



**what matters.<sup>TM</sup>**

**United Way of Northern Utah**

**2008 RFP**

**2008-2011 funding cycle**

Community Impact Mission:

United Way is committed to understanding and resolving the underlying cause of community problems and to improving the quality of life for all people in Northern Utah.

# 1. Introduction

United Way of Northern Utah invests resources to address the most important needs in our community by partnering with new and existing programs that produce measurable, effective results. Our mission is to build lives, to improve lives, and to build stronger communities.

## Our Community Investments

Every year UWNU conducts an annual campaign to generate resources for our community. Undesignated contributions raised during UWNU's annual campaign are invested through the Community Investment Fund. UWNU is grateful for the generous support of nearly 10,000 individuals, businesses and organizations in our community.

## Community Investment Councils

These resources garnered are invested in our community through a volunteer review process. Community Investment Councils are the traditional funding distribution source for United Way. Trained Volunteers invest United Way funds in programs that improve the quality of life in Northern Utah by:

**Addressing critical community issues.** The Community Investment Councils tackle issues that can change people's lives in our community by focusing on the issues most critical.

**Sharing community goals.** United Way works in collaboration with local funders, government and business leaders to determine goals to address the most critical needs.

**Investing in results.** By monitoring the results of community programs and measuring their impact, United Way can make investments that are proven to build a stronger community.

## Looking Back

The generosity of our donors and the efforts of our partner agencies enabled United Way to invest in more than 61 programs in 2006 and to improve the lives of over 300,000 individuals and families locally.

## Looking Forward

UWNU operates on a three-year funding cycle. The January 2008 to December 2011 funding cycle will open for Requests for Proposals from qualified agencies in the spring 2008. Volunteers who serve on Community Investment Councils will make decisions about how to allocate 90 percent of funds given to the Community Investment Fund (undesignated funds generated through the annual campaign).

## **Community Investment Request for Proposal Process**

More than 40 community investment volunteers have been engaged in a three month intensive education, assessment and prioritization process. Through review of research, review of local data and best practices and input from the community, our volunteers have identified priority outcomes within each of United Way's issue areas. Agencies might note that we realigned outcomes slightly from the 2006-2007 funding cycle to reduce overlap across issue areas.

United Way of Northern Utah will accept proposals from qualified nonprofit Organizations to provide health and human services that respond to these issue areas (see Eligibility Requirements section). It is a competitive grant review process. Available contributions to the Community Investment Fund will be known after the conclusion of the campaign.

United Way's outcome-based review process requires programs to provide evidence about how they changed the lives of the individuals they served in the past and how they plan to do so in the future. In addition, programs are required to measure prescribed outcomes that align with United Way's issue areas.

## **Community Impact**

Parallel to the Community Investment Council process, United Way is making decisions about investing 10 percent of the resources given to the Community Investment Fund (undesignated funds generated through the annual campaign) to three special areas of focus:

- Utah Saves
- 2-1-1 Information and Referral
- Financial Stability

We are working with community partners to gather best practices from throughout the country to research their effectiveness and adapt them for success in our own community. The work will be focused at the system or community level, ultimately implementing strategies that create greater return on our investment.

United Way will seek partnerships with specific agencies and other organizations for the three areas of greater focus. An RFP process will not be utilized for the Community Impact decision-making process.

## **I. Eligibility Requirements**

Before Proceeding with the RFP process, programs must ensure that they are eligible to receive United Way funding. Listed below are organizational and program requirements.

### **Organizational requirements**

- Proposals are accepted only from non-profit, health and human service organizations which meet the requirements of the Internal Revenue 501(c) (3) code.
- Agency must be governed by a nonsectarian, voluntary board of directors, consisting of members of the general community. There must be at least 10 board members.
- Agency must have been in existence for at least two years at the time of application submission.
- Agency must have a license to solicit in Utah or be exempt under state law.
- Agency must provide services in Weber, Morgan, Box Elder Counties in Utah or Oneida County in Idaho.
- Agency must operate in accordance with state and federal laws, including but not limited to, all laws enforced by the U.S. Equal Employment Opportunity Commission (EEOC).
- Agency must be in compliance with the Patriot Act.
- Agency must have bylaws and articles of incorporation.
- Agency must have a strategic plan.
- Agency must have a clear and understandable system of accounting, with monthly financial statements; and must be able to submit, on an annual basis, copies of its most recent audit and IRS Form 990 (if appropriate).
- Have developed and implemented a program outcome measurement system (for existing programs) or can demonstrate a program outcome measurement system from another community (for new programs – must also demonstrate plans for collecting and measuring local data).

## **Funding Overview**

### **Minimum Request for Funding**

The minimum request for funding is \$2,000

### **Maximum Request for Funding**

Up to 45% of a program's operating budget.

### **Types of Expenses to Include**

Requests should be based on actual program expenses and demand for services (it does not include in-kind services or contributions).

### **Funding Request**

All responses to this RFP should be for one year of program funding starting January 1, 2008 to December 31, 2008.

### **Three-Year Funding Cycle**

Programs funded under this RFP will receive an annual amount over the three-year period January 2008 to December 2011.

Annual program investments and subsequent increases or decreases in funding are based on program effectiveness, organizational capacity, collaboration, ability to meet United Way's recommendations and reporting requirements, and the amount of funding available for community investment through the annual campaign.

### **Available Funding**

Ultimately, the dollars available through the Community Investment process are determined by contributions that donors make to the Community Investment Fund (

## **United Way Issue Areas**

United Way will provide funding to support operating costs for programs with measurable outcomes that fall into one of the four areas.

- Children Matter
- Health Matters
- Self Sufficiency Matters
- Community Matters

## **COMMUNITY IMPACT OBJECTIVES:**

Community Impact Objectives work to change community conditions and have the potential to impact entire populations of people.

## **Children Matter**

### Parent Education and Resources:

- Internet Safety
- Financial Stability
- Academic Achievement
- Nutritional Health
- Drug and Alcohol Prevention
- Domestic Violence Awareness
- Disaster Preparedness
- Health Care Coverage Options (CHIP)
- Connection and Communication with Schools/Teachers
- Community Education
- Service Learning and Community Involvement
- Teaching appropriate behavior/ parenting techniques
- Higher Education/Career Planning
- After-school Programming for Youth

## **Health Matters:**

- Mental Health Case Management
- Short-term Medications for Mental Health Issues
- Treatment Programming for Substance Abuse
- Aftercare Programming for Substance Abuse
- Supportive Programming for Local Drug Court's

## **Self Sufficiency Matters:**

- Basic Needs:
  - Health
  - Shelter
  - Food

## **Community Matters:**

- Safe and Accessible Neighborhoods
- Healthy Environments
- Community Service and Service Learning
- Educational Opportunities

## **Additional Program Requirements for Each Issue Area**

### **Step 1: Issue Area Alignment**

*United Way's issue areas were identified through a community process that involved United Way staff and volunteers as they researched, reviewed existing resources and gathered input from the community.*

Although your program may align with more than one issue area, you must identify just one primary issue area for which your program will be accountable in monitoring and measuring its impact.

### **Step 2: United Way Outcome Alignment**

*United Way of Northern Utah invests in outcomes and focuses on programs that achieve maximum impact in each of the issue areas.*

Identify one United Way Outcome with which your programs aligns.

Although your program may align with more than one United Way outcome, identify just one primary United Way Outcome for which your program will be accountable in monitoring and measuring its impact.

### **Step 3: United Way Indicator Alignment**

*Program outcomes are benefits or changes expected from participants during or after participation in the program. Examples include change in knowledge, skills, attitude, behavior or condition at a participant level.*

Identify at least one Funded Program Outcome on which to measure and report.

Programs are required to measure their effectiveness through the development and implementation of an outcome measurement system. Reports are due annually. Program outcomes must be framed within the logic model format.

### III. Funding Priorities

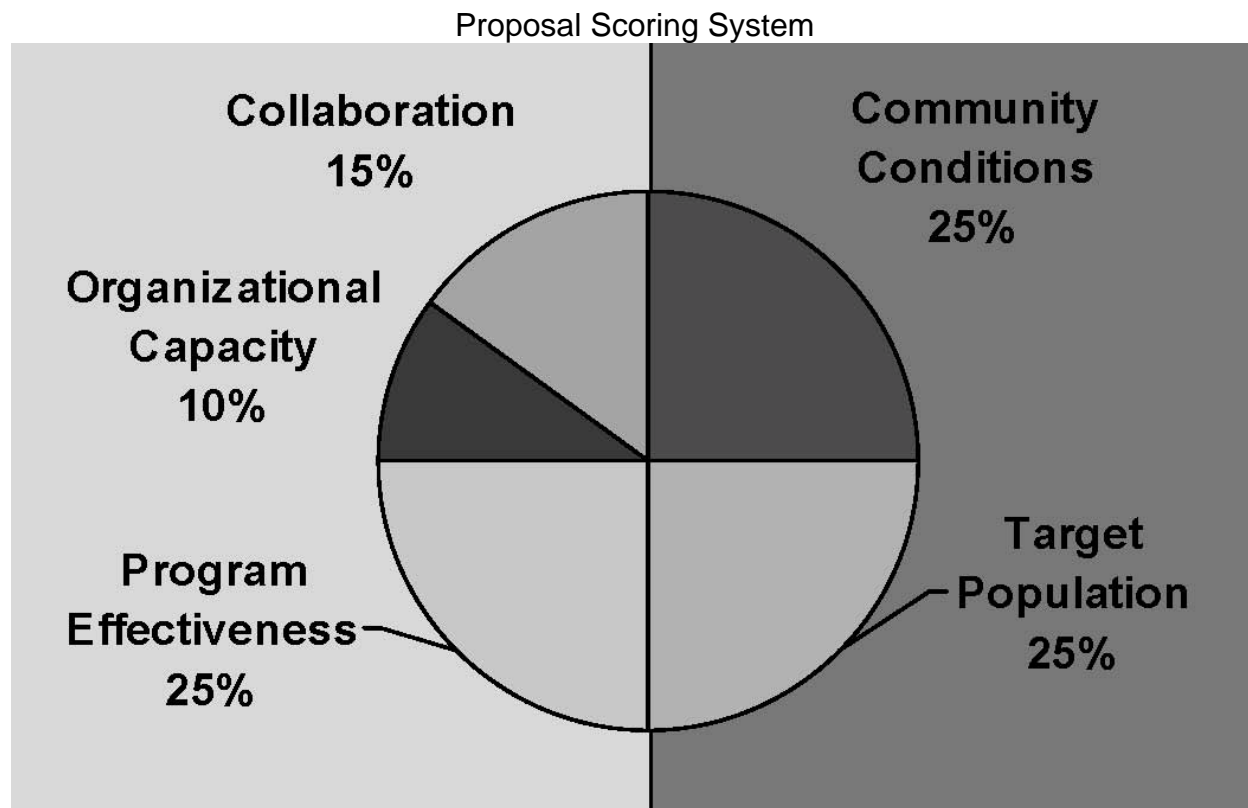
Funding Priorities were determined by United Way volunteers and staff. Input was gathered from members of the United Way's Community Councils and Board of Directors. Ultimately, the priorities and funding decisions are the responsibility of the UWNU Board of Directors.

If the dollars available through the United Way campaign increase, the extra contributions will be invested in the Priority Outcomes for each United Way Community Investment Council.

### IV. Investment Criteria & Proposal Scoring System

United Way will direct its resources to high quality services that achieve measurable results. The investment criteria represent qualities that United Way values in the programs and services it supports. The components within the investment criteria provide a common framework for discussions and deliberations by investment council volunteers.

Proposals will be evaluated based on criteria outlined below. These criteria are grouped into five key categories.



# Proposal Scoring System

## Scorecard

Proposals will be evaluated by Investment Council volunteers. Each proposal will be rated based on the Scorecard with 100 possible points. Investment Council Volunteers will rate each program determining if the components are contained in the proposal. Volunteers will rate each element using a four-level point range.

## Scorecard Scoring

<b>High</b> (point range)	Component is stated, description is excellent, reviewer has no additional questions.
<b>Medium</b> (point range)	Component is stated, but description is unclear, additional questions.
<b>Low</b> (point range)	Component is stated, but description is unconvincing.
<b>Zero</b>	Component is not included.

Previously funded programs will also be evaluated based on their previous year's performance. A Performance Report Summary will be utilized.

## Investment Council Review and Program Presentations

After individual review, Investment Council volunteers will meet to discuss the proposals. A list of questions on the proposals will be developed by the Investment Council if appropriate. These questions will be sent out to applying agencies. Presentations will be scheduled to provide a venue for applying programs to address any of these questions. Presentations will be scheduled and each organization will be given up to 20 minutes to address any questions.

## Funding Recommendations

After the presentation, Investment Council volunteers will be asked to finalize their Scorecards. Investment Councils will meet to look at the proposal scores and make funding recommendations. While funding will be based on proposal scores, priorities among areas will be taken into consideration.

## Annual Program Evaluation

Programs will be evaluated annually throughout the investment cycle on the above criteria. In addition, funded partners must fulfill the responsibilities of the annual funding agreement, including meeting all United Way deadlines and participating in required trainings.

# Proposal Evaluation Criteria and Scoring System

## Community Conditions (25 possible points)

- Aligns with at least one United Way Outcome.

## Target Population (25 possible points)

- Targets a specific audience aimed to receive program services; including vulnerable and/or underserved segments of the community.
- Describes how services are culturally sensitive to the target population.

## Program Effectiveness (25 possible points, as follows)

### Logic Model (5 points)

- Inputs, activities and outputs consistent with their program description
- Outcomes consistent with the activities and strategies
- Outcomes are clear and concise

### Logic Model Framework (5 points)

- Data source and collection method have been identified and are valid

### Demonstrated Strategies (5 points)

- Provides description of how the strategy/ies of the program were determined to have positive results. A narrative description of the specific information is required that shows the proposed strategy/ies is/are based on research, best practices or promising practices.
- Provide a description of proven strategy/ies reflective of your service area
- Document use of research, best practices or promising practices into current programming

### Program Effectiveness and Outcome Measurement (10 points)

(Previously funded agencies, scoring will be based on performance reports)

- Activities provided in previous year consistent with program design
- Strategies in implementing activities in previous year consistent with program design
- Program achieved its target output, or if it did not, provided adequate explanation for not achieving its target
- Program achieved its target outcomes, or if not, provided adequate explanation for not achieving its target

**Organizational Capacity** (10 possible points, as follows)

Financial stability (3 points)

- Adequate financial resources
- Diverse funding sources (United Way funding is ideally not funding more than 30% of the program)

Financial management (4 points)

- Proposed expenditures are acceptable

Diversity of staff, volunteers and board (3 points)

- Program's professional staff, board and volunteer composition reflective of the population they serve

**Collaboration** (15 possible points)

- Demonstrates collaboration with others by identifying who and how they collaborate with these agencies/organization's. Include both community/system-wide collaboration and service-level collaboration.