UNITED WAY OF CENTRAL MASSACHUSETTS

2019-20 Request for Proposals

General Information and Application Instructions
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I. General Information

Introduction
United Way’s vision for Central Massachusetts is to LIVE UNITED by investing in educational opportunities, supporting strong families and building healthy communities. For almost 100 years United Way has been connecting people and resources to improve the community. As we approach our 100th anniversary in 2020, United Way of Central Massachusetts (UWCM) seeks to promote comprehensive service delivery systems and to support organizations that have or intend to create formal, intentional collaborations with counterpart agencies or programs. Our work will be organized around education, family stability, and health with the ultimate desire that ALL children succeed. We also remain aware of the need to help people of all ages with the critical issues of today. This is the core of what United Way has done for nearly a century and meeting the immediate basic needs of the most vulnerable among us remains a key part of our work.

Timeline and Time Frame for Availability of Funds
This Request for Proposals (RFP) seeks applications in the following areas:

- Creating Community Change grants, also known as C3 grants
- Community Safety Net grants

The deadline to apply is January 27, 2020 by 4 pm.

United Way will offer two information sessions for this process: December 17 & 18 from 3-5 PM. These meetings will take place at the United Way offices on 340 Main Street, Worcester, Suite 300. Attendance is not required. Please RSVP to Kerry Conaghan if you plan to attend one of the sessions.

Both C3 and Safety Net are two-year grants with funding beginning on October 1, 2020 and ending on September 30, 2022. The second year of funding is contingent upon UWCM Campaign receipts and successful implementation of programming on the part of the funded agency.

Funding Range for Grant Awards
UWCM determines its funding pool amount based on its annual Campaign. Grant requests must fall within the $15,000 to $90,000 range to be considered.

Eligibility Criteria
UWCM has identified some basic criteria which agencies must meet in order to apply for funding. Every organization/program/collaborative meeting all the criteria specified below is welcome to apply for UWCM funds.
Eligibility, cont.

**Geographic Area:** The proposed program must have a physical location within the UWCM service area and provide services to individuals residing within one or more of the cities/towns listed. The organizational applicant may have an address outside of the UWCM service area.

The following communities are included in the UWCM service area:

- Auburn
- Barre
- Brookfield
- Boylston
- Douglas
- East Brookfield
- East Douglas
- Grafton
- Holden
- Hubbardston
- Leicester
- Millbury
- New Braintree
- Northbridge
- Northboro
- North Brookfield
- Oakham
- Oxford
- Paxton
- Princeton
- Rutland
- Spencer
- Sterling
- Shrewsbury
- Sutton
- Upton
- Uxbridge
- West Boylston
- West Brookfield
- Worcester

**Restrictions on the use of UWCM Funds:** UWCM funds may not be used for capital purposes, endowments, debt reduction, and campaigns to elect candidates or promote a partisan cause, supplanting existing ongoing organization operations, or programs that promote religious or sectarian activities, such as religious worship, instruction, or proselytizing.

**Partner Agency Criteria (Appendix A):** The Partner Agency Criteria lists all the requirements for a funding partnership with United Way of Central Massachusetts.

**Fundraising and Promotions Policy (Appendix B):** The Fundraising and Promotions Policy lists selected actions for funded organizations to implement in order to advance their partnership with UWCM.
II. Description of Funding Focus Areas

CREATING COMMUNITY CHANGE (C3) Grants

United Way of Central Massachusetts (UWCM) wants all children and youth to succeed to improve the community. United Way realizes that there are many barriers to achieving this vision for all children and youth, including the overwhelming impacts of poverty, societal injustices and missed opportunities for optimum engagement. To address these challenges, UWCM strives for all children to receive a 21st century education that encompasses learning and supports at home, in school and within the community; in order to be ready for college, career and life; have the best possible physical health and wellness; and for all families to be economically stable and resilient.

Preference will be given to applications that demonstrate an extraordinary level of formal collaboration and/or comprehensive scope of service which reach one or more of the intersections between education, health and family stability.

United Way will entertain proposals in the following impact areas to advance this work:

<table>
<thead>
<tr>
<th>EDUCATION</th>
<th>HEALTH</th>
<th>FAMILY STABILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>⇒ Early Childhood Development</td>
<td>⇒ Healthy Eating</td>
<td>⇒ Workforce Development</td>
</tr>
<tr>
<td>⇒ Youth Development</td>
<td>⇒ Physical Activity and</td>
<td>⇒ Family Financial</td>
</tr>
<tr>
<td></td>
<td>Wellness</td>
<td>Supports</td>
</tr>
<tr>
<td></td>
<td>⇒ Risk Prevention</td>
<td></td>
</tr>
</tbody>
</table>

EDUCATION

This focus area builds toward high school graduation, a major milestone on the path to successful adulthood. Over their lifetime, high school graduates earn 74% more than those who drop out. High school graduation is the single most powerful predictor of whether a young person coming from generations of poverty will break the cycle. Strategies:

**EARLY CHILDHOOD EDUCATION AND DEVELOPMENT**

- Increase assessment and screenings for the early identification and support of children with developmental or behavioral concerns;
- Increase the number of children who improve in identified ways so they are ready to learn when they enter school;¹
- Increase the number of children 0-K who participate in high-quality center-based, or formal home-based programming.²

¹ United Way supports programs that have tools to assess gains in literacy, numeracy and self-regulation skills.
² For purposes of this RFP, High Quality encompasses programs that are accredited by the National Accreditation for the Education of Young Children (NAEYC) for programs that have at least 30% of children from low-income families.
YOUTH DEVELOPMENT

- Adopt early warning indicators such as monitoring attendance, behavior, and academic course completion to assess whether children are on track or in need of additional supports or interventions;
- Relatedly, ensure that students who are identified with developmental delays, behavioral or mental health concerns, or other identified risk factors are provided with an individualized plan of prevention, intervention, and enrichment services that include family engagement and support;
- Increase the number of children reading at grade level by third grade;
- Increase the number of students who score proficient or better on statewide academic assessments;
- Increase the number of children and youth with access to on-site mental and behavioral health services;
- Increase the number of youth ages 5 to 19 with formal mentors; affordable, high quality out-of-school time; and academically enriched summer learning programs;
- Increase the number of youth ages 14-19 engaged in leadership development or civic engagement programs and summer and year-round employment.

HEALTH

Although lifestyle choices are ultimately personal decisions, they are made within a system of social and environmental influences that can make healthier choices more or less accessible, affordable, comfortable, and safe. Research has shown that behavior change is more likely to endure when a person’s environment is simultaneously changed in a manner that supports the behavioral change. Therefore, interventions should address not only the intentions and skills of individuals, but also their social and physical environments, including the social networks and organizations that affect them. Strategies:

HEALTHY EATING

- Amplify efforts to increase year-round access to nutritious foods for families, particularly fruits and vegetables.

PHYSICAL ACTIVITY AND WELLNESS

- Increase opportunities and spaces for physical exercise and play for both children and adults that are free from crime, violence, and pollution;
- Increase the amount of time spent on healthful activities by allowing community members to use school buildings and grounds outside of school hours for recreational or health-promoting programs.

RISK PREVENTION

- Increase evidence-based prevention programs for youth/adults to avoid or reduce risky behaviors (e.g. alcohol, drug abuse, unprotected sexual activity)
FAMILY STABILITY

Family-sustaining employment is the foundation of financial stability. Almost 25% of adults in the United States earn less than $27,000 a year in jobs that offer no health care, benefits, or paid sick leave. These workers often struggle to afford food, rent, childcare, and transportation, with little left over for saving and investing.

Research suggests that low socioeconomic status contributes to an increased risk for abuse and educational neglect because it is linked to the family structure, parents’ views on punishment, and lack of access to resources. Low-income families lack both social and economic resources. They usually do not have a network of support from friends and family, and it is difficult for them to access necessities for their children’s well-being. They typically experience higher levels of stress, which is exacerbated when a caregiver loses a job or remains underemployed.

Families need a steady source of income that covers the cost of basic necessities before they can make more long-term financial decisions regarding savings and asset building. Now more than ever before, educational attainment is fundamental to the long-term earning potential of an individual. It is critical to connect disconnected youth and adult learners with alternative education and work experience opportunities that will allow them to access sustainable wages. Strategies:

WORKFORCE DEVELOPMENT
- Successful completion of adult basic education, ESL, HiSET (GED) and/or workforce training programs;
- Increase access for high-need families to career development/career advancement services;
- Increase the number of post-High School age youth who are able to successfully transition to college or career.

FAMILY SUPPORT
- Increase necessary supports to high-need families such that they are able to maintain a stable household;
- Increase access for high-need families to enhanced financial management services that would include education about EITC, financial literacy, banking, and benefits eligibility.
INDICATORS FOR C³ IMPACT AREAS: United Way has identified the following indicators that programs must align with and measure, as appropriate, in each of the three strategic areas.

<table>
<thead>
<tr>
<th>EDUCATION OUTCOME</th>
<th>HEALTH OUTCOME</th>
<th>FAMILY STABILITY OUTCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the high school graduation rate for at risk youth</td>
<td>Increase healthy behaviors</td>
<td>Reduce the child poverty rate</td>
</tr>
</tbody>
</table>

(Select one or more)

**Early Childhood Development:**
- □ # of children who are on track to enter kindergarten ready to learn ³

**Youth Development:**
- □ # of youth on track to complete high school

(Select one or more)

**Healthy Eating and Physical Activity:**
- □ # children/adults served and assessed for eating healthier, increasing their physical activity, and/or moving towards a healthy weight

**Risk Prevention:**
- □ # of youth/adults served who avoid or reduce risky behaviors (e.g. alcohol, drug abuse, unprotected sexual activity)

(Select one or more)

**Workforce Development:**
- □ # of post-High School age youth successfully transitioning to college or career
- □ # of people who successfully complete workforce development classes
- □ # of people successfully completing ABE/ESOL⁴ classes
- □ # of people successfully gaining employment
- □ # of people successfully completing High School equivalency education

**Family Supports:**
- □ # of single parent families who have the necessary supports to maintain a stable household

REQUIRED PROGRAM COMPONENTS FOR C³ GRANTS

All programs that receive funding must:

1. Have individual level outcomes and measurements that align with United Way’s program measures and impact agenda in HEALTH, EDUCATION, and/or FAMILY STABILITY.
2. Focus on eliminating disparities by identifying and reaching high need populations (such as, but not limited to: victims of domestic violence, refugees, low-income, disabled, homeless, etc.).
3. Improve access to services by employing “place-based” strategies or embedded programming whenever possible.
4. Address the impact of poverty and minimize its effects on children and families.
5. Demonstrate sensitivity to cultural diversity, including offering bi-lingual services where English is not the primary language of clients.
6. Utilize evidence-based programming and/or emerging best practice.
7. Involve youth, parents/guardians, and/or other program constituents in the planning and evaluation of program design and/or delivery.
8. Actively participate in United Way Roundtables to share information and best practices.

³ Programs must have tools to assess gains in literacy, numeracy and self-regulation skills
⁴ ABE is Adult Basic Education, ESOL is English for Speakers of Other Languages
COMMUNITY SAFETY NET GRANTS

United Way will provide grants annually for programs that operate as a “safety net.” While some community strategies improve lives through changing conditions, others help people by providing a “safety net” or assistance to help people who are not readily in a position to help themselves. The overarching goal of Community Safety Net funding is to provide services to stabilize those of us who are unable to meet our basic needs due to conditions that create vulnerability. United Way will entertain proposals for Safety Net services in the areas of food, shelter, protective services and crisis intervention. The following are some examples of services.

<table>
<thead>
<tr>
<th>FOOD/BENEFITS</th>
<th>SHELTER</th>
<th>PROTECTIVE SERVICES</th>
<th>CRISIS INTERVENTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food Distribution</td>
<td>Homelessness</td>
<td>Advocacy</td>
<td>Disaster response</td>
</tr>
<tr>
<td>Eligibility Assistance regarding benefits</td>
<td>Diversion</td>
<td>Bill/Rep Payee</td>
<td>Crisis mental health/social service intervention</td>
</tr>
</tbody>
</table>

SAFETY NET AREAS

FOOD
United Way seeks to reduce food insecurity by supporting programs that directly assist clients who are in need of food due to being homebound, elderly, or disabled and those programs, which in addition to providing food, assists clients who are eligible for state/federal benefits with obtaining such assets.

SHELTER
United Way will fund programs that provide assistance to those on the verge of losing their housing so that individuals and families retain or find permanent housing and to programs that provide emergency, short term shelter and/or supportive housing as a step toward helping people gain permanent housing.

PROTECTIVE SERVICES
United Way recognizes that some people need assistance with having their rights protected or restored, and/or help with managing their finances so that they can maintain their independence. We will fund programs that provide protection or legal assistance because of rights having been violated or being in danger of such and those that help with managing finances for those identified as needing such.

CRISIS INTERVENTION:
United Way will fund programs geared to short term interventions directed at stabilizing people impacted by the harmful effects of a disaster, being traumatized or attacked, an addiction, untreated mental illness or from living in a state of unremitting poverty.
REQUIRED PROGRAM COMPONENTS FOR SAFETY NET SERVICES

All programs that receive funding must demonstrate existing or future capacity to provide:

1. Individual level outcomes and outcome measurements that demonstrate a method to know the degree to which the person is provided the basics of what they need, is stabilized and/or made safe.
2. A description of other services to which the clients are referred, if any, and a method to know if clients utilize them.
3. A sensitivity to cultural diversity, including but not limited to offering bi-lingual services where English is not the primary language of clients.
4. Staff and services requiring local, state, or federal licensing, codes, or regulations meeting those requirements.

REQUIRED PROGRAM MEASURES FOR SAFETY NET SERVICES

UWCM has identified the following indicators:

1. Number and percent of clients stabilized and/or made safe
2. Number and percent of clients referred to other services
3. Number and percent of clients utilizing services to which they were referred.

GLOSSARY OF TERMS

**At-risk** reflects the probability or prevalence of risk factors that raise the chance of poor outcomes within a specific population or subgroup.

**Basic Needs** is the need for food, housing, legal protection, and/or crisis intervention

**Collaborations** can be comprised of a range of activities from shared grants and contracts to full-service integration with shared service plans, staffing, and databases. All collaborations must be formal and evidenced by one or more of the following: contracts; shared service plans; common intake and registration procedures; the removal of multiple waiting periods across programs; memoranda of understanding; shared grants; partnership agreements. United Way will not consider referrals alone as collaboration.

**Comprehensive scope of services** are services that recognize and are set up to respond to the multiple factors that can contribute to a desired outcome of an individual.

**Embedded** programs function within the context of a larger program and deliver specialized services on-site.

**Holistic** is taking into account all of somebody’s physical, mental, and social conditions.

**Indicators** are measures, for which data are available, that helps to quantify the achievement of an outcome.

**Outcome** is a desired state of well-being for children, families, and communities.

**Place-based programs** are targeted approaches that serve to transform a particular distressed neighborhood by working with diverse stakeholders to align and leverage resources to address multiple needs that can contribute to achieving a common vision.
III. HOW TO APPLY

1. A pdf of the proposal questions and components is available at www.unitedwaycm.org. The actual application will need to be completed via our secure online system, e-Cimpact.

2. For new agencies, prior to beginning the application, pre-register and receive your application login information by completing the online survey at https://agency.e-cimpact.com/login.aspx?org=23520U. (0=zero) We will then review and authorize the registrant to access the system.

3. All documents, including the required attachments, must be received by the deadline of January 27, 2020 at 4:00 pm.

   **Agency Level Attachments**
   - 501(c)(3) Letter
   - Audit or review - most current
   - Form 990
   - Board of Directors list w/contact info and terms
   - Non-Discrimination Policy - on agency letterhead

   **Program Level Attachments**
   - Attachment C – Collaboration Agreements
   - Attachment T – Evaluation Tools
   - Optional – slideshow or other document explaining your program

For assistance at any time during the application process, please email or call:
   Kerry Conaghan: kerry.conaghan@unitedwaycm.org, ext. 262
Appendix A

UNITED WAY OF CENTRAL MASSACHUSETTS PARTNER AGENCY CRITERIA

Organizations that receive UWCM funding do so under the following agreement. The organization:

- Has been in existence for a minimum of three years.
- Conducts the program in accordance with the approved proposal and budget or a mutually approved revision.
- Submits program progress, outcomes and beneficiary reports as requested by United Way.
- Is legally incorporated as a not-for-profit charitable organization for which donations are tax deductible under Section 501(c)(3) of the Internal Revenue Code.
- Complies with all applicable federal, state and local laws and regulations relating to its business, including but not limited to its fundraising, accounting and payment of taxes.
- Is registered and files public annual financial reports with the Division of Public Charities of the Attorney General’s Office and the Office of the Massachusetts Secretary of State.
- Has an annual audit completed no later than six months after the end of the organization’s fiscal year by a certified public accountant pursuant to and in accordance with FASB and AICPA standards. If Organization’s budget is less than $499,999, the organization may substitute an auditor’s review. United Way will not accept a compilation, a statement of financial position or a statement of activities (including from organizations with budgets less than $100,000).
- Is a private, not for profit, with an uncompensated Board of Directors that governs the Organization, and to whom the Executive Director/CEO reports. The Board meets regularly and establishes and enforces policy.
- Demonstrates efforts to recruit diverse representation of the community for service on its Board. It is strongly recommended that the applicant’s Board of Directors have representation from central Massachusetts as well.
- Complies with all federal and state laws and regulations concerning discrimination, and has a non-discrimination policy for the program that applies to all volunteers, staff, and service recipients that would expressly prohibit discrimination on the basis of race, color, religion, national origin, gender, sexual orientation, age, disability, or economic condition (See Appendix C).
- Educates its Board and staff regarding the partnership between UWCM and the Organization.
- Complies with UWCM’s Fundraising and Promotions Policy (See Appendix B).
Appendix B

UNITED WAY OF CENTRAL MA FUNDRAISING AND PROMOTIONS POLICY

United Way of Central Massachusetts (UWCM) delivers long-term, positive impact to our community by funding programs in the areas of health, education, and financial stability; as well as safety net services for individuals and families who are dealing with a crisis. Protecting the integrity of our role as trusted steward of community fundraising and grant making is of the highest importance. With that in mind, we require UWCM-funded programs and partner agencies to align their fundraising and promotional activities along the following guidelines:

A. Fundraising

UWCM recognizes the right and responsibility of a funded organization to generate support for its programs and to maintain physical facilities and equipment that are adequate for providing quality service. As partners, UWCM requires that all funded organizations:

1. Participate in the UWCM annual campaign by holding an organizational campaign that includes its staff and volunteers;
2. Refrain from (and have others acting on behalf of the organization refrain from) promoting organization-specific designations in the UWCM campaign;
3. Refrain from soliciting payroll deduction as a method for collecting contributions by outside organizations (e.g. local businesses) as a fundraising technique to benefit the funded organization. (Payroll deduction may be used for the UWCM annual campaign, and for internal fundraising campaigns.);
4. Support UWCM fundraising efforts by engaging either or both of the following options:
   a. Within an internal campaign, promote leadership-level giving (where appropriate) on the part of the board, staff and volunteers;
   b. When requested, speak on behalf of UWCM at campaign events.

B. Promotion of UWCM

UWCM requires that all funded organizations:

1. Display the UWCM logo in a prominent place at the organization’s main office;
2. Indicate on any written and digital content that the funded program is made possible, in part, by UWCM funding;
3. Submit concise “success stories” (written and/or video) to be used by UWCM for promotional purposes in its marketing materials and digital content;
4. Promote UWCM at all appropriate opportunities, including, but not limited to:
   a. Displaying the UWCM logo on funded-organization publications;
   b. On the funded-organization website, as well as digital marketing and social media;
   c. Display UWCM signage at funded-organization events.
Appendix C

UNITED WAY OF CENTRAL MASSACHUSETTS NON-DISCRIMINATION POLICY

The United Way of Central Massachusetts shall not discriminate on the basis of race, color, religion, national origin, gender, sexual orientation, age, disability or economic condition with respect to employment, volunteer participation or the provision of services.

The United Way of Central Massachusetts does recognize that our member agencies and community partners have unique missions and long term strategies for achieving those missions. We further acknowledge that some agencies have specific charters and missions to provide services to a particular constituency or target population. This may be particularly true for agencies with strong religious traditions, single-gender organizations and those that serve a particular racial or ethnic group.

However, programs supported by United Way of Central Massachusetts funding, which are run by member agencies or community partners, must ensure that no qualified persons are denied needed or desired services, employment or the opportunity to volunteer based on race, religion, national origin, ethnicity, age, gender, disability, sexual orientation, or socio-economic status. Furthermore, United Way of Central Massachusetts funded programs must be prepared to demonstrate that they inform their constituents of their nondiscrimination policy and have an appeal procedure in place.

This policy does not preclude donors from designating contributions through United Way of Central Massachusetts to any 501(c)(3) charity providing health and human services.