



United Way
of Broome County

STRATEGIC COMMUNITY GRANTS PROGRAM REQUEST FOR PROPOSALS (RFP)

PROGRAM YEAR JULY 1, 2023 - JUNE 30, 2024

RFP Release Schedule

RFP Announcement:

Monday, November 7, 2022

Letter of Intent Due Date:

Wednesday, November 30, 2022

Proposals Due:

Friday, January 27, 2023 at 3:00PM

If your program was approved for multi-year funding during the 2022-2023 RFP cycle, please contact Lindsey Mott for access to the supplemental application.

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Request for Proposals
Strategic Community Grants Program
Program Year: July 1, 2023 - June 30, 2024

Introduction.....	3
Strategic Priorities Grant Program	4
Basic Needs Grant Program	5
Healthy Lifestyles Coalition (HLC) Grant Program	6
Application Requirements.....	7
Eligibility	7
Funding Period.....	7
Funding Request.....	7
Submitting An Application	7
Application Questions.....	8
Funding Process	11
Evaluation & Selection Process.....	11
Investment Timeline	11
Information Session	11
Office Hours	12
Requirements of Funded Community Partners.....	12
Measurement Framework.....	13

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. We've made a real difference by supporting various services, projects, and programs people turn to when they need help throughout the years. Through 2021, United Way of Broome County and its partners continued this work in response to the COVID-19 pandemic. 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 2021, United Way of Broome County officially adopted our Equity, Inclusion, and Justice statement, solidifying our commitment to building an inclusive and equitable community where everyone, including those historically marginalized, especially Black, Indigenous, and People of Color (BIPOC), has the resources needed to not only survive but thrive. We define equity as the intentional inclusion of everyone in society. As we move forward, we seek to align all aspects of our culture and business practices to this commitment, including our grantmaking and partnership efforts. In light of this commitment, our staff and volunteers have worked to intentionally integrate racial equity considerations into our application content and process.

We seek to support programs that address the root causes of inequities and create an equitable process that removes barriers for historically under-resourced organizations, such as those led by BIPOC. We are committed to listening, learning, and growing in this matter as we continue our equity journey.

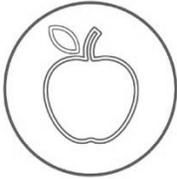
The mission of United Way of Broome County remains the same: To drive change that will have a positive impact on the critical needs of the community by strategically leveraging the collective resources of community partners. United Way of Broome County does this by bringing together organizations, people, 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.



Health: 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. For black Broome County residents, both diabetes-related hospitalizations and mortalities occur at over three times the rates of county residents as a whole. 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.

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 physical activity

Data Sources:
Broome County Department of Health; 2019
Center for Disease Control; 2017
National Council on Aging; 2018
New York State Department of Health; 2017



Education: 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. Although the graduation rate across Broome County is 86%, rates among Black and economically disadvantaged students are 71% and 76%, respectively. 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.

Data Sources:
Family Enrichment Network Community Assessment; 2020
NYSED; 2020

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: *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 \$57,696 annually, significantly greater than the U.S. poverty level of \$26,200. In Broome County, 44% of residents live below the ALICE threshold, 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%. However, the poverty rate is almost 40% for black residents. 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% if they have two children.

Key Strategies:

- Increase employment and advancement opportunities
- Provide mentorship programs
- Increase financial literacy programs
- Increase access to improved housing options

Data Sources:
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.



The challenge we face: 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 in 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.

Funding to support:

- Access to food
- Emergency shelter
- Domestic violence prevention
- Disaster relief and preparedness

Data Sources:
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 funding 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 www.hlcbroome.org 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.

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, 2023, and ending June 30, 2024. The funding awarded is contingent on the results of the 2022-2023 United Way of Broome County Annual Community Campaign results.

FUNDING REQUEST

2023-2024 applicants will not be able to apply for multi-year funding status for 2024-2025.

If the program was approved for multi-year funding during the 2022-2023 RFP cycle, please contact Lindsey Mott at lmott@uwbroome.org to access the supplemental application.

SUBMITTING AN APPLICATION

Interested applicants should follow the instructions at <https://www.uwbroome.org/nonprofit-fundingsp/>. **Applications are due Friday, January 27, 2023 at 3:00PM.**

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

If you wish to submit a hardcopy application, please contact Lindsey Mott at lmott@uwbroome.org for instructions.

APPLICATION QUESTIONS

PART ONE: LETTER OF INTENT *(Due by November 30, 2022)*

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 Quantity Measures and Results Indicators list found on page 13.

If your organization is interested in applying for multiple 2023-2024 funding programs, a LOI will need to be completed for **each** program to be considered.

The LOI is located at <https://www.uwbroomer.org/loi/>.

All LOIs must be submitted by **3:00PM on November 30, 2022**. Once submitted, United Way of Broome County staff will 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

Program Description

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.

Program Need

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.

Innovation

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

Impact

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.

Organizational Capacity

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.

Past Experience

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

Collaboration

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.

Sustainability

11. Will the program continue past the life of the grant? If so, what are the plans to sustain the program?
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? Please provide a specific dollar amount.

Evaluation Plan

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?

Inclusivity

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?

PART THREE: ATTACHMENTS

1. **Program Budget:** Provide an accurate, detailed program budget, a requirement of all applicants. Please submit the budget using the template available at https://docs.google.com/spreadsheets/d/1O1d7KSy_Gmp8F2-RUt7hEhktJFtMAwse/edit?usp=share_link&oid=101198730552943328715&rtpof=true&sd=true. Please ensure that the template is completed in full before submission. Programs applying must detail other planned funding, secured or otherwise.
2. **Agency Budget:** Provide the following agency budgets (please follow the example provided)...

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
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	225,000.00	222,000.00
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	222,000.00	214,400.00
Net Ordinary Income	3,000.00	7,600.00

- a. Prior year budgeted & actual
 - b. Current year budgeted & year-to-date
 - c. 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)
3. **Financial Statements:** 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:** Provide 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 https://docs.google.com/spreadsheets/d/1gZ29RSLhJwXomupdiVs5IZkc9RM-rSk6/edit?usp=share_link&oid=101198730552943328715&rtpof=true&sd=true.

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 investment plan that best addresses the United Way of Broome County building blocks. This, together with community information from United Way of Broome County staff, 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
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 (<i>attachment</i>)	5

INVESTMENT TIMELINE

November 7, 2022:	RFP Released
November 30, 2022:	Letters of Intent (LOI) due
January 27, 2023:	Funding applications due
May 2023:	United Way of Broome County notifies applicants of funding decisions and provides funding contracts to be signed
June 15, 2023:	Signed, completed funding contracts due
July 1, 2023:	2023-2024 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 the review process.

The session will take place on **November 16, 2022**, from **10:00 AM to 11:00 AM**.

For more information and to register, visit <https://forms.gle/kCD8kkzd6NdUzEPQA>.

OFFICE HOURS

United Way of Broome County staff will hold office hour opportunities on December 8, 2022. This will give prospective applicants a chance to ask questions about the application process. Prospective applicants are required to register for an appointment beforehand. If you schedule a virtual appointment, you will be provided with a link to access the meeting after registration.

To register, visit: <https://uwbroome.appointlet.com/s/office-hours/citeam>.

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
- 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

Funded organizations are required to complete regular reporting for each funded program through the online portal. The Partner Accountability Committee determines specific reporting requirements annually by organization. Mandatory quarterly reports may include:

- A narrative component that describes the progress of the program to date, any challenges faced during the reporting period, and goals for the next quarter
- A client success story (at least once per funding year)
- Metrics to demonstrate the effectiveness of programs/services through measurable outcomes using the measurement framework provided
- A program budget that demonstrates how funding has been expended to date
- Financial statements for the organization, including a budget to actual comparison

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 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 3rd-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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 Strategic Community Grants Program
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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-R13: % of youth (grades 9-12) served who have a decrease in disciplinary incidents, suspensions, and/or expulsions YS-R14: % 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