



PROGRAM INVESTMENTS
JULY 1st, 2017 - JUNE 30th, 2019
REQUEST FOR PROPOSAL (RFP)

Application Deadline: June 6th, 2016

TABLE OF CONTENTS

INTRODUCTION	Page 1
ELIGIBILITY REQUIREMENTS	Page 1
KEY DATES	Page 2-3
CONTACT INFORMATION	Page 3
HOW TO APPLY	Page 3
PLATFORM PRIORITIES AND FOCUS AREAS	Page 4
COMMUNITY NEEDS	Page 4
EDUCATION	Page 5-6
HEALTH & WELLNESS	Page 7-8
FINANCIAL STABILITY	Page 9-11
EVALUATION PROCESS	Page 12- 18
FUNDED PROGRAM RECOGNITION and PARTICIPATION REQUIREMENTS	Page 19
INVESTMENTS POLICY AND PROCEDURE	Appendix A
FUNDING DISCONTINUANCE GUIDELINES	Appendix B

INTRODUCTION

The United Way of Buffalo & Erie County (UWBEC) is currently seeking applications for its 2017-2019 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. The RFP includes eligibility requirements; key dates; how to apply for funds; an overview of platform focus areas 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 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

By 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, 2014 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 \$20,000 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 listed on page 19.

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 2016: The Request for Proposal (RFP) will be released no later than **April 21, 2016**.

April 25-29, 2016: Optional informational sessions to be held at United Way of Buffalo & Erie County. One of the sessions will be recorded and will be posted as a link on the United Way website for those unable to attend or who attend and wish to review.

May 6, 2016: To access the online application, applicants will need to complete an online application contact form and return to Gail Calisto at gail.calisto@uwbec.org. Applicants will then receive an email from United Way that will contain instructions on how to login and your username and password.

May 16, 2016: Last date that applicants may ask questions of UWBECE staff related to their application. Applicants must submit their questions in writing (via email) to Gail Calisto (gail.calisto@uwbec.org) and Nicole Juzdowski (nicole.juzdowski@uwbec.org).

May 23, 2016: Final posting of Frequently Asked Questions will be made available.

June 6, 2016: 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 UWBECE staff or reviewers about 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 UW 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, 2016: Applicants will be afforded an opportunity to respond to up to five (5) written questions posed by UWBECE Reviewers, as necessary. In advance of this deadline, reviewers will meet in person and prepare a set of questions for applicants. UW's Agency Relations Team Specialist, Gail Calisto, will send the questions to applicants via email. Note: it is possible that reviewers will not have questions about a particular program application.

August 29, 2016: Applicants must submit their responses to the questions via email to Gail Calisto (gail.calisto@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 may use one (1) single-sided, single-spaced page to respond to each question and should not include any additional attachments or supplements. Additional materials will not be forwarded to the reviewers.

By January 2017: Applicants will receive written notification on whether or not they have been selected to receive UWBECE funds and provided information about *preliminary* funding determinations. All funding decisions are contingent on UWBECE Board final approval in May 2017.

February-March 2017: Upon request, UWBECE Staff will be available to meet with applicants for a debriefing session to review your application/score results.

By May 31, 2017: UWPEC will inform applicants of final approval of funding allocation, in writing.

UWPEC is revising its reporting system and 2017-2019 funded agencies may be asked to report on other or additional performance measures than those used in the application. Reporting requirements will be made available upon final funding announcements in May 2017.

June 30, 2017: If your program is currently receiving funding and is not successful in the 2017-2019 investment process, your UWPEC program funding will end on June 30, 2017. Since UWPEC is providing over five months preliminary notice, there will be no transitional or “sun-setting” funding available.

July 1, 2017: 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 Director of Agency Relations, Joe Roccisano (887-2757; joseph.roccisano.uwbec.org) or our Director of Program Evaluation, Nicole Juzdowski (887-2606; nicole.juzdowski@uwbec.org).

To register for the informational session, submit questions, identify a change in staff or contact information, or submit your Agency Information and Program Funding Agreement form (following selection for funding), please contact our Agency Relations Team Specialist, Gail Calisto (887-2776; gail.calisto@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 application provided by UWPEC for each program for which they wish to secure funds **on or before Monday, June 6, 2016 at 5:00pm**. Applications or revisions received after this date and time will not be considered for review.

The Request for Proposal (RFP) and a recorded session will be posted as links on the United Way website.

To view, please go to:

- www.uwbec.org
- Click on “Services For Nonprofits” tab across the top of the page
- Select “Funding/Donations” on the drop down menu

All applications must be submitted through United Way’s online system: <https://uwbec.force.com/ci>

To access the online application, applicants will need to complete an online application contact form and return to Gail Calisto by May 6, 2016. Applicants will receive an email from United Way that will contain instructions on how to login, your username and password. Copies of the online application contact form will be provided at the informational sessions and posted on the United Way website.

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. UWPEC 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 12-18.

PLATFORM PRIORITIES AND FOCUS AREAS

Due to the limited amount of funding available, **new program applications will only be accepted for the priority areas identified by UWPEC.** Priority areas are identified below and also highlighted on the specific platform pages. Prevention and early intervention services are a priority across all platforms. Programs providing services that focus on early childhood and young children (birth to 8 years) will be prioritized for consideration. Currently funded (2015-2017) programs will still need to reapply to be considered for funding.

UWPEC FUNDING PRIORITY AREAS

EDUCATION PLATFORM:

- 1) Programs that provide Early Learning & Development particularly in the ages of birth to 8 (young children).
- 2) Programs that provide high quality early child care.
- 3) Programs that provide support for parents with young children (parent/family engagement, parenting skills and development).

HEALTH & WELLNESS PLATFORM:

- 1) Programs that support maternal, infant, and child health particularly facilitating healthy births, improved nutrition, and increased physical activity that include family engagement.
- 2) One-stop programs for families with young children that address the social conditions contributing to poor health outcomes.

FINANCIAL STABILITY PLATFORM:

- 1) Programs that help families with young children secure and maintain assets, secure tax credits, provide financial education, and financial coaching.
- 2) Programs that improve employment skills and credentials, and promote job placement and retention for families with young children.

COMMUNITY NEEDS

Across all platforms, we request that applicants provide information related to special populations and special service needs. **Special Populations** include: (a) Persons Living In Areas Of Concentrated Poverty; (b) Refugees and Immigrants; (c) Persons with Disabilities; (d) Veterans & Military Families; (e) New or Long-Term Unemployed Individuals. **Special Service Needs** include: (a) Service Navigation and Coordination; (b) Geographic Accessibility; (c) Cultural and Language Accessibility; (d) Importance of Community-based, Non-Psychiatric Mental Health Services.

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

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, many children start school with some type of developmental delay that hinders learning. Early diagnosis allows children to enter school more ready to learn, and parents need to be educated about developmental milestones and developmental screening opportunities. Focusing on improving the educational potential of early learners, and increasing support for parents of young children, can improve educational outcomes and bring enormous societal benefit. In 2014, the Executive Office of the President released a report estimating a return of \$8.60, benefiting our society, for every \$1 invested in early learning initiatives.

How is Erie County doing?

In Erie County, 30% of 3rd graders are proficient in reading and 39% of 3rd-graders are proficient in math, according to the NYS 3rd grade assessments. 83% of Erie County elementary schools have less than half of 3rd graders reading at grade level, and 64% of Erie County elementary schools have less than half of 3rd graders doing math at grade level.

Source: New York State Education Department (NYSED) Report Card data for the 2014-2015 academic year

Programs of Interest

Performance Measures

<i>Programs that increase language, literacy, and numeracy skills for young children (birth to 8 years)</i>	Suggested	# children exhibiting developmentally appropriate language, literacy, or mathematical skills** # children enrolled in high-quality* child care/early learning programs
	Other	# early childcare staff receiving specialized skills and training # children receiving parent support programs
<i>Programs that support young children at risk for developmental, social, emotional, and behavioral issues</i>	Suggested	# children exhibiting developmentally appropriate social-emotional and behavioral skills*** # children receiving developmentally appropriate screenings # children enrolled in high-quality* child care/early learning programs
	Other	# children who secure needed early intervention services # early childcare staff receiving specialized skills and training # children receiving parent support programs # children in trauma-informed care environments
<i>Programs that provide support for parents with young children (i.e. parent/family engagement, parenting skills, and development)</i>	Suggested	# parents increased knowledge and/or skills # parents enrolled in parent education program # children enrolled in high-quality* child care/early learning programs
	Other	# early childcare staff receiving specialized skills and training # children receiving parent support programs

*As indicated by National Association for the Education of Young Children (NAEYC) accreditation, QUALITYstarsNY ratings, Environment Rating Scales, or Program Administration Scales

**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

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 2013-2014, the median attendance rate for Erie County schools was 95%. In 2014-2015, proficiency on 8th grade NYS assessments was 32% (ELA) and 17% (Math) for all Erie County students. The Erie County graduation rate in 2014-2015 was 82%.

Source: NYSED Report Card data for the 2013-2014 and 2014-2015 academic years

Programs of Interest

Performance Measures

<i>Programs that improve school participation through access to needed supports for school-aged children and youth</i>	Suggested	# students promoted to next grade level
	Other	# students receiving academic enrichment, tutoring, or mentoring services # students receiving socio-emotional or behavioral skills services # students receiving life skills training # students receiving career enrichment or career mentoring services # students enrolled in high-quality* after-school/out-of-school time programs
<i>Programs that build academic skills in school-aged children and youth</i>	Suggested	# students receiving academic enrichment, tutoring, or mentoring services # students promoted to next grade level
	Other	# students enrolled in specialized skill- and knowledge-building programs (e.g. STEAM**) # students receiving life skills training # students enrolled in high-quality* after-school/out-of-school time programs
<i>Programs that increase life, career, and college skills for school-aged children and youth through out-of-school time and/or enrichment opportunities</i>	Suggested	# students enrolled in specialized skill- and knowledge-building programs (e.g. STEAM**) # students promoted to next grade level
	Other	# students receiving academic enrichment, tutoring, or mentoring services # students receiving life skills training # students receiving career enrichment or career mentoring services # students enrolled in high-quality* after-school/out-of-school time programs
<i>Programs that improve the social-emotional and relationship skills of school-aged children and youth through structured and trusting mentoring relationships</i>	Suggested	# students receiving socio-emotional or behavioral skills services # students exhibiting developmentally appropriate social-emotional and/or behavioral skills
	Other	# students receiving academic enrichment, tutoring, or mentoring services # students receiving life skills training # students enrolled in specialized skill- and knowledge-building programs # students enrolled in high-quality* after-school/out-of-school time programs

*As indicated by National Association for the Education of Young Children (NAEYC) accreditation, Environment Rating Scales, Program Administration Scales, the New York State After-School Network (NYSAN) Quality Self-Assessment Tool (QSA), or the Youth Program Quality Assessment (YPQA)

**STEAM refers to Science, Technology, Engineering, Arts, or Mathematics

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?

In 2013, 12% of births in Erie County were preterm births, in contrast to 11% in NYS. Among Erie County mothers receiving Women Infant and Children (WIC) program assistance, only 14% are breastfeeding for six months. A smaller percentage of Erie County women access early prenatal care (73%), compared to NYS (75%), including lower rates for women in the city of Buffalo (66%). In Erie County, according to 2012-2014 data, 14% of elementary school children qualify as obese and an additional 16% are overweight.

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

Programs of Interest	Performance Measures	
<i>Programs that support maternal health and infant nutrition, and strengthen the bond between parents and their babies</i>	Suggested	# of healthy term newborns # mothers who breastfeeding for six months or more
	Other	# mothers who initiate breastfeeding # mothers initiating first trimester prenatal care # individuals screened for the Women, Infants, and Children program (WIC) # individuals who secure support from the Women, Infants, and Children program (WIC) # individuals regularly consuming nutritious foods # individuals who complete a smoking cessation program # individuals who complete a substance abuse treatment program # individuals screened for health insurance # individuals who secure health insurance
<i>Programs that help children, youth, and families gain knowledge and skills needed for healthy and active lives</i>	Suggested	# individuals who are physically active # individuals at a healthy weight
	Other	# individuals who complete a smoking cessation program # individuals who complete a substance abuse treatment program # individuals regularly consuming nutritious foods # individuals receiving health management skills training # individuals screened for health insurance # individuals who secure health insurance
<i>One-Stop* programs for families with young children that address the social conditions contributing to poor health outcomes</i>	Suggested	# individuals addressing a social condition that negatively impacts health (i.e. violence in the home, mental/behavior health, legal, child care, transportation)
	Other	# individuals receiving health management skills training # individuals screened for health insurance # individuals who secure health insurance # individuals attending necessary health related appointments/medical examinations # individuals attending mental and behavioral health appointments # individuals who create a safety plan

* 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.

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 43 per 1,000, also demonstrating a trend of improvement since 2011 when the older adult preventable hospitalization rate was 60 per 1,000. In 2013, for Erie County residents age 18 and over, the age-adjusted preventable hospitalizations rate was 98.3 per 10,000, which the New York State Department of Health identifies as a significant and consistent improvement from 2008, when the rate was 128.1 per 10,000. 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

Performance Measures

<i>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)</i>	Suggested	# individuals attending necessary health-related appointments # individuals addressing a social condition that negatively impacts health
	Other	# individuals receiving health management skills training # individuals screened for health insurance # individuals who secure health insurance # individuals attending mental and behavioral health appointments # individuals who are physically active # individuals at a healthy weight # individuals who complete a smoking cessation program

FINANCIAL STABILITY PLATFORM: *Income Stabilization*

Result: Vulnerable households achieve financial stability

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

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 national financial crisis, which persisted through 2012. 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, 15% of individuals, including 23% of children and adolescents, live in households with income below the federal poverty level. 28% 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% of individuals, including 47% of children and adolescents, are living in households with income below the federal poverty level. 49% of families in the city of Buffalo with children under the age of 5 are living in poverty.

Source: The U.S. Census Bureau's Population Estimates Program,utilizing data from the 2014 American Community Survey

Programs of Interest

Performance Measures

<p><i>Programs that assist families navigate health and human services to address financial crises</i></p>	Suggested	<p># individuals who develop a plan to address financial crises</p> <p># individuals who utilize a plan to address financial crises for six months or more</p>
	Other	<p># individuals screened for the Supplemental Nutrition Assistance Program (SNAP)</p> <p># individuals who secure support from the Supplemental Nutrition Assistance Program (SNAP)</p> <p># individuals screened for the Women, Infants, and Children program (WIC)</p> <p># individuals who secure support from the Women, Infants, and Children program (WIC)</p> <p># individuals screened for the Temporary Assistance for Needy Families program (TANF)</p> <p># individuals who secure support from Temporary Assistance for Needy Families program (TANF)</p> <p># individuals screened for the Home Energy Assistance Program (HEAP)</p> <p># individuals who secure support from the Home Energy Assistance Program (HEAP)</p> <p># individuals screened for Safety Net Assistance (SNA)</p> <p># individuals who secure Safety Net Assistance (SNA)</p>
<p><i>Programs that determine eligibility and assist families to secure income supports</i></p>		

FINANCIAL STABILITY PLATFORM: *Employment & Workforce Development*

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

Community Goal: Decrease the unemployment rate in low-income census tracts

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 unemployment rate in Erie County’s low-income census tracts is 15%.*

*This rate is calculated using the median of unemployment rates, obtained from the American Community Survey 2010-2014 5-year estimates, for census tracts where the median household income is 80% or below the median income for Erie County.

Programs of Interest

Performance Measures

<i>Programs that improve employment skills and credentials, and promote job placement and retention for families with young children</i>	Suggested	# individuals who secure employment # individuals who maintain employment for six months or more
	Other	# individuals who enroll in a vocational or career and technical employment training program # individuals who complete a vocational or career and technical employment training program # individuals who complete employment skill training # individuals with access to reliable transportation
<i>Programs that provide educational supports to allow for high school equivalency certification, vocational training, or career and technical employment training</i>	Suggested	# individuals who complete a high school equivalency program # individuals who complete vocational or career and technical employment training
	Other	# individuals who enroll in a high school equivalency program # individuals who enroll in college # individuals who complete college # individuals who enroll in a vocational or career and technical employment training program # individuals receiving career enrichment, exploration, or professional development services # individuals with access to reliable transportation
<i>Programs that improve life skills required for employment, college, and independent living</i>	Suggested	# individuals receiving life skills training # individuals receiving career enrichment, exploration, or professional development services
	Other	# individuals who enroll in college # individuals securing employment # individuals achieving independent living status # individuals who enroll in vocational or career and technical employment training # individuals who complete vocational or career and technical employment training
<i>Programs that promote pre-college academic skill building opportunities and experiences</i>	Suggested	# individuals receiving pre-college application and advisement services # individuals who enroll in college
	Other	# individuals who enroll in a high school equivalency program # individuals who complete a high school equivalency program # individuals who secure employment # individuals receiving life skills training # individuals who complete PSAT, SAT, or ACT exams

FINANCIAL STABILITY PLATFORM: *Financial Education & 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 line

Why is this important?

Low-income families often struggle to build assets (e.g. savings, vehicle, 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, 32% of individuals, and 41% of children and adolescents, live in households with income levels below 200% of the federal poverty line. Within the city of Buffalo, 55% of individuals, and 74% of children and adolescents, live in households with income levels below 200% of the federal poverty line. Local data relating to banking, savings rates and asset building is limited. The asset poverty rate is one measure of interest, defined as the percentage of households without sufficient net worth to subsist at the poverty level for three months in the absence of income. In 2011, the asset poverty rate in Erie County was estimated to be 22.9%, and 39.8% in the city of Buffalo. 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 2013, the underbanked rate was estimated to be 17.5% in Erie County and 22.1% in the city of Buffalo. In 2013, the percentage of households without a checking or savings account in Erie County was estimated to be 7.3% in Erie County and 16.2% in the city of Buffalo.

Source: The U.S. Census Bureau's Population Estimates Program, utilizing data from the 2014 American Community Survey and the Assets & Opportunity Data Center, available online: assetsandopportunity.org

Programs of Interest

Performance Measures

<i>Programs (for families with young children) that promote increased money management skills through individualized planning, financial education, or financial coaching activities</i>	Suggested	# individuals who maintain a spending plan for six months or more # individuals who maintain a bank or credit union account for six months or more # individuals who utilize a credit repair plan for six months or more
	Other	# individuals who create a money management plan # individuals who establish a bank or credit union account # individuals who create a credit repair plan
<i>Programs that help families with young children secure and/or maintain assets including a home, vehicle, or microbusiness/small business</i>	Suggested	# individuals who maintain a vehicle for six months or more # individuals who make rent or mortgage payments for six months or more # individuals who manage a small business or microbusiness for six months or more
	Other	# individuals who purchase a vehicle # individuals who purchase a home # individuals who start or manage a small business or microbusiness # individuals who establish a bank or credit union account # individuals who maintain a bank or credit union account for six months or more # individuals who create a credit repair plan # individuals who utilize a credit repair plan for six months or more
<i>Programs that assist families with young children in securing tax credits through the provision of free tax preparation services</i>	Suggested	# individuals who receive free tax preparation services # individuals who secure the Earned Income Tax Credit (EITC) # individuals who secure other tax credits
	Other	# individuals who develop a plan to address financial crises # individuals who utilize a plan to address financial crises for six months or more

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, Health & Wellness, Financial Stability) or funding for each of its priorities or focus areas. The UWBECE 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 UWBECE 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 UWBECE 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. UWBECE will also make its leadership staff available for a debriefing upon request. While UWBECE will provide opportunities to discuss individual applications, all decisions are final. In an effort to increase its transparency, UWBECE 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 would 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. Information about scoring is provided below.

COVER PAGE: PROGRAM INFORMATION

Application Code	For UWBECE Staff use only –leave the box blank.
Start of Program Operations	Programs must be operational – in its current form - for at least two years (on or before April 1 st , 2014) to be considered for funding.
Amount of Annual Funding Request	Indicate the amount of funding requested from UWBECE on an <u>annual</u> basis. The minimum request considered is \$20,000 and there is no upper limit. Most applicants apply for 15-25% of their program budgets. Please also 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 UWBECE identified priority areas).
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 UWBECE investment processes, please include this information in parenthesis.
Program Director	List 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. UW Platform Focus Areas: Education, Health & Wellness, or Financial Stability NOTE: Currently funded (2015-2017) programs will still need to reapply to be considered for funding. New program applications will only be accepted for the priority areas identified by UWBECE.
----------------------------	--

COVER PAGE: ORGANIZATIONAL INFORMATION

Organization Name	List the official name of your organization.
Leadership	List the name of your organization’s Chief Executive Officer, Executive Director, or President.
Address	List the official address of your organization for mailing purposes; include city and ZIP code information.
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	List the main contact number for your organization in the space provided.
E-mail	Please provide the e-mail address for your organization’s leader. This address will be used for official correspondence.
Website	Please provide your organization’s website address (if you have one).
Employer Identification Number (EIN)	Please 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 (800-829-1040)

COVER PAGE: APPLICATION CONTACT PERSON INFORMATION

Name	Please list the name of the person who should be contacted regarding your application. To access the online application, applicants will need to complete an online application contact form by May 6, 2016. Applicants will receive an email from United Way with instructions on how to login and your username and password. Should you have a change in staffing after submitting your application, please be sure to contact the Agency Relations Team Specialist, Gail Calisto (gail.calisto@uwbec.org; 887-2776) to provide new contact information.
Telephone Number	Please list the phone number of the person who should be contacted regarding your application.
E-mail	Please provide the e-mail address for the person to be contacted regarding your application.

APPLICATION: PROGRAM SUMMARY

Program Summary	Provide a brief summary description of the program including the organization and program name, population served, and key program features. This information will be posted on the UWPEC website at the start of the competition and will be available for viewing by the general public. It will also be used in UWPEC marketing and fundraising materials should your program be selected for funding.
------------------------	---

APPLICATION: UWPEC-IDENTIFIED RESULT AND PROGRAM TYPE (9 POINTS)

UWPEC-Identified Result	Please select only ONE UWPEC-Identified result to describe the program for which you are requesting funds. UWPEC will not consider applications that address more than one result. You are encouraged to write separate applications for programs that address more than one platform focus area.
Program of Interest	Please select only ONE program type for which you are requesting funds. Be sure to select a program type within the same Platform area as your UWPEC-Identified Result. UWPEC 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.
UWPEC- Identified Priority Program Areas (9 points)	<p>New program applications will only be accepted for the priority areas identified by UWPEC. Prevention and early intervention services are a priority across all three platforms. Programs providing services that focus on early childhood and young children (birth to 8 years) will be prioritized for consideration.</p> <p align="center">UWPEC FUNDING PRIORITY AREAS:</p> <p>EDUCATION PLATFORM:</p> <ol style="list-style-type: none"> 1. Programs that provide Early Learning & Development particularly in the ages of birth to 8 (young children) 2. Programs that provide high quality early child care. 3. Programs that provide support for parents with young children (parent/family engagement, parenting skills and development). <p>HEALTH & WELLNESS PLATFORM:</p> <ol style="list-style-type: none"> 1. Programs that support maternal, infant, and child health particularly facilitating healthy births, improved nutrition, and increased physical activity that include family engagement. 2. One-stop programs for families with young children that address the social conditions contributing to poor health outcomes. <p>FINANCIAL STABILITY PLATFORM:</p> <ol style="list-style-type: none"> 1. Programs that help families with young children secure and maintain assets, secure tax credits, provide financial education, and financial coaching. 2. Programs that improve employment skills and credentials, and promote job placement and retention for families with young children.

APPLICATION: POPULATION SERVED (39 POINTS)

<p>1. Description of Population Served (6 points)</p>	<p>Include a specific profile of the population served including demographics, geographic reach, socio-economics, and/or needs. Whenever possible, please provide local data on your target population. If you are unable to find local data, statewide or national data is acceptable. Also, please describe your organization’s and program’s experience serving this population including length of time providing service.</p>
<p>2. Special Populations (6 points)</p>	<p>Describe any activities your organization or program regularly delivers related to special populations:</p> <ul style="list-style-type: none"> a. Persons in Communities of Concentrated Poverty b. Refugee and Immigrant Populations c. Persons with Disabilities d. Veterans and Military Families e. New or Long-Term Unemployed
<p>3. Special Service Needs (6 points)</p>	<p>Describe any activities your organization or program regularly delivers related to special service needs:</p> <ul style="list-style-type: none"> a. Assistance with Service/System Navigation (e.g., case management, case coordination, referral systems) b. 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. c. Cultural/Language Access (e.g., interpretation services, bilingual/bicultural staff, specialized training) d. Community Based and Non-Psychiatric Mental Health Services (e.g., specific referrals to mental health practitioners, mental health single point of entry linkages)
<p>4. Criteria for Program Eligibility (3 points)</p>	<p>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.</p>
<p>5. Program Participant Outreach Efforts (9 points)</p>	<p>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. <i>Preference is given to proactive approaches to program participant outreach.</i></p>
<p>6. Assessment of Program Participant Needs (9 points)</p>	<p>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? <i>Preference is given to programs that engage in multiple program participant assessment techniques.</i></p>

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. <i>Program has a wide ranging availability convenient to program participants.</i>
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 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 <u>regularly</u> (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)	Discuss 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 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 (12 POINTS)

8a. Program Staff Responsibilities (6 points)	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 (6 points)	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). <i>Program should follow best practices related to education, credentials, and qualifications.</i>
8c. Program Staff Longevity	List the number of years that each staff member has been employed by your organization.

APPLICATION: PERFORMANCE MEASUREMENT (30 POINTS)

<p>9a. Performance Measures/Outcomes Selection (6 points)</p>	<p>Select one to three performance measures associated with their selected program type (See: Platform-Specific Information). Performance measures include opportunities to discuss assistance provided (outputs) as well as program participant change (outcomes). Applicants are encouraged to select the measures that we identify as suggested measures. <i>Preference is for programs that select outcomes that lead to moderate/long-term change in program participant behavior, condition, or status.</i></p>
<p>9b. Program Performance (6 points)</p>	<p>Using the tables provided, applicants should provide up to three years of information on program performance on each of the measures selected.</p> <p>Total number of program participants served by the program- provide total number of all participants served by the particular program.</p> <p>Number of Participants who Received Specific Service- provide total number of program participants that describe the specific service identified in the performance measure.</p> <p>Number of Participants who Secured Outcome- provide number of program participants that achieved the specific performance measure.</p> <p><i>Preference will be given to programs that demonstrate strong performance compared to their peers (local, statewide, or national).</i></p> <p>*Note: Programs that do not have three years of data on particular measures should provide a reasonable explanation for the lack of data.</p>
<p>9c. Methods of Data Collection (6 points)</p>	<p>Applicants should describe how they collect data in their program including the specific methodologies used (e.g., client database, pre-post test) as well as specific tools. Participants should also comment on the frequency of data collection activities (e.g., bimonthly, weekly, annual). <i>Preference is for use of standardized tools and higher order evaluation techniques including experimental and quasi-experimental design (where appropriate).</i></p>
<p>9d. Program Participant Feedback (6 points)</p>	<p>Applicants should discuss their 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. <i>Programs should engage multiple mechanisms to secure program participant feedback.</i></p>
<p>9e. Program Review and Evaluation (6 points)</p>	<p>Applicants should discuss their 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. <i>Programs should demonstrate effective use of evaluation results.</i></p>

APPLICATION: BUDGET (15 POINTS)

<p>10a. Funding Request is Justified (6 points)</p>	<p>Applicants should clearly articulate how the funding request is justified based on program participants and design. <i>Preference is given to programs that can demonstrate coverage of program costs and can justify UWBECE expenditure.</i></p>
<p>10b. Additional Funding Sources (3 points)</p>	<p>Applicants should discuss how UWBECE funds are used to secure or complement other sources of funding.</p>
<p>10c&d. Budget & Revenue Funding Request is Clear (6 points)</p>	<p>In the chart provided, applicants should discuss their program budget by providing a line by line accounting of personnel and non-personnel expenses. For each line of the budget, UWBECE 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, UWBECE Requested Funds, and Other Funding Resources total on the last line of the budget. Applicants should clearly articulate program funding needs.</p> <p>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.</p>

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 platform of Education, Health & Wellness and Financial Stability, 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 driven by staff, 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. Agencies will be invited to attend informational sessions, at which UWBEC will review the application calendar and application materials. Such calendar and materials will be published in advance of the informational sessions. For consistency, those sessions will be recorded and made available promptly for agency viewing, through a website link.
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 UWBECE board.
10. UWBECE will give applicants at least five months' notice of funding decisions.
11. When agencies are notified of investment decisions, UWBECE will provide feedback on each application, in a standardized, comparative format, which will highlight areas of possible future improvement.
12. After each investment cycle, UWBECE 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.