



**United Way
of Broome County**

Presented by: Paula Perna &
Lindsey Mott
Date: 11/16/2021

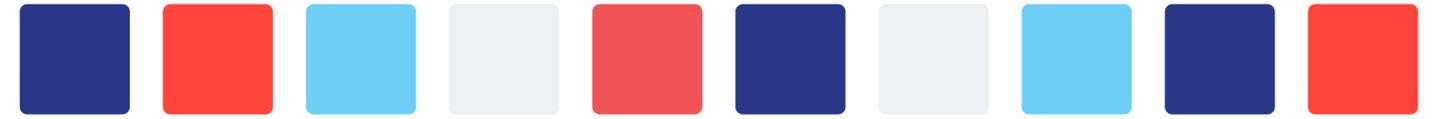
Strategic Community Grants Program

**2022-2023
REQUEST FOR
PROPOSALS**



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UNITED WAY OF BROOME COUNTY



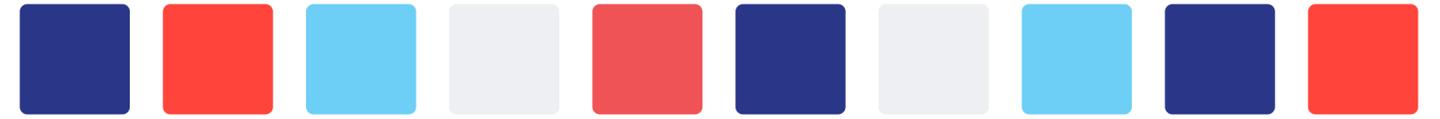
AGENDA

1. Introduction to the Strategic Community Grants
2. Application Requirements
3. Narrative Section and Resources
4. Attachments
5. Next Steps



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INTRODUCTION



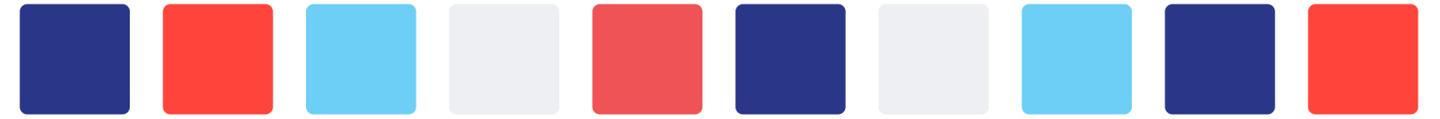
STRATEGIC COMMUNITY GRANTS PROGRAM

- Strategic Priorities Grant Program
- Basic Needs Grant Program
- Healthy Lifestyles Coalition (HLC) Grant Program



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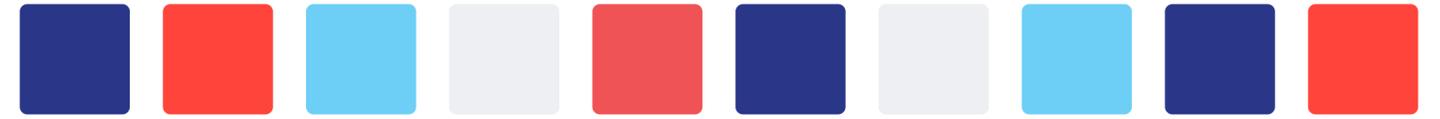
INTRODUCTION



INVESTMENT TIMELINE



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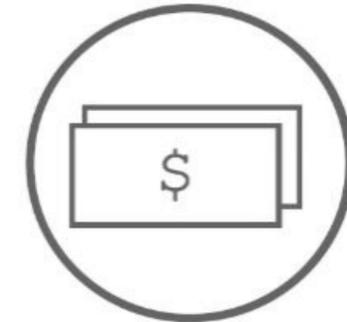
STRATEGIC PRIORITIES GRANT PROGRAM



Health



Education



Financial Stability



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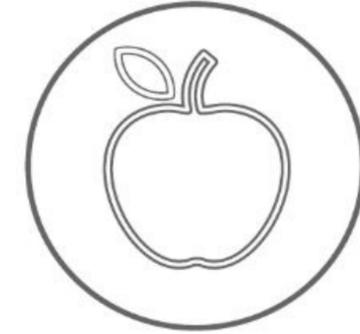
INTRODUCTION

HEALTH

A stronger community is built by promoting healthy eating and physical activity, expanding access to quality healthcare, and fostering healthy environments and relationships.

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.**



KEY STRATEGIES

Support social, emotional, and mental health

Increase access to healthcare

Promote a healthy and safe environment

Increase access to healthy food and increase physical activity



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INTRODUCTION

EDUCATION

Every child, regardless of race or income, deserves a high-quality education and the opportunity to learn and achieve their full potential.

GOALS

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



KEY STRATEGIES

Support early literacy, reading proficiency, and school readiness

Developmentally and academically prepare children for Kindergarten

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

Provide work readiness and soft skills training for youth



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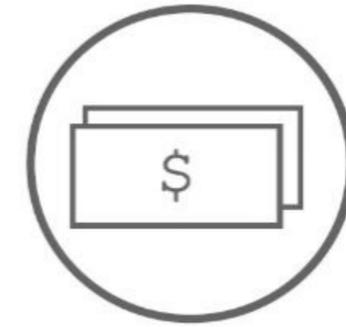
INTRODUCTION

FINANCIAL STABILITY

Creating pathways to financial stability through attaining better employment, increasing income and financial literacy, and building savings and assets will allow all Broome County residents to prosper economically.

GOALS

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



KEY STRATEGIES

Increase employment and advancement opportunities

Provide mentorship programs

Increase financial literacy programs

Increase access to improved housing options



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INTRODUCTION

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.



FUNDING TO SUPPORT

Access to food.

Emergency shelter.

Domestic violence prevention.

Disaster relief and preparedness.



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INTRODUCTION

HEALTHY LIFESTYLES COALITION

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 funding the program as a signature Collective Impact Initiative.

The HLC and its partners understand and recognize that without engaged community members and agencies working together, real changes are not sustainable.

Currently, the target area for the HLC are the North and East Sides of Binghamton. (13901 & 13904)



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INTRODUCTION

HEALTHY LIFESTYLES COALITION

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

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

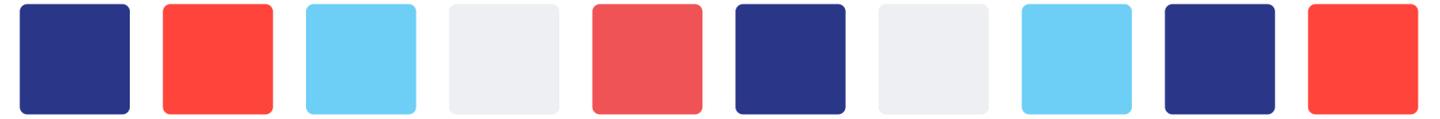
Advocate for the adoption of healthy lifestyle behaviors, through the creation of structural supports, environmental changes, and/or policy initiatives

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

Increase access to and participation in physical activities for all individuals

Increase access to and consumption of healthy foods and beverages all individuals

APPLICATION REQUIREMENTS



ELIGIBILITY 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



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APPLICATION REQUIREMENTS

LETTER OF INTENT – DUE FRIDAY, 11/19

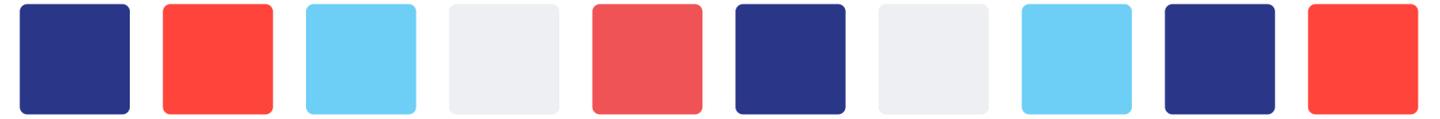
(<https://www.uwbroome.org/loi/>)

- Contact Information
- Organizational Information
- Proposed Program Information
 - Description
 - Requested funding amount & total program budget
 - Multi-year?
 - Target area/population & number of clients to be served
 - Grant area – Health, Education, Financial Stability, Basic Needs, or HLC
 - Quantity Measures & Results Indicators



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APPLICATION REQUIREMENTS



MULTI-YEAR FUNDING

Applicants can apply for multi-year funding.

- **Must have strong intermediate outcomes and measurement details**
- **Must meet ongoing reporting requirements and terms of contract**

- **Approved on a program by program basis**
- **You can be awarded a grant, but have a multi-year funding request denied**
- **Approved for 2 years of funding, but not at a specific amount – amount is dependent on campaign and program performance**



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APPLICATION REQUIREMENTS



MULTI-YEAR SUPPLEMENTAL APPLICATION

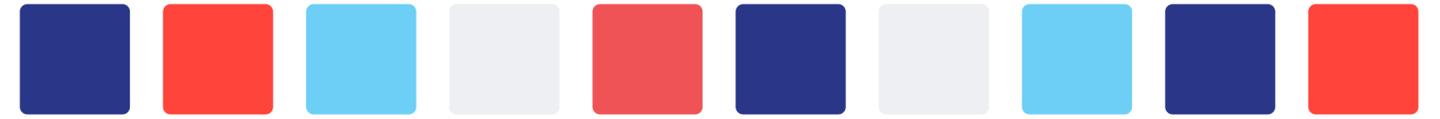
Recipients of multi-year funding during the 2021-2022 grant cycle do not need to complete an LOI or the full 2022-2023 application. Instead, they have been given access to a supplemental application, due January 21.

- **Application score from 2021-2022 will carry through to 2022-2023**
- **Provide updates to your program as needed in the narrative section**
- **You must provide all attachments, including an updated proposed program budget**
- **You may revise your requested funding amount**

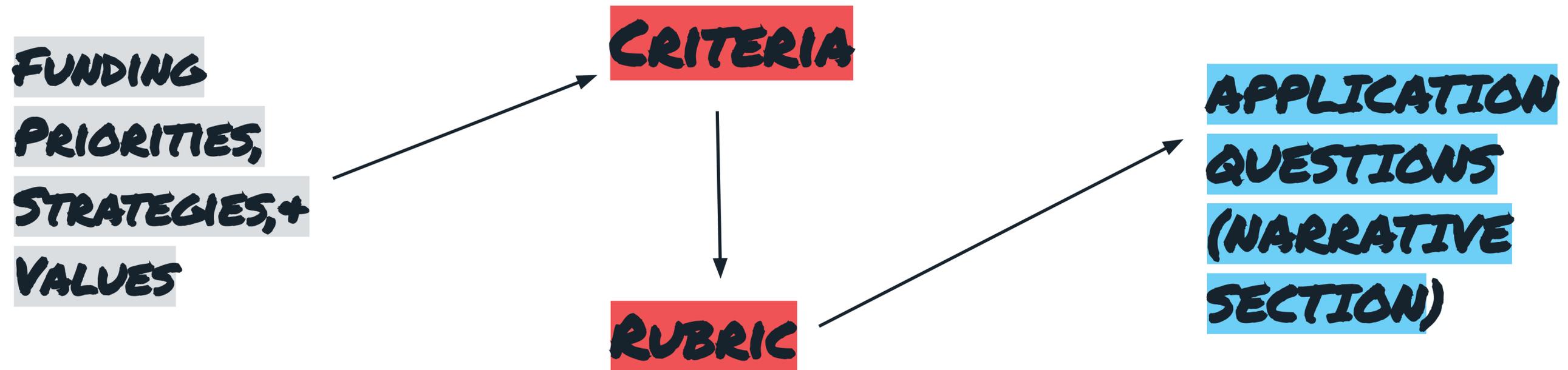


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REQUEST FOR PROPOSALS REVIEW



From August through October, a committee of staff and volunteer impact council members reviewed the Strategic Community Grant Request for Proposals.



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NARRATIVE SECTION

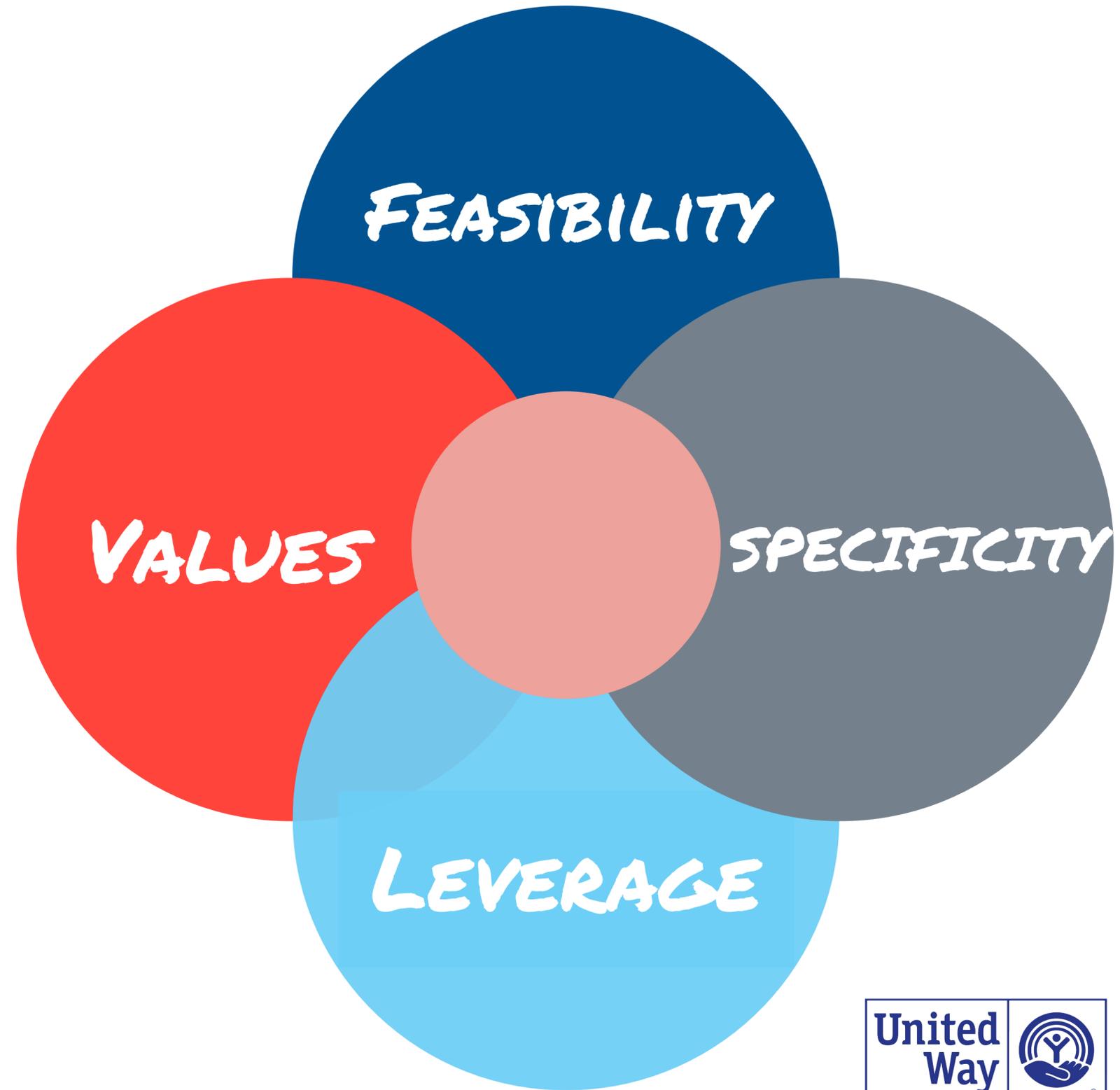
RUBRIC

| Criteria |
|------------------------------------|
| Description |
| Program Need |
| Innovation |
| Impact |
| Organizational Capacity |
| Past Experience |
| Collaboration |
| Sustainability |
| Evaluation Plan |
| Inclusivity |
| Program Budget (attachment) |



RBA- INSPIRED RUBRIC

- Criteria selected with understanding that they can be complementary or conflicting



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RBA- INSPIRED RUBRIC FEASIBILITY

Can the program be implemented as described in the proposal? Given the organization's history, past success, and available resources, can they deliver? Is it sustainable?

Criteria

Description

Program Need

Innovation

Impact

Organizational Capacity

Past Experience

Collaboration

Sustainability

Evaluation Plan

Inclusivity

Program Budget (attachment)

RBA- INSPIRED RUBRIC

LEVERAGE

How impactful will the program be in terms of addressing the community need identified?

How great is the impact of the proposed program -- in terms of both number of people served and the impact on those served?

Does the program address the root cause of the problem to be addressed?

Criteria

Description

Program Need

Innovation

Impact

Organizational Capacity

Past Experience

Collaboration

Sustainability

Evaluation Plan

Inclusivity

Program Budget (attachment)

RBA- INSPIRED RUBRIC SPECIFICITY

The “Who, What, When, Where, Why, and How” -- is it clear what they are going to do and how they are going to do it?

Criteria

Description

Program Need

Innovation

Impact

Organizational Capacity

Past Experience

Collaboration

Sustainability

Evaluation Plan

Inclusivity

Program Budget (attachment)

RBA- INSPIRED RUBRIC

VALUES

Are the program and organization consistent with the values of United Way of Broome County and our community?

Criteria

Description

Program Need

Innovation

Impact

Organizational Capacity

Past Experience

Collaboration

Sustainability

Evaluation Plan

Inclusivity

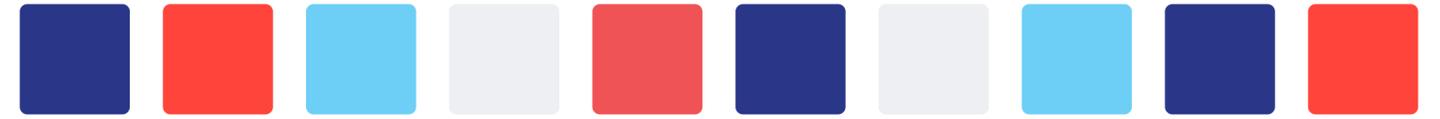
Program Budget (attachment)

NARRATIVE SECTION

RUBRIC
SPECIFICITY
FEASIBILITY
LEVERAGE
VALUES

| Section | Maximum Points |
|-----------------------------|----------------|
| Description | 10 |
| Program Need | 15 |
| Innovation | 5 |
| Impact | 10 |
| Organizational Capacity | 9 |
| Past Experience | 8 |
| Collaboration | 8 |
| Sustainability | 8 |
| Evaluation Plan | 10 |
| Inclusivity | 12 |
| Program Budget (attachment) | 5 |

NARRATIVE SECTION



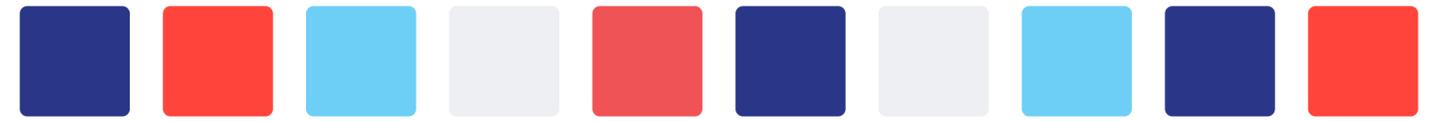
NARRATIVE SECTION TIPS

- Read the RFP
- Gather the information you need
- Answer each question – be concise but thorough
- Write proposal in a separate document, and then paste it into our website
- Remember the people reading your application may not be familiar with your organization or program



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NARRATIVE SECTION RESOURCES



- **General Writing Assistance**
 - Grammarly
 - Flesch-Kincaid Readability Test
 - A Progressive's Style Guide
- **Blogs, articles, etc.**
 - Guidestar/Candid Blog
 - Nonprofit Hub
- **An Introduction to Grant Writing with Tina Barber** (<https://tinyurl.com/naxtk9t6>)
- **Online Low Cost/No Cost Courses** (www.thoughtco.com/online-grant-writing-courses-4176282)
 - Nonprofit Ready
 - Candid (formerly Grantspace)
- **Books – Amazon Bestsellers in Nonprofit Fundraising and Grants** (<https://tinyurl.com/y27wn8mq>)
 - Perfect Phrases for Writing Grant Proposals
 - The Only Grant-Writing Book You'll Ever Need



PROGRAM DESCRIPTION - 10 POINTS

1. Provide a brief summary of the program/project.
2. Describe how the program furthers the goals of your chosen strategic priority area (health, education, financial stability, basic needs, or HLC).
3. 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.

If you were describing your program to someone unfamiliar with it, what would you say (in 2-3 paragraphs)?

Is the organization a good fit given the priorities identified by United Way of Broome County?

Is the who, what, where, why, and how well thought out?



PROGRAM NEED - 15 POINTS

4. Describe the need that the program is intended to address. Identify target populations experiencing disparities that will benefit from the program (e.g., students of color in a particular school/neighborhood, low-income residents of color). Please include local data to support your description of the need.

Provide data on the county level whenever possible.

Will the program serve the most adversely impacted? How is this program specifically tailored to this community?



DATA SOURCES



- US Census and American Community Survey ([census.gov](https://www.census.gov))
- Community Commons (communitycommons.org)
- County Health Rankings (www.countyhealthrankings.org)
- Broome County Community Health Assessment (gobroomecounty.com)
- ALICE Report (<https://unitedforalice.org/new-york>)
 - UWNYS CEO Brenda Episcopo's presentation on the ALICE report (<https://www.uwbroome.org/resources/>)

Make sure you are using the latest version of the data available.



INNOVATION - 5 POINTS

5. Do similar programs currently exist in Broome County? If so, how is your program's approach unique or innovative in comparison?

Are you aware of the “landscape” of similar programs? If similar programs do exist (they usually do), what makes your program stand out?

If a similar program does not exist, why? Is the program model new or innovative, or is it challenging to sustain for other reasons?



IMPACT - 10 POINTS

6. Describe how the proposed program will address persistent, historical, and significant disparities that exist by race, class, income, culture and/or education.

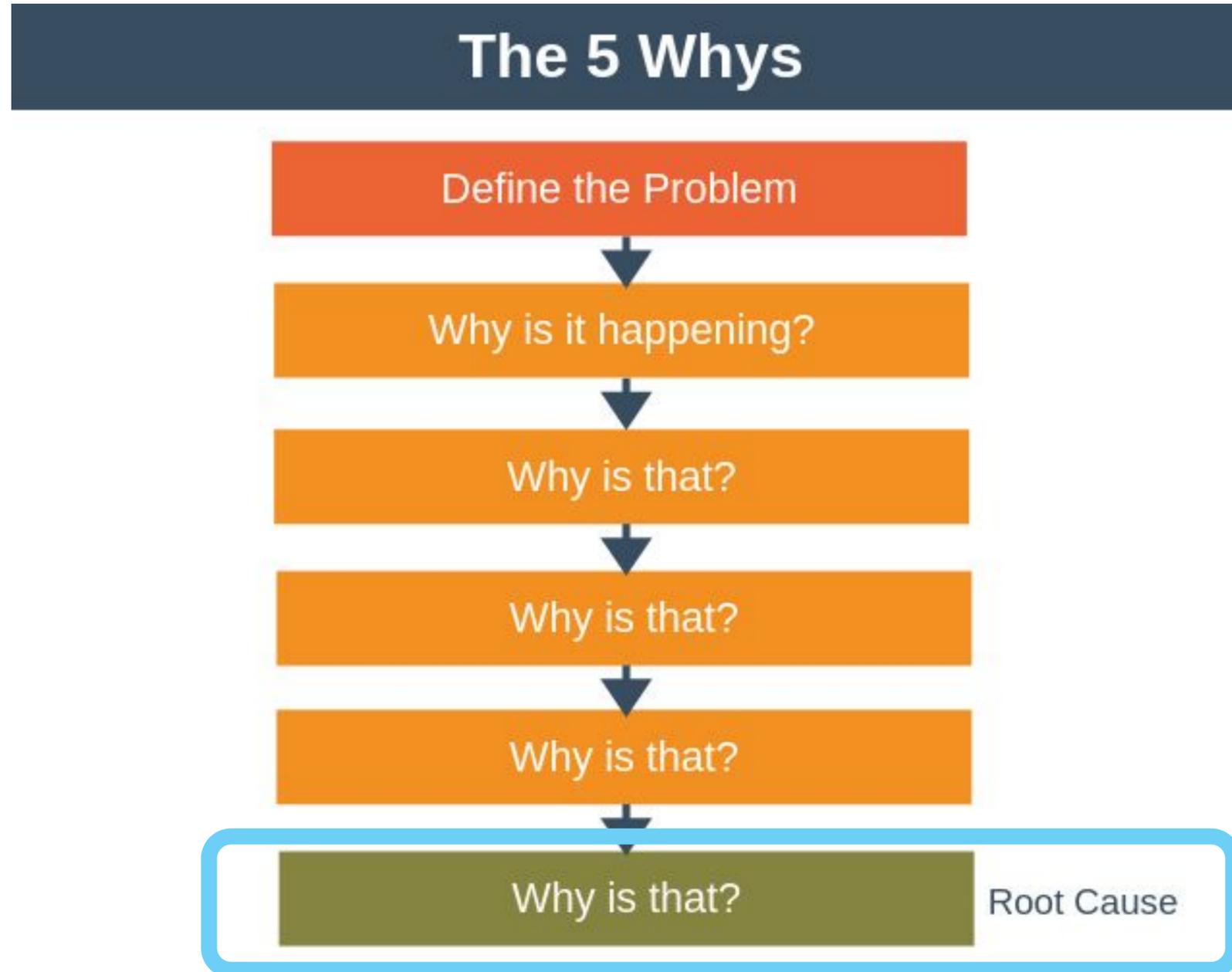
7. Will the program address the root causes of these disparities? If yes, describe how.

What is the larger context of the need you are addressing? How will your program contribute to the creation of a more equitable community?

Is the program treating the symptom of the problem, or the problem itself?



ROOT CAUSES - 5 WHYS EXERCISE



ORGANIZATIONAL CAPACITY - 9 POINTS

8. What resources will the organization deploy in support of the program/project? This could include staff time, facilities, board expertise and knowledge, program materials, etc.

Does your organization have the resources and expertise to operate the program successfully?



PAST EXPERIENCE - 8 POINTS

9. What experience does your organization, staff, and volunteers have in executing this or a similar program? Please provide data if available.

Do you have data to support how you know the program will be successful? Or is there qualitative information that supports this?



COLLABORATION - 8 POINTS

10. Are there other organizations that are critical to the success of this program? Please describe any relevant collaborative relationships that will contribute to program success.

Who else is invested in the success of the program? How do you coordinate activities? How are you accountable to one another in this partnership?





5 Conditions of Collective Impact

01

A Common Agenda



02

Shared Measurement System



03

Mutually Reinforcing Activities



04

Continuous Communication



05

Backbone Support Organization



MUTUALLY REINFORCING ACTIVITIES



“Collective impact initiatives depend on a diverse group of stakeholders working together... by **encouraging each participant to undertake the specific set of activities at which it excels in a way that supports and is coordinated with the actions of others... Each stakeholder’s efforts must fit into an overarching plan if their combined efforts are to succeed.** The multiple causes of social problems, and the components of their solutions, are interdependent. They cannot be addressed by uncoordinated actions among isolated organizations.”

-John Kania and Mark Kramer, “Collective Impact,”

(https://ssir.org/articles/entry/collective_impact)



SUSTAINABILITY- 8 POINTS

11. Will the program continue past the life of the grant? If so, what are the plans to sustain the program?

How will the program sustain itself? Do you plan to reapply?

12. What changes could be made to run the program received less funding from United Way of Broome County than your full ask? How much funding must the program receive from United Way of Broome County to operate?

Quantify/qualify the impact of receiving funding less than your requested amount.

What level of funding would be acceptable?



EVALUATION PLAN - 10 POINTS

13. What quantity measures and results indicators will be tracked. (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.)

Please provide a target number for each. How will these indicators be measured?

14. What data/client feedback will be gathered for program management purposes? How will it be used?

Shared Measurement Framework at the end of the RFP.

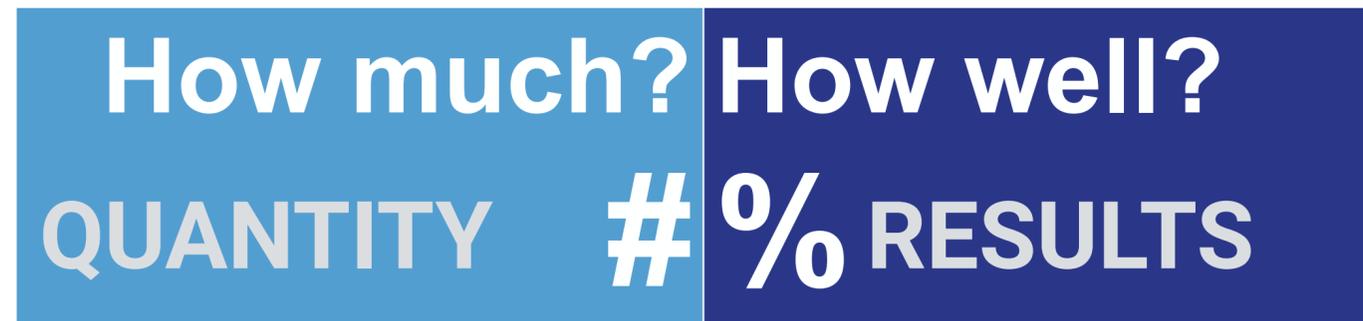
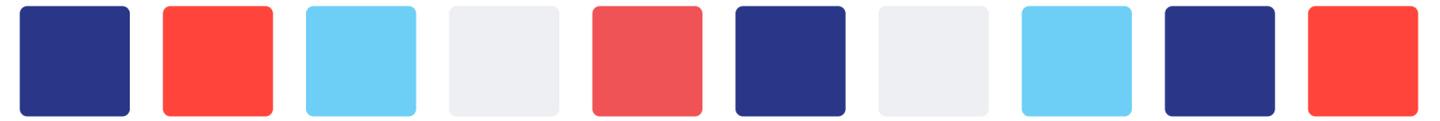
The quantity measure, please identify how many people will be served.

For the results indicator, please identify what % of those served will achieve the outcome

What is the program management strategy? How will you know if you are successful? How will you know if adjustments to the program need to be made?



MEASUREMENT FRAMEWORK



- **Select at least 1 Quantity Measure and 1 Results Indicator**
 - Basic Needs only needs a Quantity Measure
 - Must be under the correct Building Block for your program
 - Must be under the same goal
- Indicators should not duplicate data – choose the best fit. If you are duplicating, please be as transparent as possible about this.
- Think quality over quantity when it comes to selecting indicators



INCLUSIVITY - 12 POINTS

15. Does your organization currently gather demographic information on its clients? If not, are you planning to begin collecting this information in the future?

16. How does the organization ensure clients' voices are meaningfully represented?

17. How are your client population's demographics represented among your board, staff, and/or volunteers?

What mechanisms are in place to gather this information? If your organization is not collecting this, how might you in the future?

This could be through qualitative or quantitative surveys, listening sessions, etc. Is your organization responsive to your clients' stated needs?

Are there are people with relevant lived experiences who are a part of your board/staff/volunteers?



PROGRAM BUDGET - 5 POINTS

Provide an accurate, detailed program budget, a requirement of all applicants. Please submit the budget using the template available. Please ensure that the template is completed in full before submission. Programs applying must detail other planned funding, secured or otherwise. If this is a multi-year application, please ensure that the columns for each funding year are fully filled out.

Given the program's goals, are resources being allocated in a way that will allow you to achieve them?

What other sources of funding will support the program?



| Line Item | United Way of Broome County Funding | | Other Outside Funding | | Organization Contribution | |
|--|--|---------------|-----------------------|---------------|---------------------------|---------------|
| | <i>Year 1</i> | <i>Year 2</i> | <i>Year 1</i> | <i>Year 2</i> | <i>Year 1</i> | <i>Year 2</i> |
| Salaries | | | | | | |
| Benefits and Taxes | | | | | | |
| Rent, Utilities, Maintenance | | | | | | |
| Phone/IT and Equipment | | | | | | |
| Supplies | | | | | | |
| Travel/Meetings | | | | | | |
| Contractual/Professional Fees | | | | | | |
| Training | | | | | | |
| Marketing/Publicity | | | | | | |
| Postage/Printing | | | | | | |
| Program Expenses | | | | | | |
| Other Expenses | | | | | | |
| TOTAL | \$ | \$ | \$ | \$ | \$ | \$ |
| | | | | | | |
| <i>Total Cost of Program (Year 1)</i> | \$ | | | | | |
| <i>Total Cost of Program (Year 2)</i> | \$ | | | | | |
| <i>Total Funding Request (Year 1)</i> | \$ | | | | | |
| <i>Total Funding Request (Year 2)</i> | \$ | | | | | |

ATTACHMENTS

OTHER ATTACHMENTS – *Used by PAC to determine reporting schedule*

- **Agency Budget (3 years)**
 - **Prior Year**
 - **Current Year**
 - **Future Year**

FAQ: January to December fiscal year vs. July to June fiscal year



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

| | <u>Budget</u> | <u>Actual</u> |
|-------------------------------------|-----------------------|-----------------------|
| | <u>Jul 19-Sept 19</u> | <u>Jul 19-Sept 19</u> |
| Income | | |
| 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 |
| Total Income | <u>225,000.00</u> | <u>222,000.00</u> |
| Expense | | |
| 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 |
| Total Expense | <u>222,000.00</u> | <u>214,400.00</u> |
| Net Ordinary Income | 3,000.00 | 7,600.00 |

ATTACHMENTS

OTHER ATTACHMENTS — *Used by PAC to determine reporting schedule*

- **Financial Statements**

- >\$750,000: an independent CPA's audit report and financial statements with the corresponding management letter**
- >\$250,000 and <\$750,000: an independent CPA's review report and financial statements**
- <\$250,000 internally reviewed financial statements signed by a Board representative**



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ATTACHMENTS

OTHER ATTACHMENTS -

- **Board List: You must use the template on our website.**

[\(https://www.uwbroome.org/nonprofit-funding/\)](https://www.uwbroome.org/nonprofit-funding/)

- **Proof of tax exempt status: IRS determination letter or Form 990**



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NEXT STEPS

- 1. Fill out an LOI by 11/19 (www.uwbroome.org/loi/)**
- 2. You will be given access to the application on our website via email**
- 3. If needed, schedule an appointment for office hours – 12/9**
(<https://uwbroome.appointlet.com/s/office-hours/citeam>)
- 4. Submit your application by 1/21**



RESULTS-BASED ACCOUNTABILITY

RESULTS-BASED ACCOUNTABILITY

As we begin to roll-out this framework, we will need our partners' input to help determine the most critical issues our county is facing, and how we can address them moving forward.

Our first meeting will take place in late January/early February.



Thank you!

Questions?

Lindsey Mott, Senior Community Initiatives Manager
lmott@uwbroome.org



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