STRATEGIC PRIORITIES GRANTS PROGRAM REQUEST FOR PROPOSALS (RFP)

PROGRAM YEAR JULY 1, 2027 - JUNE 30, 2028

RFP Release Schedule

RFP Announcement:
Monday, November 2rd, 2026

Mandatory Virtual Information Session *– Please Pick One to Attend:*
Thursday, November 12th, 2026 from 9 AM – 10 AM
Tuesday, December 1st, 2026 from 6 PM – 7 PM

Letter of Intent Due Date:
Friday, December 4th, 2026 at 3:00 PM

Proposals Due:
Friday, January 22nd, 2027 at 3:00 PM

If your program was approved for multi-year funding during the 2026-2027 RFP cycle, please contact grants@uwbroome.org for access to the supplemental application.

Timothy Hafner, Director of Community Initiatives and Planning
United Way of Broome County
grants@uwbroome.org

Introduction 3
Strategic Priorities Grant Program 4
Application Requirements 7
Eligibility 9
Funding Period 9
Funding Request 9
Submitting An Application 10
Application Questions 11
Funding Process 14
Evaluation & Selection Process 14
Investment Timeline 14
Mandatory Information Session 14
Virtual Office Hours 15
Requirements of Funded Community Partners 15
Measurement Framework 16

INTRODUCTION

For over 100 years, United Way of Broome County has improved lives by creating opportunities for people to build a better future for themselves and their families. We have made a difference by supporting the services, projects, and programs people turn to when they need help. However, focusing on short-term solutions alone is not enough. The increasingly complex challenges facing our community require a shared long-term vision for Broome County's future.

In 2025, our Strategic Priorities Grant Program was updated to align with United Way Worldwide's refreshed priority areas. Now, as part of the continuous evolution of this work, the following request for proposals reflects our long-term commitment towards Broome, knowledge built from numerous conversations with community stakeholders, and a data-driven process that measures our effectiveness. For the 2027-2028 funding year, we maintain committed to our priority areas while recognizing that systemic issues require coordinated, cross-sector solutions.

We seek to support programs that address the root causes of inequities and create measurable systemic change. We are proud of the improvements made in several Broome County indicators, including decreases in:

- Potentially preventable hospitalizations
- Indicated reports of child abuse
- Chronic absenteeism amongst elementary, middle, and high-school students

However, other indicators have continued to move in the wrong direction. United Way of Broome County has measured increases in:

- Food, housing, and income insecurity
- Childcare gaps
- Adults reporting 14 or more days of poor mental health per month

While we reflect on the community's progress and on outcomes that have worsened, we will continue to convene partners to discover solutions and opportunities to collaborate around the issues that matter most to our friends and neighbors.

The mission of United Way of Broome County is: 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. We achieve 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 and inclusive community where all residents can access the resources needed to live healthy and fulfilling lives.

The Strategic Priorities Grants Program is comprised of the following priority areas:

1. Community Resiliency
2. Financial Security
3. Healthy Communities
4. Youth Opportunities

STRATEGIC PRIORITIES GRANT PROGRAM

Four pillars 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.



FINANCIAL SECURITY

Creating a stronger financial future for every generation.

Long-Term Outcomes:

1. Reduce the percentage of the population living below the ALICE threshold
   - Data: ALICE is an acronym that stands for Asset-Limited, Income Constrained, Employed. The ALICE population represents people in Broome County who may live above the poverty line, but do not have enough income to pay for their essential needs. The percentage of Broome County residents living below this threshold has gradually increased since 2010 to 43% in 2024.[1]

2. Reduce the percentage of renter-occupied units in which gross rent is 30% or more of household income
   - Data: In 2018-2022, 52.7% of Broome County residents spent 30% or more of their household income on rent. This rate has remained steady over the last 5 years.[2]

3. Reduce the percentage of the population who lacks adequate access to food
   - Data: The food insecurity rate has grown consistently in the past several years. In 2023, 15.2% of the population was considered food insecure.[3]

Key Strategies:

- Remove barriers to employment and provide opportunities for career education and skills development
- Increase access to resources and services that allow families to build wealth, including homeownership
- Increase the number of affordable housing units in Broome County
- Provide individuals access to short-term shelter to overcome the barriers that can get in the way of long-term stable housing
- Provide individuals access to food
- Increase access to benefits that decrease the cost of food and other essentials

Data Sources:

[1]1United for ALICE, New York County Reports, 2024

[2]NYSDOH, 2022 - https://apps.health.ny.gov/public/tabvis/PHIG_Public/chirs/reports/#county

[3]Feeding America, 2021 - https://map.feedingamerica.org/county/2023/overall/new-york/county/broome



HEALTHY COMMUNITIES

Improving health and wellbeing for all.

Long-Term Outcomes:

1. Reduce the rate of potentially preventable hospitalizations
   - Data: The rate of potentially preventable hospitalizations rose in Broome County to a peak of 146 per 10,000 in 2019. It has fallen now to its current rate of 110 per 10,000 population in 2022.[1]

2. Reduce the percentage of adults reporting 14 or more days of poor mental health per month
   - Data: In 2022, 19% of Broome County residents indicated that they experienced 14 or more days of poor mental health per month, a rate that has been growing by 1-2% per year since 2014.[2]

3. Reduce the rate of indicated reports of child abuse
   - Data: In 2023, Broome County had an indicated abuse/maltreatment rate of 26 per 1,000 children, double New York State's rate of 12.5 for the same period. This rate has been decreasing since 2020.[3]

Key Strategies:

- Increase access to healthcare and mental health resources by removing barriers to access, such as affordability, availability, awareness, and navigation
- Encourage healthy lifestyles through access to nutritious food and opportunities to exercise
- Provide caretakers with resources to support positive parenting practices and alleviate the impact of poverty

Data Sources:

[1]NYSDOH Prevention Agenda Dashboard, 2025 – https://apps.health.ny.gov/public/tabvis/PHIG_Public/pa/reports/#county

[2]CDC: PLACES: County Data Release, 2024 – https://data.cdc.gov/500-Cities-Places/PLACES-Local-Data-for-Better-Health-County-Data-20/swc5-untb/about_data

[3]NYSKWIC: Child Abuse/Maltreatment, 2023 – https://www.nyskwic.org/get_data/indicator_profile.cfm?subIndicatorID=107&indYear1=2020&indYear2=2023



YOUTH OPPORTUNITY

Helping young people realize their full potential.

Long-Term Outcomes:

1. Increase the percentage of children enrolled in early child care
   - Data: In 2023, licensed childcare providers only had enough slots to serve 27% of Broome County's infants and toddlers. This percentage has decreased over the last decade.[1]

2. Decrease the chronic absenteeism rate among elementary, middle, and high school students
   - Data: During the 2023-2024 school year, 26.3% of elementary and middle school students and 31.6% of high school students were considered chronically absent. This rate has declined since the 2021-2022 school year.[2]

3. Increase post-secondary preparedness by increasing the post-secondary enrollment rate and the percentage of each graduating class with a CDOS or CTE diploma
   - Data:
     - Of Broome County high school students who graduated in the 2023 calendar year, 61.5% enrolled within 16 months of graduation at a two or four year postsecondary institution. This rate is growing[3]
     - 4.1% of high school students who graduated in 2024 received either a CDOS or CTE diploma. There has been overall growth in this rate since 2017, but it has dropped from a rate of 6.3% in 2023.[4]

Key Strategies:

- Create resources for families that help reduce the cost of child care
- Increase the number of child care slots
- Create supports for child care center employees, especially those that assist in recruitment and retention
- Increase engagement of caregivers in their child's education
- Reduce the influence of barriers that keep students from attending school, especially those stemming from symptoms of poverty
- Engage students by providing needed academic support and opportunities for enrichment, and by fostering a safe environment at school
- Increase the preparedness of students for life post-graduation by engaging in planning, career education, and skills development

Data Sources:

[1]Family Enrichment Network, 2023 – https://familyenrichment.org/resource_files/Community%20Assessment%202024.pdf

[2]NYSED, 2023-2024 – https://data.nysed.gov/

[3]NYSED, 2023-2024

[4]NYSED, 2024

Community Resiliency

Addressing urgent needs today for a better tomorrow.

Community Resiliency strengthens our community's capacity to meet immediate needs during disasters while building the systems, relationships, and opportunities residents need to thrive. Although a disaster's immediate impact may be short-lived, its consequences can affect individuals, families, and entire communities for years. Flooding, extreme weather, pandemics, and economic downturns can destabilize housing, strain utility systems, disrupt food supply chains, and increase financial vulnerability. Addressing these challenges requires focused, proactive investment that strengthens community capacity before, during, and after crises.

With a history of repeated flooding, natural disaster is a constant risk to Broome County residents, especially those facing economic vulnerability. Residents living below the ALICE threshold, 43% of Broome County, face disproportionate risk during and after disasters.[1] This risk manifests as a greater exposure to flooding, extreme weather, utility shutoffs, food shortages, and prolonged recovery timelines following crises.[2][3][4]

Community Resiliency is further undermined by growing basic-needs insecurity. In Broome, one in seven individuals and one in five children are food insecure[5]. Demand for other forms of support has also increased. In 2026, 211 of the Susquehanna River Region has recorded a 174% rise in requests for utility assistance.[6]

Addressing these urgent crises and disaster needs is essential to immediate stability. It also creates the conditions in which Broome County residents and neighborhoods can come together during times of disaster and emerge stronger. The outcomes and strategies below support Broome's ability to prepare for, respond to, and recover from crisis.

***Data Sources**:*
[1]United for ALICE, New York County Reports, 2024
[2] Broome County, BC Housing Needs, 2024
[3] Environmental Protection Agency, Disproportionate Impacts, 2021
[4]SAMHSA, Greater Impact, 2017
[5]Food Bank of the Southern Tier, Service Statistics, 2025
[6]211 of the Susquehanna River Region - 211 Counts, 2026

Outcomes:

1. Improve community systems coordination, preparedness, and mitigation ability before disaster and crisis strike

2. Develop crisis response systems

3. Invest in recovery and stabilization programs for households and communities.

Key Strategies:

- Convening nonprofits, government, healthcare, and business partners to reduce duplication and close service gaps
- Supporting community planning for disasters and emergencies
- Investing in infrastructure, policies, and programs that reduce risk (e.g., flood mitigation, heat response, utility assistance planning), particularly for low-income and ALICE households
- Building nonprofit and community capacity to respond quickly and effectively
- Expanding and supporting food redistribution networks to ensure reliable access to nutritious food throughout Broome County during both emergencies and everyday hardship
- Coordinating rapid response during emergencies (natural disasters, public health crises, economic shocks)
- Mobilizing funding, volunteers, and cross-sector partners to meet urgent needs
- Helping communities rebuild, recover, and emerge stronger than they were before by:
    - Continuing to assist individuals and families
    - Strengthening support systems and resources

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, 2027, and ending June 30, 2028. The funding awarded is contingent on the results of the 2026-2027 United Way of Broome County Annual Community Campaign.

FUNDING REQUEST

Organizations may submit multiple applications across grant areas. However, an organization's total ask across all applications cannot exceed $100,000 for the 2027-2028 funding cycle. *Please note, collaborative requests written by multiple organizations do not count towards this cap.*

Organizations may apply for multi-year funding. The score earned under the 2027-2028 RFP application will carry through to the 2028-2029 RFP cycle (a complete application will not be needed for the 2028-2029 cycle). Multi-year applications must have strong intermediate outcomes and measurement details. Being awarded multi-year funding status does not guarantee a specific level of funding for the 2028-2029 grant year. Multi-year awardees must meet ongoing reporting requirements. If program goals are not met in the first funding cycle, the program's status as a multi-year awardee will be reviewed at that time.

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

If the program was approved for multi-year funding during the 2026-2027 RFP cycle, please contact grants@uwbroome.org to access the supplemental application.

COLLABORATIVE REQUESTS

Collaborative requests are defined as programs where multiple organizations are co-applying for funds from United Way of Broome County for shared initiatives and services. Should collaborative requests be funded, the organizations in question will be required to provide a Memorandum of Understanding between the collaborating organizations in addition to the other required contract materials. You must indicate that the request is collaborative as part of the Letter of Intent.

SUBMITTING AN APPLICATION
Interested applicants should follow the instructions at https://www.uwbroome.org/nonprofit-fundingsp/.

Applications are due Friday, January 22, 2027, at 3:00 PM.

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 grants@uwbroome.org for instructions.

APPLICATION QUESTIONS

PART ONE: LETTER OF INTENT *(Due by December 4, 2026)*

To be eligible for funding, new programs 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 measurement(s) from the Quantity Measures and Results Indicators list found on pages 17-20. If your organization is interested in applying for multiple 2027-2028 funding programs, a LOI will need to be completed for **each** program to be considered.

The LOI is located at https://www.uwbroome.org/loi/.

LOIs must be submitted by **3:00 PM on December 4th, 2026**. Once submitted, United Way of Broome County staff will contact you 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, including the specific activities to be undertaken over the course of the grant year.
   No Word Limit

Impact

2. Please describe the intended client population of this program. Are the intended clients of this program below the ALICE threshold (Asset-Limited, Income-Constrained Employed)? Please include local data to describe barriers your client population faces.
   Word Limit, 300

3. How will the program help achieve at least one outcome within your chosen priority area (see pages 4-8 in the RFP)?
   Word Limit, 500

Experience

4. What experience does your organization, staff, and volunteers have in executing this or a similar program? Please provide data if available.
   Please note: for programs currently or previously funded by United Way of Broome County, quantity measure and results indicator data from current or previous grant years will be scored as part of this question.
   Word Limit, 500

Collaboration

5. What other organizations are critical to the success of this program? Please describe relevant collaborative relationships that will contribute to program success (including government, for profit, and non-profit partnerships).
   Word Limit, 500

Evaluation Plan

6. What quantity measure and results indicator will be tracked? Refer to the measurement framework at the end of the RFP and choose one of each listed for the relevant pillar. Please provide a target number for each. How will these indicators be measured?
   Word Limit, 200

7. What data/client feedback will be gathered for program management purposes and how will it be used? What resources will the organization deploy to support the management and evaluation of the program/project?
   Word Limit, 300

Inclusivity

8. How does the organization ensure clients' voices are meaningfully represented?
   Word Limit, 300

9. How is your client population represented among your board, staff, and/or volunteers?
   Word Limit, 200

10. How does the program create opportunities to foster social connectedness and build social capital?
    Word Limit, 500

Budget

11. How much funding (please provide a specific dollar amount) must the program receive from United Way of Broome County to operate at all, even at a reduced capacity? What changes could be made to run the program at this reduced amount?
    Word Limit, 300

12. Provide an accurate, detailed program budget, a requirement of all applicants. Please submit the budget using the template available at https://www.uwbroome.org/nonprofit-fundingsp/. Please ensure that the template is completed in full before submission. Programs applying must detail other planned funding, secured or otherwise. Programs applying for multi-year funding must provide a program budget for both years.

PART THREE: ATTACHMENTS

1. **Program Budget:** *This will be evaluated as part of Question 12.* Provide an accurate, detailed program budget, a requirement of all applicants. Please submit the budget using the template available at https://www.uwbroome.org/nonprofit-fundingsp/. Please ensure that the template is completed in full before submission. Programs applying must detail other planned funding, secured or otherwise. Programs applying for multi-year funding must provide a program budget for both years

2. **Agency Budget:** Provide the following agency budgets (please follow the example provided):
    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)

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

	Budget Jul 19-Sept 19	Actual 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

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 $1,000,000), (b) an independent CPA's review report and financial statements (between $250,000 and $999,999), 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://www.uwbroome.org/nonprofit-fundingsp/.

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 pillars of United Way of Broome County. 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	**15**
Impact	**20**
Experience	**15**
Collaboration	**10**
Evaluation Plan	**15**
Inclusivity	**15**
Program Budget	**10**

INVESTMENT TIMELINE

November 2, 2026:	RFP Released
December 4, 2026:	Letters of Intent (LOI) due
January 22, 2027:	Funding applications due
May 2027:	United Way of Broome County notifies applicants of funding decisions and provides funding contracts to be signed
June 16, 2027:	Signed, completed funding contracts due
July 1, 2027:	2027-2028 funding cycle begins

MANDATORY INFORMATION SESSION

United Way of Broome County will hold two virtual information sessions to offer organizations the opportunity to learn more about the Strategic Priorities Grants Program, the application, and the review process. **Applicants are required to have a representative attend one of these sessions to be eligible to apply for funding.** These sessions will take place **virtually on November 12th, 2026, from 9 AM to 10 AM** and **December 1nd, 2026, from 6 PM to 7 PM.**

You can register for a virtual session here: https://forms.gle/qyD1Uq2Me9vqaJG46.

VIRTUAL OFFICE HOURS

United Way of Broome County staff will hold virtual office hours on December 10th, 2026. 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: https://appt.link/meet-with-united-way-uwbc-dCI0p2FX/united-way-office-hours.

Please note: United Way of Broome County staff will not provide feedback on your funding application during this time. Additionally, staff will be unable to offer feedback about previous applications at this time.

REQUIREMENTS OF FUNDED COMMUNITY PARTNERS

Please note, that 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 on each pillar, at least once per funding year, for each funded program
- Run a diligent workplace campaign in support of United Way of Broome County
- 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

QUARTERLY REPORTING

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 and a balance sheet

MEASUREMENT FRAMEWORK

The total impact of United Way of Broome County and all its funded community partners is greater than that of 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 funded community partners must collaborate to effectively measure and consistently communicate shared value to the community. The Measurement Framework was developed to measure and communicate the aggregate impact on the community.

Data collected in the Measurement Framework will be aggregated across all funded community partners 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 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 of 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 a funding application. Given the importance of aggregating data across the community, United Way of Broome County will consider only organizations submitting applications aligned with the Measurement Framework. When completing a funding application, organizations should follow the steps below to select the appropriate **Quantity Measure** and **Results Indicator** for their program.

- **Quantity Measures** are listed under each pillar. Review the Quantity Measures below and select **<u>one</u>** that the program will track and report on during the grant period.

  Results Indicators are listed under each pillar. Review the Results Indicators in the same pillar as the Quantity Measures selected in step 1 and select **<u>one</u>** that the program will track and report on during the grant period. **<u>Please note:</u>** Programs selecting the quantity measures CR-Q1, CR-Q4, or FS-Q10 do not need to select a results indicator, but are encouraged to if they believe a Results measure is applicable or appropriate.

Pillar: Community Resiliency (CR)	
Outcome 1: Improve disaster preparedness, response, and recovery for Broome County residents	
Outcome 2: Improve weatherization and reduce energy burdens of homes in Broome County	
Outcome 3: Improve food access in Broome County	
Quantity Measures (Q)	CR-Q1: # individuals served whose immediate needs are met following a disaster (housing, medical, transportation, etc.) CR-Q2: # individuals served whose long-term needs are met following a disaster (mental health, financial assistance/counseling, education supports). CR-Q3: # of households served with the aim to reduce economic burdens and help improve disaster preparedness CR-Q4: # of meals provided to individuals in crisis
Results Indicators (R)	CR-R1: % of individuals adversely impacted by disaster and served who regain stability CR-R2: % of individuals served who report improvements in living expenses and housing conditions as a result of home improvements CR-R3: % of households served who reduce economic burdens and help improve disaster preparedness

Pillar: Financial Security (FS)	
Outcome 1: Reduce the percentage of the population living below the ALICE threshold	
Outcome 2: Reduce the percentage of renter-occupied units in which gross rent is 30% or more of household income	
Outcome 3: Reduce the percentage of the population who lacks adequate access to food	
Quantity Measures (Q)	FS-Q1: # of individuals served who receive job skills training FS-Q2: # of individuals who receive services related to housing FS-Q3: # of individuals who accessed financial services, products, and education (e.g., free tax prep, savings accounts, public benefits) FS-Q4: # of individuals provided employment services FS-Q5: # of individuals in programs designed to increase their wages FS-Q6: # of individuals in programs designed to increase their disposable income by accessing benefits and/or lowering their costs FS-Q7: # of individuals in programs designed to earn job-relevant licenses, certificates, and/or credentials FS-Q8: # of individuals served in programs designed to reduce homelessness, obtain affordable housing, or home ownership FS-Q9 # of individuals in crisis that are provided access to healthy food and nutrition FS-Q10: # of meals provided to individuals in crisis
Results Indicators (R)	FS-R1: % of individuals served who gain employment FS-R2: % of individuals served who access transportation that were not able to before FS-R3: % of individuals served who increase their wages FS-R4: % of individuals who increase their disposable income by accessing benefits and/or reducing their costs FS-R5: % of individuals served who earn job-relevant licenses, certificates, and/or credentials FS-R6: % of individuals served who obtained affordable, stable housing (rental), or home ownership

Pillar: Healthy Communities (HC)	
Outcome 1: Reduce the rate of potentially preventable hospitalizations	
Outcome 2: Reduce the percentage of adults reporting 14 or more days of poor mental health per month	
Outcome 3: Reduce the rate of indicated reports of child abuse	
Quantity Measures (Q)	HC-Q1: # of individuals served participating in physical activity HC-Q2: # of individuals served receiving access to healthy food or participating in nutrition programs HC-Q3: # of individuals served with access to healthcare services and supports HC-Q4: # of individuals served with access to health insurance HC-Q5: # of individuals served with access to mental health services HC-Q6: # of individuals participating in activities to increase socialization HC-Q7: # of parents/caregivers of children provided with information, resources, tools, trainings, and/or teaching skills to support positive parenting practices and alleviate the impact of poverty
Results Indicators (R)	HC-R1: % of individuals reporting improved access to healthcare services HC-R2: % of children/adults served who eat healthier, increase their physical activity, and/or move towards a healthy weight HC-R3: % of individuals who report an improvement in emotional and mental health HC-R4: % of youth/adults served who avoid or reduce risky behaviors (e.g. alcohol, drug abuse, unprotected sexual activity) HC-R5: % of individuals reporting less social isolation/loneliness HC-R6: % of individuals reporting an improvement in neighborhood safety and connectedness HC-R7: % of parents/caregivers engaged in their child’s development

Pillar: Youth Opportunity (YO)	
Outcome 1: Increase the percentage of children enrolled in early child care	
Outcome 2: Decrease the chronic absenteeism rate among elementary, middle, and high school students	
Outcome 3: Increase post-secondary preparedness by increasing the post-secondary enrollment rate and the percentage of each graduating class with a CDOS or CTE diploma	
Quantity Measures (Q)	YO-Q1: # of children (0-5) enrolled in high-quality early childhood programs YO-Q2: # of families, caregivers served that are provided with information, resources, tools, trainings, and/or teaching skills to support their child's development (birth - 21) YO-Q3: # of children served receiving literacy supports in K-3 YO-Q4: # of elementary/middle/high school youth served who participate in school and/or community-based out-of-school time programs and/or receive individualized supports YO-Q5: # of youth served who receive job skills training YO-Q6: # of youth provided with employment services
Results Indicators (R)	YO-R1: % of children (0-5) served who achieve developmental milestones YO-R2: % of children served (ages birth-5) receiving intervention services as a result of the detection of developmental delays YO-R3: % of children served who are proficient on school readiness assessments by the end of their kindergarten year YO-R4: % of children (K-3) served reading at grade level YO-R5: % of children/youth served who maintain satisfactory or improve school attendance YO-R6: % of middle school/high school youth served who earn passing grades in core subject areas YO-R7: % of middle/high school youth served who develop soft skills YO-R8: % of middle school youth served who transition from middle to high school on time YO-R9: % of youth (ages 15-24) served who gain employment YO-R10: % of youth served who graduate high school on time YO-R11: % of youth served who gain post-secondary employment, further education or credentials