



United Way of Marathon County

UnitedWayMC.org

2020-2022 Request for Proposals (RFP)

For more information, please contact Community Impact Directors:

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United Way of Marathon County (UWMC) is pleased to release the 2020-2022 Community Impact Request for Proposals (RFP). The RFP process is open to all 501(c)(3), nonprofit organizations serving Marathon County that meet eligibility requirements.

Grants will be awarded through a competitive application process. Applications will be evaluated by a dedicated group of United Way volunteers (Impact Teams), with final grant decisions made by the United Way Board of Directors.

Background:

Funding priorities were established through many years of community input and continued community conversations, planning, and research at the local, state, and national level. These processes resulted in United Way of Marathon County seeking applications from nonprofit organizations that provide programs in alignment with the focus areas below:

Impact Area	Focus Areas/Outcome Statements
Education	Improve school readiness.
	Improve academic performance and career readiness.
Income	Improve food security and increase safe & affordable housing.
	Increase skills to improve financial stability.
	Increase skills to obtain employment and/or improve wages.
Health	Decrease relationship violence and sexual assault.
	Improve mental health.
	Reduce alcohol and drug abuse.
	Improve seniors' ability to live independently.

This RFP represents ONE way United Way adds value to the community and fulfills our mission:

To unite people and agencies in Marathon County to build a stronger community and strategically invest in education, financial stability and health priorities to improve lives now and into the future.

To create greater impact United Way performs five major roles to lead the community in:

- **Evaluating** needs by collecting data and monitoring results (LIFE report)
- **Convening** agencies and people to work together toward shared goals (coalitions)
- **Investing** in high-quality local agency programs with proven results (this RFP process)
- **Mobilizing volunteers** and implementing initiatives to support education, income and health priorities (initiatives and affinity groups)
- **Connecting people** to resources to get and give help (2-1-1, Volunteer Connection and RSVP)

As stated in our mission, our focus is to improve lives now and into the future. This means proposals will be funded that both get to the root cause (primary and secondary prevention) as well as those that help people in tough times get back on a path to success (intervention or tertiary prevention). While there is no pre-determined dollar amount or formula for any one priority area, the long-term goal is to shift focus slightly more to root cause solutions.

How to Apply:

All applications must be submitted online through e-CImpact.

All you need to access e-CImpact is a computer with an internet connection and current version of a web browser (example: Internet Explorer, Firefox, Chrome, Safari).

- For instructions on how to register and set up your agency's profile on e-CImpact, please see your packet provided at the RFP Information Session or contact Amanda or Tara (see cover).
- Once you've set up an account, direct access to the Agency e-CImpact website is:
<https://agency.e-cimpact.com/login.aspx?org=53485F>

Please bookmark the address to easily access e-CImpact at your convenience. An e-CImpact Training Manual is available for download in the Resource section of the e-CImpact website. The Training Manual walks you through the application and includes helpful screenshots.

Timeline/Deadlines:

- **January 18, 2019, by 5:00 p.m.:** Letter of Intent due, including eligibility documents.
- **January 25, 2019, at 8:00 a.m.:** Access to full program proposal given to eligible programs in alignment with focus areas after review of Letter of Intent.
- **March 15, 2019, by 5:00 p.m.:** Full program proposal due.
- **March – July 2019:** Applications reviewed by Impact Teams, which may include follow-up questions for programs and/or site visits.
- **August 2019:** Funding decisions approved by United Way Board of Directors and announced.
- **January 2020:** Funding begins. Partner Agency Agreement must be signed and submitted before monthly allocations begin.

Grant distribution period is January 1, 2020-December 31, 2022. If your program is a recipient of a 3-YEAR GRANT - the grant is a FUNDING PLAN AND NOT A PROMISE OR GUARANTEE.

Grants are approved annually based on program performance and United Way's ability to finance the plan with unrestricted campaign revenue. United Way is committed to raising the funds to fulfill these grants, but there is **NO GUARANTEE** that we will be able to fully fund the plan. **In these changing times, annual adjustments may be needed.** Every effort will be made to provide agencies with notification of the grant amount by each November for grants beginning in January, but grants are subject to change at any time.

Priority Populations & Measures by Focus Area

United Way of Marathon County's focus areas represent long-term community goals and will take all of us working together to improve lives in Marathon County. Priority populations to be served and measures to be reported on per focus area are listed below. Programs are required to report on a minimum of two Outputs AND a minimum two Indicators from the Focus Area's list below but are encouraged to report all measures applicable to program.

Output Note: At the time of application, you will select your Outputs and enter target numbers. You will also describe your measurement tool/method for each Output. At the time of Mid-Year and Year-End Reporting, you will then report the actual numbers for the selected Outputs.

Indicator Note: At the time of application, you will select your Indicators and enter target numbers for number of clients to be served, number of clients to be measured/tracked, and number of clients to achieve outcome. The percentage achieved will calculate automatically. You will also describe your measurement tool/method for each Indicator. At the time of Mid-Year and Year-End Reporting, you will then report the actual numbers for the selected Indicators.

FOCUS AREA: Education – Improve school readiness.

Priority populations to be served:

- Children birth to six years of age and their families who experience barriers related to:
 - Access to quality child care
 - Continuity of quality child care
 - Ethnicity, gender, disability, or socioeconomic status (at/below 200% Federal Poverty Level)
- Caregivers/Parents of children birth to six years of age

Measures: Programs are required to report on a minimum of two Outputs AND a minimum two Indicators from the list below but are encouraged to report all measures applicable to program.

- **Outputs:**
 - # of children served
 - # early childhood staff trained to provide quality programming
 - # of hours spent reading to children
 - # of parents/caregivers served that are provided with information, resources, trainings and or parenting skills
- **Indicators:**
 - # and % of children served that are meeting developmental milestones as demonstrated by age appropriate screener
 - # and % of children served who are proficient on school readiness assessments by the end of their kindergarten year
 - # and % of parents/caregivers that demonstrate an increase in knowledge & parenting skills
 - # and % of parents who report reading to their child each day

FOCUS AREA: Education – Improve youth academic performance and career readiness.

Priority populations to be served:

- Youth that demonstrate one or more of the following characteristics:
 - Failing or not progressing academically
 - Behavioral problems
 - Inability to maintain or are lacking positive relationships
 - Experiencing barriers related to ethnicity, gender, disability or socioeconomic status (at/below 200% Federal Poverty Level)

Measures: Programs are required to report on a minimum of two Outputs AND a minimum two Indicators from the list below but are encouraged to report all measures applicable to program.

- **Outputs:**
 - # of elementary/middle/high school youth served
 - # of children served receiving literacy supports in K-3
 - # of 1:1 volunteer mentor matches/relationships
 - # of mentoring hours
 - # of youth participating in life/job skills trainings/workshops
 - # of youth (ages 15-24) served who gain employment, internship or apprenticeship
- **Indicators:**
 - # and % of youth demonstrating an increase of protective factors
 - # and % of youth developing at least one positive relationship with an adult
 - # and % of youth that maintain or improve their grade point average
 - # and % of youth who maintain satisfactory or improve school attendance
 - # and % of youth that transition from current grade level to next grade level on time
 - # and % of youth that decrease behavioral incidents

FOCUS AREA: Financial Stability - Increase skills to improve financial stability.

Priority Populations:

- Families with children with income at/below 200% Federal Poverty Level
- Individuals and families with income at/below 200% Federal Poverty Level

Measures: Programs are required to report on a minimum of two Outputs AND a minimum two Indicators from the list below but are encouraged to report all measures applicable to program.

- **Outputs:**
 - # clients participating in financial education programming (budgeting, improving credit scores, reducing debt, increasing savings, etc.)
 - # clients who complete entire multi-session financial literacy program
 - # case management hours
 - # group financial education classes held
 - # clients screened/assessed for eligibility for public benefits (SNAP/FoodShare, W.I.C., etc.)
- **Indicators:**
 - # and % of previously unenrolled clients newly enrolled in public benefits for which they are eligible (I.E. - SNAP/FoodShare, free school meals, Section 8 housing, etc.)
 - # and % of clients who've increased savings/assets
 - # and % of clients who've reduced their debt and/or expenses
 - # and % of clients who spend less than 30% of income on housing
 - # and % of clients who've improved their credit score
 - # and % of previously unbanked clients who establish an account at a bank, credit union, or other mainstream financial institution
 - # and % of client households who maintain their budget as defined by paying all household/utility bills on time for three or more consecutive months

FOCUS AREA: Financial Stability - Increase skills to obtain employment and/or improve wages.

Priority Populations:

- Families with children with income at/below 200% Federal Poverty Level
- Individuals and families with income at/below 200% Federal Poverty Level

Measures: Programs are required to report on a minimum of two Outputs AND a minimum two Indicators from the list below but are encouraged to report all measures applicable to program.

- **Outputs:**
 - # clients enrolled in job skills training or other workforce development program
 - # clients enrolled in post-secondary education to earn a credential, certification, 2-year or other degree
 - # clients previously without a HS diploma who earn a diploma, GED or other HS equivalent
 - # case management hours
 - Average hourly wage at job placement
- **Indicators:**
 - # and % of clients who complete job training or other workforce development program
 - # and % of clients who earn job-relevant licenses, credentials, certificates, or 2-year+ degrees
 - # and % of clients who gain employment
 - # and % of clients who retain employment for at least six months
 - # and % of individuals served who increase their wages

FOCUS AREA: Financial Stability - Improve food security and increase safe & affordable housing.

Priority Populations:

- Families with children with income at/below 200% Federal Poverty Level
- Individuals and families with income at/below 200% Federal Poverty Level

Measures: Programs are required to report on a minimum of two Outputs AND a minimum two Indicators from the list below but are encouraged to report all measures applicable to program.

- **Outputs:**
 - # requests for food assistance met (food pantries, backpack programs, etc.; NOT congregate meals)
 - # meals served (community meals including after-school meals)
 - # clients provided information about public benefits for which they may be eligible (SNAP/FoodShare, free school meals, Section 8 housing, etc.)
 - # clients screened/assessed for eligibility for public benefits (SNAP/FoodShare, free school meals, Section 8 housing, etc.)
 - # case management hours
 - # clients who stayed in emergency shelter
 - # nights shelter provided
 - # clients who receive rent or mortgage assistance
- **Indicators:**
 - # and % of clients who report food assistance has helped them avoid having to choose between food and other basic necessities (e.g., housing, utilities, transportation, health care)
 - # and % of clients who report increased access to healthy/nutritious foods
 - # and % of previously unenrolled clients newly enrolled in public benefits for which they are eligible (I.E. - SNAP/FoodShare, free school meals, Section 8 housing, etc.)
 - # and % of clients who spend less than 30% of income on housing
 - # and % of clients who avoid foreclosure, eviction or homelessness
 - # and % of clients who move into safe and permanent housing
 - # and % of clients who maintain safe and permanent housing for at least three months after placement

FOCUS AREA: Health – Reduce alcohol and drug abuse.

Priority Populations:

- Children (Birth – Age 17)
- Individuals and families who experience barriers to care related to health insurance or socioeconomic status (at/below 200% Federal Poverty Level.)

Measures: Programs are required to report on a minimum of two Outputs AND a minimum two Indicators from the list below but are encouraged to report all measures applicable to program.

• Outputs:

- # adult clients (Age 18+)
- # youth clients (Age Birth - 17)
- # clients served with access to healthcare insurance
- # uninsured clients
- # clients served using sliding-fee scale
- # individual counseling sessions
- # group counseling sessions/meetings

• Indicators:

- # and % of clients who feel supported in recovery
- # and % of clients with eight or more sessions who have achieved the majority of their treatment goals
- # and % of clients no longer abusing alcohol or other drugs at discharge from service
- # and % of clients who have learned skills to cope with problems without turning to drugs/alcohol
- # and % of clients who have developed a relapse prevention plan
- # and % of clients who improve decision-making skills by completing a prevention program

FOCUS AREA: Health – Improve mental health.

Priority Populations:

- Children (Birth – Age 17)
- Individuals and families who experience barriers to care related to health insurance or socioeconomic status (at/below 200% Federal Poverty Level)

Measures: Programs are required to report on a minimum of two Outputs AND a minimum two Indicators from the list below but are encouraged to report all measures applicable to program.

• Outputs:

- # adult clients (Age 18+)
- # youth clients (Age: Birth - 17)
- # individuals served with access to healthcare insurance
- # uninsured clients
- # clients served using sliding-fee scale
- # individual sessions
- # group sessions

• Indicators:

- # and % of clients with eight or more sessions who have achieved the majority of their treatment goals
- # and % of clients experiencing fewer troublesome mental, emotional and/or behavioral symptoms
- # and % clients who indicate an improvement in quality of life
- # and % of clients who improve their level of functioning
- # and % of clients who make progress toward individual treatment goals
- # and % of clients who report their issues have resolved or improved

FOCUS AREA: Health – Decrease relationship violence and sexual assault.

Priority Populations:

- Children (Birth – Age 17)
- Victims of relationship violence and sexual assault
- Abusers/perpetrators

Measures: Programs are required to report on a minimum of two Outputs AND a minimum two Indicators from the list below but are encouraged to report all measures applicable to program.

- **Outputs:**
 - # adult clients served (Age 18+)
 - # youth clients served (Age Birth - 17)
 - # clients provided with information on programs and services available to meet their needs
 - # supervised visits provided
 - # victims offered legal advice/counsel
 - # community members (not clients) provided with education about healthy relationships, relationship violence, sexual assault and consent
- **Indicators:**
 - # and % of offenders who have not re-offended two years after completion of treatment program
 - # and % of clients with legal representation who receive a favorable result
 - # and % of clients/individuals who gain knowledge about safe and healthy relationships, including consent
 - # and % of clients who have developed a safety plan
 - # and % of victims who access services after initial contact
 - # and % of clients/individuals who indicate an increased knowledge of community resources available to support the safety of myself and those around me

FOCUS AREA: Health – Improve seniors' ability to live independently.

Priority Population: People who are 60+ years of age living at/below 200% Federal Poverty Level.

Measures: Programs are required to report on a minimum of two Outputs AND a minimum two Indicators from the list below but are encouraged to report all measures applicable to program.

- **Outputs:**
 - # meals delivered
 - # clients receiving support accessing food (meal/groceries delivered, transportation to grocery store)
 - # clients receiving home safety assessments
 - # home safety apparatus installations
 - # roundtrip transports provided for routine medical care (doctor's appt., pharmacy, etc.)
- **Indicators:**
 - # and % of clients who feel less socially isolated
 - # and % elderly or disabled who indicate improved food security due to meal/grocery delivery or transportation to grocery store
 - # and % of elderly or disabled receiving in-home support services report they improved their ability to remain in their home
 - # and % elderly or disabled receiving transportation for medical services report they maintained or improved their health
 - # and % of clients with home safety apparatus installed who feel their equipment has helped to prevent a fall or injury

Letter of Intent (LOI):

Submission Deadline: Friday, January 18, 2019, by 5:00 p.m. Late LOIs will not be accepted.

The Letter of Intent will:

- Allow for an initial screening by United Way staff to ensure agency meets eligibility requirements and program aligns with United Way Focus Area.
- Provide United Way volunteers and staff with time to prepare for the quantity and types of proposals to be reviewed.
- Allow United Way an opportunity to seek out proposals should there be a gap in addressing a desired focus area.

Sections of the LOI:

Agency Level: Agency-level information will only need to be entered once for your agency and will automatically be connected to each of your programs. Agency-level information includes contact information, mission and organization budget for 2019 and 2020. You will also need to indicate compliance with the Patriot Act.

To be a United Way grant recipient, an agency must meet the **eligibility requirements** below and submit the following documentation as part of the Letter of Intent:

- IRS 501(c)(3) Tax Determination/Authorization Letter.
- IRS Form 990 (most recent).
- Annual Audit or Review of Finances: An annual audit by an independent certified public accountant that complies with generally accepted auditing and accounting standards. Unless the agency has a total budget of less than \$499,999.00, then the agency is required to submit an annual review of its financial affairs by a qualified independent source.
- Documentation that shows your agency is regularly convening a voluntary local board of directors or an advisory board/committee. Include a meeting schedule and membership roster showing the members' terms of service, expertise, board position and contact information.
- Your agency's non-discrimination policy that shows you provide services to the residents of Marathon County without regard to social and economic class, gender, ability, race, religious group, and sexual orientation. Agencies with a religious affiliation must not refuse services to an applicant based on religion or require attendance at religious services as a condition of assistance.

Program Level: Program-level information will need to be completed for each program applying for funding. In addition to Program Name, Program Contact, Brief Summary and Amount Requested (per year), you will answer the following questions:

- Is this program being implemented by multiple organizations under a fiscal agent? If yes, please list the organizations that would receive funding under this program request, if awarded.
- Is this a new service or an existing program? If this is an existing program, how long has it been underway?
- Has this program previously received United Way of Marathon County Funding? If yes, when was it last funded by United Way of Marathon County and how much was the funding from United Way of Marathon County?

Full proposal:

The Full Proposal opens to eligible programs at 8:00 a.m. on Friday, January 25, 2019.

Submission deadline: Friday, March 15, 2019, by 5:00 p.m. Late applications will not be accepted.

Sections of the Full Proposal:

Agency Level: Agency-level information will only need to be entered once for your agency and will automatically be connected to each of your program applications. In addition to confirming agency-level information provided in the Letter of Intent, you will respond to the following:

- Does your organization intend to have a capital campaign in the next three years? If yes, how much does your organization plan to raise through the capital campaign, and how would the funds raised through the capital campaign be used?

Program Level: Provide information/responses for each of the following for each program for which you plan to apply for funding:

- How does your program fit within the grant focus area in which you are applying?
- Program Measures & Evaluation: Programs are required to report on a minimum of two Outputs AND a minimum of two Indicators from the list provided for the Focus Area of alignment but are encouraged to report all measures applicable to program.
- How will your program serve the priority populations noted for this focus area?
- Describe program strategy(ies) and include any documentation/reference as to if strategy(ies) are considered an evidence-based practice.
- Are there similar programs in Marathon County? If yes, how is your program different, and why is it needed?
- Provide a summary of primary program activities to take place during the first quarter of year one of the funding cycle. Repeat for second quarter, third quarter and fourth quarter of year one.
- If program elements will change or evolve in years two and/or three of funding cycle, please describe anticipated changes.
- Are you collaborating with other organizations to meet the particular need met by your program? If yes, name other organizations participating in the program and describe their roles.
- What issue-related community coalition(s), committee(s), or group(s) do you (your program staff) participate in? Please list and describe your involvement.
- Key Program Staff 1: Please list key program staff member, their title, their qualifications, time allotted to the program per week, and their roles/duties in the program. Repeat option for Staff 2, Staff 3 and Staff 4.
- Other than your key staff members, what other resources are needed to make your program a success? Please describe.
- Program Budget: Enter your PROGRAM'S budget for 2019 and 2020.
- Program Budget Narrative: If any significant variances in your budget from one year to the next or significant surplus or deficit in your program's budget, explain those items.
- Other Funding Sources: Provide the top five additional funding sources (foundations, corporations, etc.) that have been or will be approached for program support.

Evaluation of Applications

Impact Team members complete a scorecard at the beginning of the evaluation process as a guide to help them rank and discuss proposals. The scorecard contains five sections with three items per section. Each section is worth an equal amount (20% of score).

Section 1- Outcomes:

- The program has acceptable targeted service numbers.
- The program has acceptable targeted achieved percentage rate.
- The program has acceptable measurement tools/methods.

Section 2 - Program Design:

- The program aligns with the RFP Focus Area and priority population(s) to be served.
- The program provides a comprehensive, clear and understandable overview of the program's activities.
- The program uses evidence-based strategies.

Section 3 – Collaboration:

- The program effectively collaborates with community partners to meet clients' needs.
- Program staff member(s) are actively involved with issue-related coalitions/groups.
- The program makes an effort to avoid unnecessary duplication of service.

Section 4 – Capacity:

- Key staff member(s)/provider(s) have adequate experience, knowledge and track record to ensure the program's success.
- The program has adequate staffing (FTEs) and/or volunteer support.
- The agency has the ability to successfully implement the program.

Section 5 - Financial / Budget

- The agency has other financial resources for the program.
- The amount of funding requested is reasonable and justified based on the size, scope and scale of the program.
- I am confident and comfortable that the funding would be used wisely, responsibly and effectively.

During the evaluation process, Impact Team volunteers may have questions about the program. Written responses will become an addendum to a program's application. Impact Teams may also request site visits or meetings with a program representative.

Reporting Requirements of Funded Partner Programs

All United Way funded programs will be required to track and report on the outputs and indicators selected and approved during RFP process. Completed reports must be submitted to United Way of Marathon County on the due dates and for specified timeframes listed below.

Report	Specifications	Due Date
Six-month and year-end progress reports	<p>At each reporting period:</p> <ul style="list-style-type: none"> • Provide actual numbers for time period for outputs and indicators selected and approved during RFP process • Provide a program success story • Provide narrative updates <p>*During year-end reporting only:</p> <ul style="list-style-type: none"> • Provide client demographics: age, gender, race/ethnicity, zip code, and income (% Federal Poverty Level) 	<p>July 31, 2020</p> <p>*January 29, 2021</p> <p>July 30, 2021</p> <p>*January 31, 2022</p> <p>July 29, 2022</p> <p>*January 31, 2023</p>

United Way reserves the right at any time to request additional information beyond a progress report to ensure dollars are being used as identified in the funded program proposal.

Any changes to a funded program after grant funding has begun must be submitted in writing to the United Way office within 30 days of the agency becoming aware of the change. In the written notification include: what change has been made, why the change was made, and what (financial and functional) effect the change will have on the program. Impact Teams may require the submission of an updated program proposal if the change is significant. If an Impact Team deems the change significant enough to affect the program's ability to achieve target measures, allocations may be withheld until a decision is reached by the United Way Board of Directors regarding the grant.