



United Way  
of Broome County

# STRATEGIC COMMUNITY GRANTS PROGRAM REQUEST FOR PROPOSALS (RFP)

PROGRAM YEAR JULY 1, 2021-JUNE 30, 2022

## RFP Release Schedule

***RFP Announcement:***

Monday, November 2, 2020

***Letter of Intent Due Date:***

Friday, November 20, 2020

***Proposals Due:***

Friday, January 15, 2021 at 3:00PM

*If your program was approved for multi-year funding during the 2020-2021 RFP cycle, please contact Lindsey Mott at [lmott@uwbroome.org](mailto:lmott@uwbroome.org) for access to the supplemental application.*

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## INTRODUCTION

For over 100 years, United Way of Broome County has worked to improve lives by creating opportunities for people to build a better future for themselves and their families. Throughout the years, we've made a real difference by supporting various services, projects, and programs people turn to when they need help. In 2020, United Way of Broome County and its partners continued this work in response to the COVID-19 pandemic. From delivering masks to the community, connecting volunteers with neighbors who could use a helping hand, and ensuring that vital programs continued to operate, we worked together to meet our community's shifting needs during this time of crisis. However, focusing on short-term solutions alone isn't enough. The increasingly complex challenges facing our community today require a shared long-term vision for Broome County's future.

In 2018, United Way of Broome County re-embarked on a journey of listening through kitchen-table style discussions. A series of Community Café Conversations were held to engage the community at the grassroots level to better understand the shared aspirations for the future, define the challenges that hold residents back today, and identify opportunities to make positive changes. The public knowledge gathered through these conversations informs how we engage with the community, steers the organization's work in health, education, and financial stability, and deepens the impact of projects and programs throughout Broome County. Knowledge of a community is developed by understanding research data and listening to and learning from people within the community. That learning only happens through real, authentic conversations designed for people to share what they want to see in their neighborhoods and what they see as the challenges facing them and others.

These Community Café Conversations involved more than 300 Broome County residents of all ages, reached all community sectors, spanned across the county, and provided a rich source of qualitative data about each neighborhood. The information obtained allows United Way of Broome County and community-based organizations to look at new opportunities for collaboration, develop strategies to address the community's most critical needs, and mobilize resources to address those needs. Through that work came a re-affirmation of United Way of Broome County's focus on health, education, and financial stability.

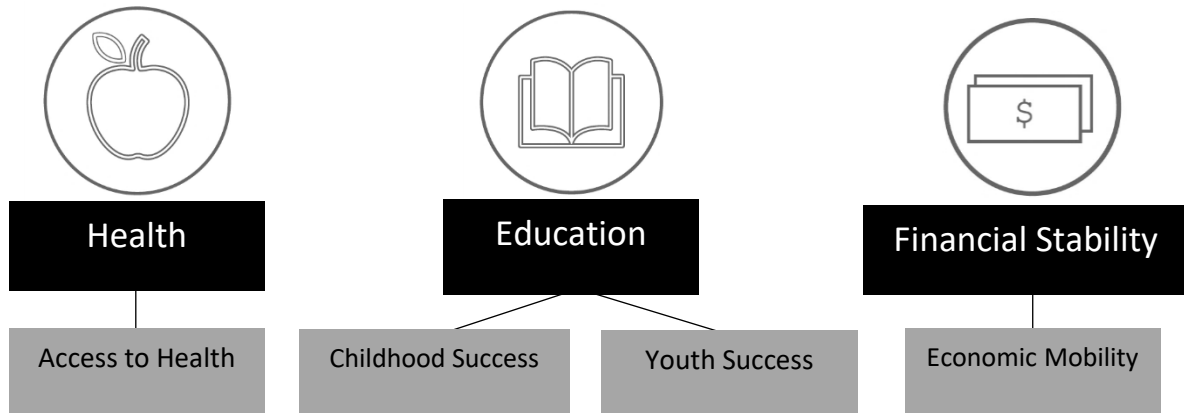
The mission of United Way of Broome County remains the same: To drive change that will have a positive impact on the critical needs of the community by strategically leveraging the collective resources of community partners. United Way of Broome County does this by bringing together organizations, people, and resources to focus on the critical issues in Broome County to create systemic change through collaborative, coordinated efforts. United Way of Broome County remains committed to building a diverse, inclusive, and equitable community where all residents can access the resources needed to live healthy and fulfilling lives.

The Strategic Community Grants Program is the combination of three grant programs:

1. Strategic Priorities Grant Program
2. Basic Needs Grant Program
3. Healthy Lifestyles Coalition (HLC) Grant Program

## STRATEGIC PRIORITIES GRANT PROGRAM

Three building blocks make up United Way of Broome County's Strategic Priorities that support efforts to drive systemic change in the community. We are committed to lasting solutions that build opportunity for all.



**Access to Health** works to enable individuals and families to improve their health. This requires increased access to healthcare and health insurance, but also creating healthy communities, increasing physical activity and access to healthy food, and ensuring that people get off to a healthy start.

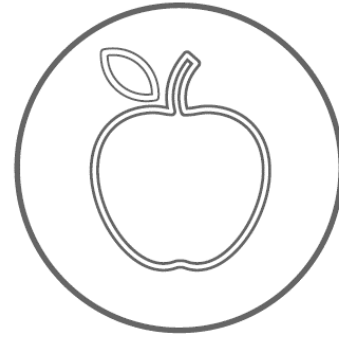
**Childhood Success** focuses on early intervention and topics such as early grade reading and school readiness. School readiness is predictive of early grade proficiency, which is predictive of graduation. The ultimate goal is to ensure that children are developmentally and academically prepared to succeed in school.

**Youth Success** concentrates on middle grades success, high school graduation, and post-secondary success. The ultimate goal is to give every young person the knowledge, skills and experiences to succeed in school, work and life.

**Economic Mobility** works to ensure that individuals and families improve their socio-economic status. The individual or family's ability to change their financial status can have a multi-generational, positive impact on overall well-being by improving housing options and broadening opportunities for education and mentorship.

The following pages detail each Strategic Priority that will drive systemic change in the community under the building blocks of Health, Education, and Financial Stability.

## HEALTH



### **Community Vision:**

Broome County will be an engaged and empowered community that fosters healthy environments, healthy relationships, and healthy people.

### **The Challenge We Face:**

In Broome County, half of all adults are considered either overweight or obese. Approximately 80% of older adults have at least one chronic disease, and 68% have at least two. Six chronic diseases—including heart disease, cancer, stroke, and diabetes—cause almost two-thirds of all deaths in the United States annually. Depression among people with chronic conditions is also more common. In turn, chronic conditions account for two-thirds of the money the nation spends overall on healthcare. According to 2016 data, rates of both emergency room department visits and deaths for overdoses involving opioid abuse were twice as high in Broome County as in the state as a whole.

### **Goals:**

1. Increase access to healthcare and support the social, emotional, and mental health of all individuals.
2. Assist with the reduction of obesity and associated long-term risks for chronic disease.

### **What We Plan To Do:**

Much of what determines a person's health occurs outside a doctor's office. Good health depends not just on access to quality medical care, but also on the opportunity to live in an environment conducive to healthy living. A stronger community is built by promoting healthy eating and physical activity, expanding access to quality healthcare, and fostering healthy environments and relationships. Healthy children perform better in school, and healthy adults perform better in the workplace. The result is a thriving community where people are active and have access to nutritious foods.

## KEY STRATEGIES

Support the social, emotional, and mental health of all youth, individuals, and families.	Increase access to healthcare.	Promote a healthy and safe environment.	Increase access to healthy food and increase physical activity.
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Department of Health; 2019  
Center for Disease Control; 2017  
National Council on Aging; 2018

## EDUCATION



### **Community Vision:**

Together, we can ensure all children and youth in Broome County have the opportunity to do well in school, graduate on time, succeed in a career, and achieve their full potential.

### **The Challenge We Face:**

Broome County currently faces a childcare deficit – there is a need for 1,464 more early childcare slots and 2,434 more after-school care slots to support children and youth. The U.S. Department of Health and Human Services estimates that one in four children, birth to age five, are at risk for developmental delay, leading them to lag behind their peers. The graduation rate across Broome County is 85%. However, there are disparities across the county, with some schools as low as 69%. Broome County youth also lack opportunities for civic engagement during out-of-school time. A lack of civic, job, and higher education opportunities increases the likelihood that youth will become disconnected from their community and encounter more risks as they transition to adulthood.

### **Goals:**

1. Increase the quantity and quality of early childcare programs in Broome County.
2. Increase reading proficiency in 3<sup>rd</sup>-grade assessments.
3. Increase middle school success.
4. Increase high school graduation rates.

### **What We Plan To Do:**

Research shows that children who enter school ready to learn are more likely to achieve early reading proficiency, and consequently, more likely to graduate high school on time. Those benefits stack up: students who graduate high school are more likely to find a job that pays a livable wage, live healthier lives, stay out of the justice system, and have children who also graduate high school on time.

## KEY STRATEGIES

Support early grade literacy, reading proficiency, and school readiness programs.

Developmentally and academically prepare children for Kindergarten.

Provide work readiness and soft skills training for youth.

Increase middle school, high school, and post-secondary school success.

## FINANCIAL STABILITY



### **Community Vision:**

With the right tools, all Broome County families can have the earnings, income, and assets to be financially stable.

### **The Challenge We Face:**

According to the ALICE (Asset Limited, Income Constrained, Employed) Report, the household survival budget of a family of four in Broome County totals to \$57,696 annually, significantly greater than the U.S. poverty level of \$26,200. In Broome County, 44% of residents live below the ALICE report level, meaning that many families struggle to make ends meet, even though they may be employed. In Broome County, the poverty rate is 17%, and the child poverty rate is 24%. In census tracts around the county, the poverty rate is estimated to be double the county average. There may also be barriers to individuals becoming – and staying – employed. In Broome County, the average annual cost of full-time, center-based childcare is \$10,712. A single parent with an infant pays 55% of their income on center-based childcare. That percentage increases to 100% when they have two children.

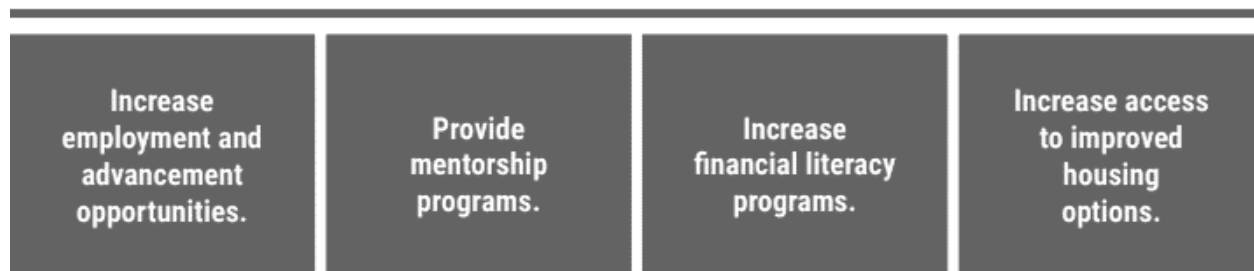
### **Goals:**

1. Decrease the impact of poverty and associated barriers to self-sufficiency.
2. Increase employment, advancement, and educational opportunities.

### **What We Plan To Do:**

The whole community benefits when more working individuals and families can stop walking a financial tightrope and get on solid ground. Financially stable people are more likely to have access to quality healthcare, provide a good education for their children, and contribute to their local economies. For people to achieve financial stability and subsequently improve their socio-economic status, they need the education and skills to get a good-paying job with the possibility for promotion; access to affordable financial products; and the knowledge, skills, and supports to make choices that help them achieve their financial goals.

## KEY STRATEGIES



Office for the Assistant Secretary for Planning and Evaluation; 2020  
American Community Survey; 2018  
Family Enrichment Network Community Assessment; 2020

## BASIC NEEDS GRANT PROGRAM



Meeting peoples' basic needs and reducing poverty through targeted initiatives transform individuals' lives, moving them from crisis to self-sufficiency. Ensuring basic needs such as food, shelter, and safety is the first step to identifying the complex, long-term issues individuals and families face. Together, we can work to provide basic needs and on collaborative solutions to success.

Over 24,000 residents are defined as food insecure, indicating a lack of access to enough food for an active, healthy life. Of those facing food insecurity, 25% do not qualify for SNAP or other public nutrition assistance programs. From 2018 to 2019 in the Southern Tier, there was a 30% increase in individuals facing homelessness overall and an 85% increase of families facing homelessness. New York State has the highest demand for domestic violence services in the country. In Broome County alone, law enforcement responds to 550-600 domestic incidents each month. Disasters are difficult to predict, meaning that it's imperative that individuals are prepared when they happen and are helped back on their feet.

While we work toward providing long-term positive outcomes through the three building blocks of a quality life, covering basic needs is a vital first step on the pathway to success. When needs are unmet and uncertain – if someone is hungry, if they don't have a place to sleep, if they are in fear for their safety – the other challenges they encounter in life become even more difficult to overcome. Individuals cannot focus on getting a better job, going to school, or taking care of their health without meeting basic needs first.

### FUNDING TO SUPPORT

<b>Access to food.</b>	<b>Emergency shelter.</b>	<b>Domestic violence prevention.</b>	<b>Disaster relief and preparedness.</b>
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Feeding America; 2018  
Department of Housing and Urban Development; 2019  
NYSCADV; 2019



## HEALTHY LIFESTYLES COALITION (HLC) GRANT PROGRAM



The Healthy Lifestyles Coalition (HLC) began in late 2012 through a Conrad and Virginia Klee Foundation grant. In 2017, United Way of Broome County started to fund the program as a signature Collective Impact Initiative, a framework involving a dynamic and collaborative set of partnerships with other agencies to achieve a shared goal. The HLC and its partners understand and recognize that real changes are not sustainable without engaged community members and agencies working together. The HLC seeks to reduce the prevalence of obesity in Broome County by empowering neighborhood residents to adopt healthy lifestyles and achieve positive health outcomes. Visit [uwbroome.org/hlc/](http://uwbroome.org/hlc/) to learn more.

Currently, the target area for the HLC are the North and East Sides of Binghamton. The students in these areas were shown to have the highest obesity rates in the City of Binghamton. Baseline data collected for this project showed that 74.2% of those surveyed were overweight or obese as opposed to 67.7% of people in a comparison school district. The North Side was specifically chosen because it also qualifies as a “food desert,” an area where it is difficult to buy affordable or quality fresh foods; more than 70% of people live over a mile from a grocery store. The American Community Survey estimates that 40.1% of the North and East Side of Binghamton catchment area is below the poverty level, including 48.8% of children younger than 18. These reasons, coupled with the limited access to physical activity opportunities in these neighborhoods, make this target area the ideal choice for the HLC.

### COMMON AGENDA

**Mission:** The HLC is a community collaboration that empowers neighborhood residents to adopt healthy lifestyles and achieve positive health outcomes.

**Vision:** Engaged and empowered communities that foster healthy environments, healthy relationships, and healthy people.

**Guiding Principles:**

1. Physical environment is safe, clean, and promotes physical activity and socialization.
2. All residents feel connected regardless of geography or generation.
3. All residents are healthy in mind, body, and spirit.

**Objectives:**

1. Advocate for the adoption of healthy lifestyle behaviors through the creation of structural supports, environmental changes, and/or policy initiatives
2. Support the social, emotional, and mental health of all individuals
3. Increase access to and participation in physical activities for all individuals
4. Increase access to and consumption of healthy foods and beverages for all individuals

**Goal:** To assist with reducing obesity and associated long-term risks for chronic disease in our community; through the promotion of targeted, multi-leveled interventions that improve habits and behaviors related to healthy lifestyles.

## OBJECTIVES

### OBJECTIVE 1:

*Advocate and encourage the adoption of healthy lifestyle behaviors through the creation of structural supports, environmental changes, and/or policy initiatives.*

Healthy lifestyles can be effectively addressed by adopting a holistic approach and empowering individuals and communities to take action for their health, creating environmental changes to support healthy lifestyles, and promoting action to build healthy public policies in all sectors. The policies, systems, and environments in communities, schools, workplaces, parks, transportation systems, faith-based organizations, and healthcare settings can significantly shape lives and health. Access to affordable fruits and vegetables, the design of sidewalks and bike lanes within communities, and advocating and encouraging the adoption of healthy behaviors can directly increase the likelihood that people can eat healthy and nutritious foods, walk to school or work, and live in communities that make healthy choices easy, safe, and affordable. This can have a positive impact on the way people live, learn, work, and succeed. Partnerships with community leaders in non-profits, education, government, and businesses are essential in creating sustainable change to reduce the burden of chronic disease and increase healthy lifestyle behaviors.

### OBJECTIVE 2:

*Support the social, emotional, and mental health of all individuals.*

Mental health includes emotional, psychological, and social well-being. It affects how we think, feel, and act. It also helps determine how we handle stress, relate to others, and make choices. Mental health is essential at every stage of life, from childhood and adolescence through adulthood. Social relationships, both in quantity and quality, affect mental health, health behavior, physical health, and emotional well-being. Studies show that social relationships have short- and long-term effects on health, for better and for worse; these effects emerge in childhood and cascade throughout life to foster cumulative advantages or disadvantages in health. Stable, secure, and nurturing relationships are a core component of a healthy development.

A child's development is shaped by many factors, including genetics, relationships, socioeconomics, and early childhood experiences. Children who are healthy and successful socially and emotionally have a greater chance of becoming economically productive and engaged citizens.

Individuals need to feel connected and have a sense of pride and place in their community. Connecting neighborhoods through community events and activities, and providing safe spaces for relationship building will help residents feel connected, regardless of geography or generation, and provide an environment for "positive" social and emotional development.

### **OBJECTIVE 3:**

***Increase access to and participation in physical activity opportunities for all individuals.***

One of the strongest environmental correlates of youth physical activity is the availability or adequacy of youth physical activity opportunities. Youth are more likely to walk, cycle, and play if there is easy access to parks or other recreational facilities. The lack of affordable and/or accessible recreation facilities has been cited by youth as a significant barrier to physical activity. Children provided with a safe schoolyard in their neighborhood become more physically active than children not granted such an amenity.

Regular physical activity in childhood and adolescence is important for promoting lifelong health and well-being and preventing various health conditions. The *2008 US Physical Activity Guidelines for Americans* recommend that children and adolescents aged 6 to 17 years should have 60 minutes (1 hour) or more physical activity each day. For substantial health benefits, adults should do at least 150 minutes (2 hours and 30 minutes) a week of moderate-intensity, or 75 minutes (1 hour and 15 minutes) a week of vigorous-intensity aerobic physical activity, or an equivalent combination of moderate- and vigorous-intensity aerobic activity.

Communities can provide physical activity opportunities, such as walking trails, bicycle lanes on roads, sidewalks, and sports fields. Organizations in the community have a role to play, as well. Schools, places of worship, worksites, and community centers can provide opportunities and encouragement for physical activity.

### **OBJECTIVE 4:**

***Increase access to and consumption of healthy foods and beverages for all individuals.***

The North Side of Binghamton qualifies as a “food desert,” an area where it is difficult to buy affordable or quality fresh foods and where more than 70% of people live over a mile from a grocery store. This same community faces the highest risks of obesity, diabetes, and other preventable food-related health challenges.

An adequate supply of healthy food is critical for children’s healthy development and academic success, as proper nutrition affects brain’s growth. For the first eight years after birth, children’s bodies and minds develop at a rapid pace. Children need the nutrients in healthy foods to help their bodies grow strong and healthy. Dairy and fresh vegetables and fruits are particularly important. Fruits, vegetables, fish, and whole grains are full of nutrients that ensure a child’s brain functions properly and maintain overall mental health. The effects of hunger and food insecurity on children are significant. Research has shown that children who went hungry were 2½ times more likely to have poor overall health at least once in their lives.

## APPLICATION REQUIREMENTS

### ELIGIBILITY

All applicants must meet and provide evidence of the following requirements:

- Be a not-for-profit, tax-exempt organization
- Be incorporated or chartered under appropriate federal, state, or local statutes
- Abide by federal and state laws regarding non-discrimination
- Have an active, locally based, volunteer Board of Directors that meets regularly, makes policy decisions, and holds election of officers
- Have an administrative structure with defined lines of responsibility, a mission statement, and bylaws
- Be financially stable and perform a regular budgeting process
- Have current license, certification, and permits if applicable

### FUNDING PERIOD

Funding awarded to applicants shall be used for the fiscal year beginning July 1, 2021, and ending June 30, 2022. The funding awarded is contingent on the results of the 2020-2021 United Way of Broome County Annual Community Campaign results.

### FUNDING REQUEST

Organizations may apply for multi-year funding. The score earned under the 2021-2022 RFP application will carry through to the 2022-2023 RFP cycle (a complete application will not be needed for the 2022-2023 cycle). Multi-year applications must have strong intermediate outcomes and measurement details. Multi-year awardees must meet ongoing reporting requirements. If program goals are not met in the first funding cycle, the status as a multi-year awardee will be reviewed at that time.

Suppose the community-member driven review committee(s) and United Way of Broome County decide that the application is not suitable for multi-year funding. In that case, it will be considered for one-year funding.

*If the program was approved for multi-year funding during the 2020-2021 RFP cycle, please contact Lindsey Mott at [lmott@uwbroome.org](mailto:lmott@uwbroome.org) to access the supplemental application.*

### SUBMITTING AN APPLICATION

Interested applicants should follow the instructions at [uwbroome.org/nonprofit-funding](http://uwbroome.org/nonprofit-funding).

**Applications are due Friday, January 15, 2021 at 3:00PM.**

All required attachments must be uploaded in PDF file format. Applicants must answer all questions in full. Hard copy paper applications will not be accepted. Late applications will not be reviewed.

## APPLICATION QUESTIONS

### **PART ONE: LETTER OF INTENT** *(Due by November 20, 2020)*

To be eligible for funding, organizations must complete a multi-step process that begins with a Letter of Intent (LOI). The LOI provides a broad yet concise description of the program requesting funding and the anticipated program outcomes.

Prospective applicants will be required to choose a proposed program focus area, and the measurement(s) from the list of Quantity Measures and Results Indicators found on page 20.

If your organization is interested in applying for multiple programs for 2021-2022 funding, a LOI will need to be completed for **each** program to be considered.

The LOI is located at [uwbroome.org/loi](http://uwbroome.org/loi).

All LOIs must be submitted by **3:00PM on November 20, 2020**. Once submitted, United Way of Broome County staff will be in contact via email to provide access to the funding application.

Each section must be fully filled out. All required information is due upon submission. If any information is missing or incomplete, the prospective applicant will not be given access to the funding application.

### **PART TWO: NARRATIVE**

1. Organizational History
  - a. What is the organization's mission?
  - b. What prior experience does the organization have in the delivery of this or a similar program?
  - c. Describe the past success the proposed program has achieved.
2. Need for the Program
  - a. Identify the community need the program will address and provide relevant data/local statistics that support program's need.
  - b. What is the demand for this program, and how does the organization know that demand will continue? This may include service trends from the program, such as increased usage, inquiries, etc.
  - c. Does anyone else in the area offer the same or similar services?
    - i. If "No", then explain why the program is not meeting any other need in the community.
    - ii. If "Yes", then explain what other agencies in the community offer a similar or parallel service. How is the proposed program different?
3. Program Description
  - a. Provide a brief summary of the program/project.
  - b. What is/are the program's target population(s)? Please be specific (i.e. 25 women of color in the Village of Endicott). Will the program target groups that have been historically marginalized?
  - c. Describe the specific activities that will be undertaken, including the number of people expected to be impacted, responsible staff, and the target date for completion.

- d. What are the short-term, measurable objectives of the proposed program that will meet the stated long-term goal(s)?
  - e. What is/are the long-term goal(s) of the program/project?
  - f. What is the minimum amount needed to run the proposed program? *If this is a multi-year application, please indicate the minimum amount for each funding year.*
  - g. What impact would a partial award have on the proposed program? *If this is a multi-year application, please indicate the effect a partial award would have on each funding year.*
  - h. If the program will continue beyond the period funded by this grant, what are the plans to continue its funding?
4. Collaboration
- a. List who your organization will be collaborating with to meet the stated goal(s).
  - b. What experience/value does each collaborator bring to the program?
  - c. What aspects of the program are collaborating partners responsible for?
5. Evaluation Plan
- a. How is success defined for the program?
  - b. Describe how success will be measured, including the resources and tools to be utilized (surveys, pre- and post-tests, client feedback, etc.).
  - c. What quantity measures will the program track? ***Please refer to the measurement framework at the end of the RFP and choose at least one of the quantity measures listed for the relevant building block.***
  - d. What results indicators will the program track? ***Please refer to the measurement framework at the end of the RFP and choose at least one of the quantity measures listed for the relevant building block. Basic Needs programs are not required to track a results indicator.***
  - e. How will program performance be evaluated?
  - f. Describe how the program tracks its clients demographic information (such as age, race, ethnicity, gender, etc.).

### PART THREE: ATTACHMENTS

1. Program budget
  - a. Provide an accurate, detailed program budget, a requirement of all funders.
  - b. Please submit the budget using the template available at [uwbroome.org/nonprofit-funding](http://uwbroome.org/nonprofit-funding). Please ensure that the template is completed in full before submission. Programs applying for funding must detail other planned funders, secured or otherwise. *If this is a multi-year application, please ensure that the columns for each funding year are fully filled out.*
2. Agency budget
  - a. Provide the following agency budgets (please follow the example provided):
    - i. Prior year budgeted & actual
    - ii. Current year budgeted & year-to-date
    - iii. Future year – preliminary or actual budget (If not yet complete, please provide a brief statement describing what significant budget changes the organization anticipates making in the next year)

Request for Proposals  
 Strategic Community Grants Program  
 Program Year: July 1, 2021 - June 30, 2022

Test Agency  
 Current Year Agency Budget vs Actual YTD  
 7.1.2019-9.30.2019

	Budget	Actual
	Jul 19-Sept 19	Jul 19-Sept 19
<b>Income</b>		
1000 - United Way of Broome County	25,000.00	25,000.00
1100 - Foundation/Corporate Grants	100,000.00	85,000.00
1200 - Fees-for-Services	50,000.00	42,000.00
1300 - Private Donations	40,000.00	55,000.00
1400 - Fundraising & Special Events	10,000.00	15,000.00
<b>Total Income</b>	<b>225,000.00</b>	<b>222,000.00</b>
<b>Expense</b>		
2000 - Payroll Expenses	150,000.00	135,000.00
2100 - Fringe Benefits	18,000.00	16,000.00
2200 - Supplies	18,000.00	20,000.00
2300 - Travel	5,000.00	4,200.00
2400 - Printing and Postage	8,500.00	8,800.00
2500 - Contractual Fees	10,000.00	15,000.00
2600 - Professional Development	10,000.00	13,000.00
2700 - Equipment	2,500.00	2,400.00
<b>Total Expense</b>	<b>222,000.00</b>	<b>214,400.00</b>
<b>Net Ordinary Income</b>	<b>3,000.00</b>	<b>7,600.00</b>

3. Financial Statements

- a. Provide one of the following reports based on the corresponding New York State annual financial reporting requirements: (a) an independent CPA's audit report and financial statements with the corresponding management letter (over \$750,000), (b) an independent CPA's review report and financial statements (between \$250,000 and \$750,000), or (c) internally reviewed financial statements signed by a Board representative (less than \$250,000).

4. Board List

- a. A complete list of the organization's current Board of Directors with officers, affiliations and term dates noted. Please submit the Board of Directors list using the template available at [uwbroome.org/nonprofit-funding](http://uwbroome.org/nonprofit-funding).

## FUNDING PROCESS

### EVALUATION & SELECTION PROCESS

United Way of Broome County will award funding through a competitive process led by community volunteers. These volunteers are responsible for reviewing and ranking applications (based on the criteria below) and developing a clear plan of investments that best address the United Way of Broome County building blocks. This, together with community information from United Way of Broome County staff and racial equity considerations, will form the basis for recommendations to the United Way of Broome County Board of Directors for final determination and approval of all grants.

Section	Maximum Points
Organizational History	5
Need for the Program	20
Program Description	25
Past Program Success	10
Collaboration	10
Evaluation Plan	20
Program Budget	10
<b>Total Possible Points</b>	<b>100</b>

### INVESTMENT TIMELINE

<b>November 2, 2020:</b>	<b>RFP Released</b>
<b>November 20, 2020:</b>	Letters of Intent (LOI) due
<b>January 15, 2021:</b>	Funding applications due
<b>May 2021:</b>	United Way of Broome County notifies applicants of funding decisions and provides funding contracts to be signed
<b>June 15, 2021:</b>	Signed, completed funding contracts due
<b>July 1, 2021:</b>	2021-2022 funding cycle begins

### VIRTUAL INFORMATION SESSION

United Way of Broome County will hold a virtual information session to offer organizations the opportunity to learn more about the Strategic Community Grants Program, the application and review process.

The session will take place on **November 17, 2020**, from **2:00 PM to 3:00 PM**.

For more information and to register, visit [uwbroome.org/twt/](http://uwbroome.org/twt/)



### **VIRTUAL OFFICE HOURS**

United Way of Broome County staff will hold virtual office hour opportunities during the week of December 7, 2020. This will give prospective applicants a chance to ask questions about the application process. Prospective applicants are required to register for an appointment beforehand. You will be provided with a link to access the meeting after registration.

To register, visit: [uwbroome.appointlet.com/s/officehours/staff](http://uwbroome.appointlet.com/s/officehours/staff)

*Please note: United Way of Broome County staff will not provide feedback on your funding application during this time.*

### **REQUIREMENTS OF FUNDED COMMUNITY PARTNERS**

Please note, once funded, organizations must meet the following requirements:

- Ensure that funding will only be used to serve residents of Broome County, New York
- Update agency 211 database record prior to funds being disbursed
- Create and maintain an agency profile on Volunteer HQ
- Host a scheduled site-visit at least once per funding year
- Attend a “best practices” learning session, focused around each building block, at least once per funding year, for each funded program
- Submit a client success story at least once per funding year, for each funded program
- Provide speakers, displays, and/or tours in support of the United Way Annual Community Campaign or other donor education efforts
- Collaborate in media efforts and approaches
- Provide one of the following reports based on the corresponding New York State annual financial reporting requirements: (a) an independent audit with the corresponding management letter, (b) a financial review, or (c) financial statements signed by a Board of Directors representative in compliance with the Partner Accountability Committee policy within six months of the end of the organization’s fiscal year
- Demonstrate the effectiveness of programs/services through measurable outcomes using the measurement framework provided

## MEASUREMENT FRAMEWORK

The total impact of United Way of Broome County and all its funded community partners is greater than any single organization alone. Donors are increasingly interested in seeing the big picture of how local organizations are working together to change lives in the community. To accomplish this, United Way of Broome County and its local funded community partners must collaborate to effectively measure and consistently communicate shared value to the community. The Measurement Framework was developed for this purpose; to measure and communicate the aggregate impact on the community.

Data in the Measurement Framework will be collected across all funded community partners, aggregated, and subsequently shared with local corporate partners, donors, and the community-at-large. The same data will be reported to United Way Worldwide annually, aggregated globally, and shared with the entire worldwide network of United Way's corporate partners and donors.

United Way of Broome County will regularly report back to the community on the aggregate impact of all funded community partners on the targeted outcomes identified in the Measurement Framework. Population-level data will also be regularly analyzed to see the collective progress the community's overall well-being indicators.

Key benefits of the Measurement Framework:

- Demonstrates how donors are helping to achieve change in the community
- Conveys the scale of shared results across all funded community partners
- Simplifies and aligns results to show meaningful progress on shared community goals

The Measurement Framework is to be used as a guide for completing an application for funding. Due to the importance of aggregating data across the community, United Way of Broome County will consider only organizations submitting applications that are in alignment with the Measurement Framework. When completing an application for funding, organizations should follow the steps below to select the appropriate **Quantity Measure** and **Results Indicator** for their program.

1. **Quantity Measures** are listed under each building block. Review the Quantity Measures below and select **one or more** that the program will track and report on during the grant period. **Please note: Programs applying for Basic Needs are only required to choose at least ONE of the Quantity Measures listed below.**
2. **Results Indicators** are listed under each building block. Review the Results Indicators in the same goal as the Quantity Measures selected in step 1 and select **one or more** indicators that the program will track and report on during the grant period. **Please note: Programs applying for Basic Needs are only required to choose at least ONE of the Quantity Measures listed below.**

Building Block: Health (including the Healthy Lifestyles Coalition)	
<i>Community Vision: Broome County will be an engaged and empowered community that fosters healthy environments, healthy relationships, and healthy people.</i>	
Access to Healthcare (AH)	
Goal 1: Increase access to healthcare and support the social, emotional, and mental health of all individuals.	
Outcome: Individuals achieve healthy outcomes through a focus on healthier behaviors, health education, and improved access to healthcare and health insurance.	
Quantity Measures (Q)	AH-Q1: # of individuals participating in activities to increase socialization AH-Q2: # of individuals served who access healthcare services and/or secure health insurance coverage AH-Q3: # of individuals served who utilize transportation services to and/or from medical appointments AH-Q4: # of individuals provided with health information and resources on fall prevention, health insurance, sex education, etc. AH-Q5: # of opportunities created to build healthy, safe neighborhoods, and/or relationships across communities
Results Indicators (R)	AH-R1: % of individuals served who access healthcare services for the first time within the last three years AH-R2: % of individuals reporting improved access to healthcare services AH-R3: % of individuals that report a decrease in wait time for mental health services AH-R4: % of individuals who report an improvement in emotional and mental health AH-R5: % of individuals that adopt healthy behaviors AH-R6: % of individuals reporting less social isolation/loneliness AH-R7: % of individuals meeting treatment goals AH-R8: % of individuals reporting an improvement in neighborhood safety and connectedness
Goal 2: Assist with the reduction of obesity and associated long-term risks for chronic disease.	
Outcome: Residents are leading healthy lifestyles, accessing healthy food, and increasing physical activity.	
Quantity Measures (Q)	AH-Q6: # of individuals receiving access to healthy food AH-Q7: # of individuals participating in physical activity 2 or more times per week AH-Q8: # of individuals eating 5 or more fruits or vegetables per day AH-Q9: # of individuals served participating in nutrition education and/or wellness programs
Results Indicators (R)	AH-R9: % of individuals who achieve a healthy weight AH-R10: % of individuals served who report increased independence and/or quality of life AH-R11: % of individuals that adopt healthy behaviors AH-R12: % of individuals served who report a decrease in screen time (television viewing, video gaming, computer and/or phone time)

Building Block: Education	
<i>Community Vision: Together, we can ensure all children and youth in Broome County have the opportunity to do well in school, graduate on time, succeed in a career, and achieve their full potential.</i>	
Childhood Success (CS)	
Goal 1: Increase the quantity and quality of early childcare programs in Broome County.	
Outcome: Improved access to and programming for quality, affordable childcare.	
Quantity Measures (Q)	CS-Q1: # of children (ages birth-5) participating in high-quality early education and care programs CS-Q2: # of children (ages birth-5) screened for developmental delays/disabilities CS-Q3: # of parents/caregivers of children (ages birth-5) provided with information, resources, tools, trainings, and/or teaching skills to promote early learning and social/emotional development CS-Q4: # of new early childcare slots created
Results Indicators (R)	CS-R1: % of children served (ages birth-5) who achieve and/or make progress toward developmental and social/emotional milestones CS-R2: % of children served (ages birth-5) receiving intervention services as a result of the detection of developmental delays CS-R3: % of parents/caregivers served who report increased positive engagement and/or development with children (ages birth-5) under their care CS-R4: % of parents/caregivers informed and engaged in their child's (ages birth-5) development CS-R5: % of children (ages birth-5) served enrolled in the newly created early childcare slots
Goal 2: Increase reading proficiency in 3 <sup>rd</sup> -grade assessments.	
Outcome: Children will enter school ready and are successful in primary school.	
Quantity Measures (Q)	CS-Q5: # of children (grades K-3) receiving literacy education/supports CS-Q6: # of parents/caregivers of children (grades K-3) provided with information, resources, tools, trainings, and/or teaching skills to promote early learning and social-emotional development CS-Q7: # of children (grades K-3) participating in out-of-school time programming and/or receiving individualized academic or social-emotional supports
Results Indicators (R)	CS-R6: % of parents/caregivers served who report increased positive engagement and/or development with children (grades K-3) under their care CS-R7: % of children served (grades K-3) who improve literacy skills CS-R8: % of children served (grades K-3) reading at grade level CS-R9: % of children served (grades K-3) who are proficient on school readiness assessments CS-R10: % of children served (grades K-3) who maintain satisfactorily or improve school attendance (< 17 absences per year)

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Youth Success (YS)	
Goal 1: Increase middle school success.	
Outcome: Youth gain the knowledge and skills they need to be successful in middle school.	
Quantity Measures (Q)	YS-Q1: # of youth (grades 4-8) participating in out-of-school time programming and/or receiving individualized academic or social-emotional supports YS-Q2: # of parents/givers of youth (grades 6-8) provided with information, resources, tools, trainings, and/or teaching skills to promote youth success in school YS-Q3: # of youth (grades 4-8) connected to a caring adult
Results Indicators (R)	YS-R1: % of youth (grades 4-8) who earn passing grades in core subject areas YS-R2: % of youth (grades 4-8) served who maintain satisfactorily or improve school attendance (< 17 absences per year) YS-R3: % of youth (grades 4-8) served who develop soft skills (e.g. communication, time management, personal, presentation, teamwork, positive attitude, self-confidence, leadership, etc.) YS-R4: % of youth (grades 4-8) who transition from middle school to high school on time YS-R5: % of parents/caregivers served who report increase positive engagement with youth (grades 4-8) under their care YS-R6: % of youth (grades 4-8) who report an improvement in emotional and mental health YS-R7: % of youth (grades 4-8) mentor/mentee matches lasting longer than 3 months YS-R8: % of youth (grades 4-8) who have a decrease in disciplinary incidents, suspensions, and/or expulsions
Goal 2: Increase high school graduation rates.	
Outcome: Youth gain the necessary skills, knowledge, and credentials to be prepared for post-secondary education and thrive in the job market.	
Quantity Measures (Q)	YS-Q4: # of youth (grades 9-12) participating in out-of-school time programming and/or receiving individualized academic or social-emotional supports YS-Q5: # of youth (grades 9-12) who receive job skills training (technical and soft skills, interest/skills assessment and counseling, and/or internships) YS-Q6: # of youth (grades 9-12) served who earn passing grades in core subject areas YS-Q7: # of youth (grades 9-12) connected to a caring adult
Results Indicators (R)	YS-R9: % of youth (grades 9-12) served who graduate high school on time YS-R10: % of youth (grades 9-12) served who gain post-secondary employment, further education, and/or credentials YS-R11: % of youth (grades 9-12) served who develop soft skills and/or work readiness skills (e.g. communication, time management, personal, presentation, teamwork, positive attitude, self-confidence, leadership, etc.) YS-R12: % of youth (grades 9-12) who maintain satisfactorily or improve school attendance (< 17 absences per year) YS-Q13: % of youth (grades 9-12) served who have a decrease in disciplinary incidents, suspensions, and/or expulsions YS-Q14: % of youth (grades 9-12) who graduate high school on time YS-R15: % of youth (grades 9-12) mentor/mentee matches lasting longer than 3 months

Building Block: Financial Stability	
<i>Community Vision: With the right tools, all Broome County families have the earnings, income, and assets to be financially stable.</i>	
Economic Mobility (EM)	
Goal 1: Decrease the impact of poverty and associated barriers to self-sufficiency.	
Outcome: Individuals and families improve their socio-economic status.	
Quantity Measures (Q)	EM-Q1: # of individuals who access affordable financial and/or legal services EM-Q2: # of individuals accessing services (WIC, SNAP, TANF, etc.) EM-Q3: # of individuals accessing subsidies EM-Q4: # of individuals who access long-term housing EM-Q5: # of individuals mentored (career planning, financial literacy, life skills guidance)
Results Indicators (R)	EM-R1: % of individuals served who increase savings, reduce debt, and/or improve credit EM-R2: % of individuals served who improve long-term financial stability with increased money management and/or asset-building tools EM-R3: % of individuals served who increase disposable income by accessing services, subsidies, and/or reducing costs EM-R4: % of individuals served who report improved financial stability by accessing long-term housing EM-R5: % of individuals served who reduce or eliminate their need for State or Federal subsidized income supports (SNAP, WIC, TANF) EM-R6: % of individuals who report an improved awareness of available community resources
Goal 2: Increase employment, advancement, and educational opportunities.	
Outcome: Individuals improve employment and advancement opportunities.	
Quantity Measures (Q)	EM-Q6: # of individuals who receive job skills training (technical skills, soft skills, etc.) EM-Q7: # of individuals able to access transportation that were not able to before EM-Q8: # of individuals able to access childcare that were not able to before EM-Q9: # of individuals who access educational opportunities EM-Q10: # of individuals who access employment and/or advancement opportunities
Results Indicators (R)	EM-R7: % of individuals served who report improved workplace readiness skills EM-R8: % of individuals served who gain job-relevant experience, licenses, certificates, and/or credentials EM-R9: % of individuals who gain and/or maintain employment EM-R10: % of individuals who increase their wages EM-R11: % of individuals who report improved access to employment, advancement, and/or educational opportunities due to the removal of barriers (transportation, childcare, etc.) EM-R12: % of individuals who report an improved awareness of available community resources

**A Foundation for a Quality Life: Basic Needs (BN)**

*Community Vision: Ensuring basic needs such as food, shelter, and safety is the first step to identifying the complex, long-term issues individuals and families face. Together, we can provide basic needs and work on collaborative solutions to success.*

**\*Programs applying for Basic Needs are only required to choose at least ONE of the Quantity Measures listed below.**

BN-Q1: # of individuals in crisis that are provided access to healthy food and nutrition

BN-Q2: # of individuals served who access immediate, crisis housing

BN-Q3: # of individuals served who avoid utility disruption and/or homelessness by securing payment plans

BN-Q4: # individuals served whose immediate needs are met following a disaster

BN-Q5: # of victims of domestic violence who seek assistance in child custody, visitation and support proceedings

BN-Q6: # of victims of domestic violence who seek assistance in obtaining an order of protection

BN-Q7: # of individuals educated on domestic violence