#) individuals addressed other social conditions that negatively impact health?

* One-Stop programs are defined as those that follow evidence based and/or best practice models to provide single location (co-located) access to multi-sector services. In the Health & Wellness platform, programs must be in alignment with and provide clinical care services through the one-stop approach.

**Additional information on the social conditions that negatively impact health/contribute to poor health outcomes can be found on the Centers for Disease Control and Prevention (CDC) and U.S. Department of Health and Human Services websites (https://www.cdc.gov/socialdeterminants/index.htm).

HEALTH PLATFORM: Older Adults & Caregiver Support

Result: Vulnerable older adults (55+) engage in behaviors that support their health, obtaining needed care and services, and reducing caregiver stress.

Community Goals: Decrease the rate of preventable hospital stays for older adults

Why is this important?

A critical component of health-related quality of life is an individual's ability to obtain the health-related assistance they need, when they need it. The accessibility of health and human services (e.g. time, geography, language and knowledge) is particularly important for individuals with chronic health conditions and families with significant health challenges. In Buffalo and Erie County, adult caregiving (i.e., caring for aging parents) is becoming increasingly common, and the region has many challenges related to poverty, housing, transportation and education have considerable impacts on health. With proper care and follow-up, individuals and families can secure preventive care to ensure positive health outcomes.

How is Erie County doing?

In Erie County, the older adult preventable hospitalization* rate is currently 36.8 per 1,000. This demonstrates a trend of improvement since 2011 when the older adult preventable hospitalization rate was 60 per 1,000. According to an AARP survey of voting Erie County residents over the age of 50, 55% have been family caregivers in the past 5 years to an adult spouse or relative.

Source: The older adult preventable hospitalization rate is restricted to Medicare enrollees, produced by the Dartmouth Atlas of Health Care using data from Centers for Medicare and Medicaid Service. Additional statistics relating to preventable hospitalization are from SPARCS data as of December 2014 available online at: health.data.ny.gov. Additional statistics from AARP's 2014 Report on voting residents above the age of 50, *State of 50+ in Erie County, New York*.

Programs of Interest:

1) Programs that facilitate regular engagement with health care and behavioral health professionals while addressing social conditions that contribute to poor health outcomes (particularly access to healthy foods, safe housing, and transportation options).

Performance Measures:

- How many (#) individuals addressed a social condition that negatively impacts health?
  Social conditions by category (individuals may receive help with more than one):
  - a) How many (#) individuals addressed housing conditions?
  - b) How many (#) individuals addressed education?
  - c) How many (#) individuals addressed employment?
  - d) How many (#) individuals addressed financial supports?
  - e) How many (#) individuals addressed transportation?
  - f) How many (#) individuals addressed violence in the home?
  - g) How many (#) individuals addressed legal issues?
  - h) How many (#) individuals addressed other social conditions that negatively impact health?
- How many (#) individuals attended necessary health-related (including behavioral health) appointments?
- How many (#) individuals were physically active?
- How many (#) individuals received health management skills training?
- How many (#) individuals were screened for health insurance?
- How many (#) individuals secured health insurance?

EVALUATION PROCESS

The United Way of Buffalo & Erie County investment process is highly competitive and we will not be able to fund all worthwhile applications nor can the organization guarantee equal funding distribution across its three platforms (Education, Financial Stability, and Health & Wellness) or funding for each of its priorities or focus areas. The UWBEC Board of Directors will determine the amount of money available, based on financial conditions, including its annual fundraising campaign results. Funding decisions will be based on the evaluation criteria established (provided below) with heavy emphasis on documented program performance and the ability to assist UWBEC in achieving results in addressing identified community conditions.

Our evaluation process is led by United Way staff, with technical assistance provided by local academics, retired individuals proficient in health and human services, and community leaders with evidence of subject matter expertise. As UWBEC is a community-based, fundraising organization, local investors also have a role in evaluating applications. All volunteers receive training on community needs, social service programming, and the process of reviewing an application.

An important part of the process is providing feedback on how individual applications scored compared to similar applications. UWBEC will also make its leadership staff available for a debriefing upon request. While UWBEC will provide opportunities to discuss individual applications, all decisions are final. In an effort to increase its transparency, UWBEC makes its evaluation point values available to all applicants as part of this Request for Proposal (RFP).

Applications are scored out of 150 total points.
If programs apply and clearly do not fit the UW identified priority areas and performance outcomes desired, UW staff and the leadership team reserve the right to declare the application not in alignment and will not forward for scoring. Scored applications will be compared with similar programs within a particular platform focus area. Reviewers will be instructed to assign a score of zero to any question for which there is no response. Questions are weighted based on their relative importance to overall scoring. Specific information related to scoring is provided below.

COVER PAGE: PRELIMINARY PROGRAM INFORMATION

Start of Program Operations	**Programs must be operational – in its current form - for at least two years (on or before April 1st, 2016)** to be considered for funding.
Amount of Annual Funding Request	**The minimum request considered is $30,000** and there is no upper limit. Enter the amount of funding requested from UWBEC on an <u>annual</u> basis. Most applicants apply for 15-25% of their program budgets.
Currently Funded or New Program Application	Please select whether United Way currently funds the program you are applying for or if it is a new program to the United Way investment process. ****New applications will only be accepted in the UWBEC identified priority areas.** Currently funded programs need to reapply to be considered for funding.

APPLICATION: PROGRAM INFORMATION

Program Name	Provide the name of the program for which you are requesting funds. **If you have used a different name for the program in past UWBEC investment processes, please include this information in parenthesis.**
Program Director	Provide the name of your current Program Director or Manager.
Program Address	Provide the physical address of your program.
City	Provide the city for the physical address of your program.
ZIP Code	Provide the ZIP code for the physical address of your program.
Platform Focus Area	Select <u>only</u> ONE Platform Focus Area for each program application. Platform Areas: Education, Financial Stability, or Health & Wellness

APPLICATION: ORGANIZATION INFORMATION

Organization Name	Provide the official name of your organization.
Organization Leadership	Provide the name of your organization's CEO, Executive Director, or President.
Organization Address	Provide the official address of your organization for mailing purposes.
City	Provide the city for the physical address of your organization.
ZIP Code	Provide the ZIP code for the physical address of your organization.
Telephone Number	Provide the main contact number for your organization.
E-mail	Provide the e-mail address for your organization's leader. This address will be used for official correspondence.
Organization Website	Provide your organization's website address (if you have one).
Organization Employer Identification Number (EIN)	Provide your organization's Employer Identification Number or EIN (also known as Federal tax identification number). This number is typically included on tax documents or can be secured by contacting the Internal Revenue Service.

APPLICATION: CONTACT PERSON INFORMATION

Applicant Contact Name	Provide the name of the person who should be contacted regarding your application. To access the online application, applicants will need to complete an online contact form by **May 7, 2018**. Applicants will receive an email from United Way with login instructions and your username and password. **Should you have a change in staffing after submitting your application, please be sure to email the updated contact information** to programfunding@uwbec.org.
Applicant Telephone Number	Provide the phone number of the person who should be contacted regarding your application.
Applicant E-mail	Provide the e-mail address for the person to be contacted regarding your application.

APPLICATION: PROGRAM SUMMARY

Program Summary	Provide a **brief (1800 character maximum)** summary description of the program including the organization and program name, population served, and key program features. Your program summary description will be posted on the UWBEC website at the start of the investment process and will be available for viewing by the general public. It will also be used in UWBEC marketing and fundraising materials should your program be selected for funding.

APPLICATION: UWBEC-IDENTIFIED PLATFORM AND PROGRAM FOCUS

Platform Area	Select only ONE platform area for which you are requesting funds. Platform Areas: Education, Financial Stability, or Health & Wellness
Program Focus	Select only ONE program focus type for which you are requesting funds. Be sure to select a program focus type within the same Platform area as your UWBEC-Identified program of interest. UWBEC will not consider applications that address more than one program type. You are encouraged to write separate applications for programs that address more than one program type. **** New program applications will only be accepted for the priority areas identified by UWBEC.**
Program of Interest	Select only ONE UWBEC-Identified program of interest to describe the program for which you are requesting funds.

APPLICATION: POPULATION SERVED (39 POINTS)

1. Description of Population Served **(6 points)**	Include a **specific profile** of the target population served including demographics, geographic reach, socio-economics, and/or needs. Whenever possible, provide current local data on your target population. If you are unable to find local data, statewide or national data is acceptable. Also, describe your organization's and program's experience serving this population including length of time providing service.
2. Special Populations **(6 points)**	Check all that apply and describe any activities your organization or program **regularly delivers** related to special populations: ☐ Persons in Communities of Concentrated Poverty ☐ ALICE (Asset Limited, Income Constrained, Employed) households ☐ Refugee and Immigrant Populations ☐ Persons with Disabilities ☐ Veterans and Military Families ☐ Unemployed Individuals
3. Special Service Needs **(6 points)**	Check all that apply and describe any activities your organization or program **regularly delivers** related to special service needs: ☐ Assistance with Service/System Navigation (e.g., case management, case coordination, referral systems) ☐ Geographic Accessibility (e.g., provision of bus passes or tokens, hours of operation, transportation, availability of "one-stop shopping" for services) One-Stop programs are defined as those that follow evidence based and/or best practice models to provide single location (co-located) access to multi-sector services. ☐ Cultural/Language Access (e.g., interpretation services, bilingual/bicultural staff, specialized training) ☐ Community Based and Non-Psychiatric Mental Health Services (e.g., specific referrals to mental health practitioners, mental health single point of entry linkages)
4. Criteria for Program Eligibility **(3 points)**	Describe the criteria used to determine whether or not an individual or family is eligible to receive services from your program. Include information about any special intake procedures completed by program staff.
5. Program Participant Outreach Efforts **(9 points)**	Describe your "outreach" techniques and how you locate individuals or families to participate in your program. Describe whether you use referral networks, direct engagement, and/or advertising (among other techniques) to attract participants to your program. *Preference is given to proactive approaches to program participant outreach.*
6. Assessment of Program Participant Needs **(9 points)**	Describe your "assessment" techniques and how you determine your program participant individual needs. When do you engage in program participant assessment and how is the assessment completed? *Preference is given to programs that engage in multiple program participant assessment techniques.*

APPLICATION: PROGRAM DESIGN (45 POINTS)

7a. Operational Availability (3 points)	Provide information about your operating hours including days of the week and hours that your program services are available.
7b. Geographic Availability (3 points)	Provide information for all program locations including any satellite locations where you provide program assistance. *Preference is given to programs that have wide ranging availability convenient to program participants.*
7c. Core Services (9 points)	Describe the core services you provide to participants through your program. Services should clearly connect to the UWBEC-Identified result as well as participant needs identified above.
7d. Use of Research and Evidence (9 points)	Describe any research or evidence that supports the use of your program interventions in addressing UWBEC-Identified community conditions (See: Platform-Specific information). Where possible, please reference the research literature and/or describe your use of evidence based, best or promising practices. You may include your own research and data gathering activities. Be as specific as possible.
7e. Additional Services (6 points)	Describe any additional services (beyond your core services) that you **regularly** (e.g., daily, weekly, monthly, quarterly) provide to program participants. These services may be provided by your program staff or by other members of your organization. Be sure to demonstrate how these additional services address specifically identified program participant needs.
7f. Partnerships and Collaborations (9 points)	Describe any specific partnerships you have with other agencies to meet your program participant needs. This can include specific referral networks, interventions that take place within your program, or joint programming activities. Be sure to demonstrate how this partnership works to meet specifically identified program participant needs.
7g. Program Difference (6 points)	Describe how your program is unique or different from other programs offering similar services in the community. Highlight specific benefits of your programming including the nature of program interventions, staff profiles, specialized training or competencies, etc. Describe how this works to benefit your program participants and helps to meet specifically identified needs.

APPLICATION: PROGRAM STAFFING (REQUIRED BUT WILL NOT BE SCORED)

8a. Program Staff Responsibilities	In the chart provided, describe your **current** program staff. Begin by entering the job title for each current program staff member and current responsibilities (including specific responsibilities related to their job description). *Note any vacant positions by writing VACANT after the job title and indicate the level of education/credentials, qualifications, and responsibilities that will be required for the position.
8b. Program Staffing	For each staff member, include information about their education and credentials (including special certifications and/or licensure); qualifications (including experience in the field, work with special populations, etc.). Program should follow best practices related to education, credentials, and qualifications.
8c. Program Staff Longevity	List the number of years that each staff member has been employed by your organization.

APPLICATION: PERFORMANCE MEASUREMENT (42 POINTS)

9a. Performance Measures Selection **(6 points)**	Using the chart provided, identify <u>**three (3)**</u> UWBEC-identified performance measures (See: Platform-Specific Information). Performance measures include opportunities to discuss assistance provided (outputs) as well as program participant change (outcomes). *Preference is for programs that select outcomes that lead to moderate/long-term change in program participant behavior, condition, or status.*
9b. Program Performance **(9 points)**	Using the chart provided, provide <u>**three years**</u> of information on program performance on each of the measures selected. *Note: Programs that do not have three years of data on particular measures should provide a reasonable explanation for the lack of data. **Total Number of Participants served by the program-** provide total number of all participants served by the particular program. **Number of Participants who Received Specific Service**- provide total number of program participants that describe the specific service identified in the performance measure. **Number of Participants who Secured Outcome**- provide number of program participants that achieved the specific performance measure. *Preference will be given to programs that demonstrate strong performance compared to their peers (local, statewide, or national).*
9c. Methods of Data Collection **(9 points)**	Describe how you collect data in their program including the specific methodologies used (e.g., client database, pre-posttest) as well as specific tools. Participants should also comment on the frequency of data collection activities (e.g., bimonthly, weekly, annual). *Preference is for use of standardized tools and higher order evaluation techniques including experimental and quasi-experimental design (where appropriate).*
9d. Program Participant Feedback **(9 points)**	Discuss your use of program participant feedback (including customer satisfaction) in improving their program. Applicants should also discuss how feedback is incorporated into day to day activities. *Programs should engage multiple mechanisms to secure program participant feedback.*
9e. Program Review and Evaluation **(9 points)**	Discuss your use of evaluation data in improving their program. Applicants should specify who in their program or organization is involved in data review, how often reviews are undertaken and the process that is employed. *Programs should demonstrate effective use of evaluation results.*

APPLICATION: BUDGET (24 POINTS)

10a. Funding Request is Justified (9 points)	Clearly articulate how the funding request is justified based on program participants and design. *Preference is given to programs that can demonstrate coverage of program costs and can justify UWBEC expenditure.*
10b. Additional Funding Sources (9 points)	Discuss how UWBEC funds are used to secure or complement other sources of funding.
10c&d. Budget & Revenue Funding Request is Clear (6 points)	In the chart provided, discuss your **program budget** by providing a line by line accounting of personnel and non-personnel expenses. For each line of the budget, UWBEC Requested Funds and Other Funding Resources should add to the Annual Program Budget line for that item. Please use the "Other" line for items not already included in the budget. Provide an Annual Program Budget, UWBEC Requested Funds, and Other Funding Resources total on the last line of the budget. Applicants should clearly articulate program funding needs. In the chart provided, list the amounts of funds coming from each of the possible **revenue streams** provided. Please use the "Other" line for items not already included. Please also list the names of the funding sources on the "Source" line. Be sure to total the Program Revenue and make sure that it equals the total program budget.

Funded Program Recognition and Participation Requirements

United Way of Buffalo & Erie County (UWBEC) program funding is derived from generous undesignated contributions from donors at workplaces throughout Erie County. The more donors appreciate how their contributions support programs funded through this process, the more likely they are to continue to support the United Way Community Impact platform. Consistent with the UWBEC Program Funding Agreement, this form is designed to assess current/future activities in recognizing such a funding relationship. This information will also play a factor in determining selection and funding levels for applications scored.

Currently funded and new applicants will be required to provide information on their efforts to recognize the funding relationship with the UW:

Expected Opportunities:
- ☐ The **United Way logo is displayed** or an acknowledgement that the organization receives UW funding is communicated within your promotional items used for the program including but not limited to website, annual report, flyers, news releases, event programs, newsletters, ancillary products, and program specific banners or posters.

- ☐ Conduct a United Way Community Campaign at your workplace

- ☐ Promote **undesignated giving** to the United Way campaign through social media, website, newsletters, special communications to donors, or at your own workplace campaign to generate charitable giving in support of community well-being

- ☐ Provide agency speakers for the Annual Campaign and as requested for other events

- ☐ Other: (explain)

Additional Opportunities to Engage with United Way:
- ☐ Business Meets Community project
- ☐ Day of Caring project
- ☐ Family Volunteer Day project
- ☐ Register and promote volunteer opportunities on volunteerwny.org
- ☐ Participate in Spring It On
- ☐ Host Agency Tours/Presentations
- ☐ Join and be active in a United Way Coalition
- ☐ Other: (explain)

Appendix A

Program Investments Application Policy & Procedure

Purpose:

The purpose of the Program Investments Application Policy & Procedure is to outline the program investments process.

Policy:

It is the policy of United Way of Buffalo & Erie County (UWBEC):

- That investments support the UWBEC platforms of Education, Financial Stability, and Health & Wellness, and the specific goals identified therein;
- That investments optimize the return on donor dollars by investing in the most appropriate programs resulting from an open, competitive, merit-based application process;
- That the application process provides adequate notice of investment decisions, and reasonable expectation of ongoing funding;
- That the application process treats all applicants similarly and gives constructive feedback to them.

Procedure:

1. In order to assure quality control, consistency and continuity, the Program Investments process will be UW staff led, with input from volunteers and specifically recruited subject matter experts.

2. Before the beginning of each investment cycle, staff will review the latest UWBEC platform goals.

3. Staff will develop criteria to measure how well applicants support the platform goals. Such criteria will be published as part of the application.

4. All non-profit 501c3 health and human services agencies (which serve Erie County residents) may apply for program funding, subject to meeting general United Way requirements. In order to promote an open process, such requirements will be kept to only those requirements deemed essential. Requirements will be published as part of the application materials.

5. UWBEC will post a link on our website (www.uwbec.org) the RFP presentation (recorded webinar) for those who intend on submitting an application(s) for funding.

6. Agencies may ask application process questions in writing. Such questions will be answered in writing. Questions and answers about the process will be posted on the website for all to view. Names of agencies will not be disclosed.

7. Staff may ask agencies questions about their specific applications in writing. Questions and answers regarding specific applications will not be available publicly. They will be available only to UWBEC and the applicant.

8. Agencies will receive adequate time to complete and submit applications. No late applications will be accepted.

9. The investment cycle is two years, with specific investment amounts contingent on the annual decision of the UWBEC board.

10. UWBEC will give applicants at least five months' notice of funding decisions.

11. When agencies are notified of investment decisions, UWBEC will provide feedback on each application, in a standardized, comparative format, which will highlight areas of possible future improvement.

12. After each investment cycle, UWBEC will hold "Lessons Learned" sessions with staff, volunteers, and agencies, to develop ideas to consider for the next investment cycle.

13. This policy and procedure will be published on the United Way website and included as part of the application materials.

Appendix B

Funding Discontinuance Guidelines

In rare and unusual cases, we may discontinue program funding before the program year ends, including but not limited to the following reasons:

1. Failure to comply with the Program Funding Agreement

2. Cessation of program activities

3. Announcement of agency dissolution

4. Revocation of 501c3 status

5. Suspension or revocation of necessary licensure or certification

6. Loss of other funding or contracts calling program performance into question

7. Loss of key subcontractor calling program performance into question

8. Failure to supply program reporting data or other required documents by due dates

9. Inadequate or deteriorating program performance

10. Noncompliance with federal or state governance requirements

11. Circumstances that call into question the integrity of the organization or staff

12. Financial condition of the United Way of Buffalo & Erie County

Funding is specific to both the organization and the program. If the program is transferred to another organization, continued funding will be evaluated on a case by case basis.