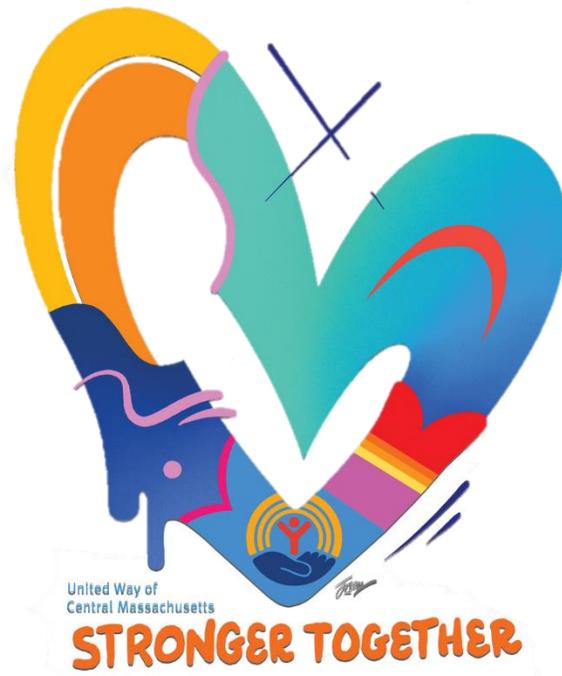


UNITED WAY OF CENTRAL MASSACHUSETTS

2022-24 Request for Proposals

General Information and Application Instructions



Contents

Introduction	3
Timeline and Time Frame for Availability of Funds.....	3
Funding Range for Grant Awards.....	4
Eligibility Criteria.....	4
II. Description of Funding Focus Areas.....	5
CREATING COMMUNITY CHANGE	5
• EDUCATION.....	5
• FAMILY STABILITY	6
• HEALTH	7
• RACIAL EQUITY	7
SAFETY NET AREAS.....	8
III. HOW TO APPLY	11
Appendix A	12
PARTNER AGENCY CRITERIA.....	12
Appendix B	13
FUNDRAISING AND PROMOTIONS POLICY	13
Appendix C	14
NON-DISCRIMINATION POLICY	14

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 100 years United Way has been connecting people and resources to improve the community. Our work is future-focused around access to education, family economic opportunity, and physical and mental health supports as well as being committed helping people of all ages with the critical issues of today. This is the core of what United Way has done for the past century and meeting the immediate basic needs of the most vulnerable among us remains a key part of our work.

Our experiences during the COVID-19 pandemic have shown clearly that there are significant gaps for certain neighborhoods, populations, and economic groups in our communities. Additionally, many families who were previously thriving have experienced illness, furloughs, layoffs, housing and food insecurity, and the challenge of balancing employment with the needs of their children. This health crisis has challenged us all to work in new ways and to think about the how and why of the way things have traditionally been done. There has been a clarion call for equity and to address racial injustice.

United Way of Central Massachusetts (UWCM) has been thriving as a convener to proactively meet the immediate needs of our community – pivoting where needed and rapidly deploying resources to serve those most in need. We recognize that the nonprofit sector continues to meet extraordinary demands and is adapting to evolving community and political conditions. We hope to bring forward this invitation to apply for funding in such a way as to reduce barriers for some of our community partners who may not have had the organizational capacity or history previously to qualify for a grant. Above all, we are hoping to solicit responses from non-traditional partners who are lending their unique strengths to serving disenfranchised members of our community – those whose voices need to be elevated to improve the fabric of our community. We want to foster an environment where diverse groups feel supported, listened to, and empowered.

Timeline and Time Frame for Availability of Funds

The deadline to apply is January 31, 2022 by 4 pm.

Please reach out to Kerry Conaghan directly if you have any questions about the application or the process. An information session will be offered via zoom on **January 5, 2022 from 2:30 – 4:00 pm. Office hours will be available on Mondays in January at 10:00 am using the same meeting link: <https://us02web.zoom.us/j/8459364596>**

Funding for this grant will begin on October 1, 2022 and end on September 30, 2024. The amount of funding may be adjusted after the first year based on the fundraising campaign and program performance. Those award amounts will be determined at the June Board of Director's meeting.

Funding Range for Grant Awards

UWCM determines its funding pool amount based on its annual fundraising Campaign. Typically, annual grants range from \$10,000-\$90,000.

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.

Preference will be given to applicants who demonstrate commitment to diversity, inclusion, and equity in their practice, governance, and results. (Board, staff, population served)

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 as long as they can demonstrate an authentic connection to the local community.

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	Northborough
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.

Reporting Requirements: UWCM requires one interim and one final report annually.

Partner Agency Criteria (Appendix A): The Partner Agency Criteria lists all the requirements for a funding partnership with UWCM.

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

UWCM wants all children and youth to succeed to improve the community. We understand that there are many barriers to achieving this vision for all children and youth, including the overwhelming impacts of poverty, societal injustices, inequity 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 understanding of and directly address racial, economic, and/or opportunity gaps.

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

EDUCATION ⇒ Early Childhood Development ⇒ Youth Development	FAMILY STABILITY ⇒ Workforce Development Family Financial Supports	HEALTH ⇒ Healthy Eating ⇒ Wellness ⇒ Risk Prevention	RACIAL EQUITY ⇒ Advocacy ⇒ Training
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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.

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 and future economic opportunity. 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 and to build assets;
- Increase access for high-need families to enhanced financial management services that would include education about EITC, financial literacy, banking, and benefits eligibility.

HEALTH

Although lifestyle choices are frequently perceived as 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.
- Reduce barriers to accessing mental and behavioral health supports.

RISK PREVENTION

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

RACIAL EQUITY

UWCM believes at its core that all members of the central Massachusetts community are to be valued and respected without bias based on differences. We believe that differences make our community stronger. We want to ensure that racial justice leaders have the resources they need to make lasting change in our community. We will entertain proposals for programs that advance racial equity and anti-racism work. Strategies:

- Systemic change and advocacy: action-oriented programs that give voice to work that will permanently dismantle structures and processes that create disparities for the BIPOC community.

- Training: programs and workshops for individuals and organizations that develop foundational understanding of racial and social justice, broaden the conversation on antiracism, and/or strengthen a culture of inclusion and belonging.

BASIC NEEDS GRANTS

UWCM will provide grants annually for programs that operate as a “safety net.” The overarching goal of this funding strategy is to provide services to stabilize those of us who are unable to meet our basic needs due to conditions that create vulnerability. The following are some examples of services that would fall into this area.

<p>CRISIS INTERVENTION</p> <p>⇒ Disaster response</p> <p>⇒ Crisis mental health/social service intervention</p> <p>⇒ Non-medical trauma response</p> <p>Detoxification</p>	<p>FOOD/BENEFITS</p> <p>⇒ Food Distribution</p> <p>⇒ Eligibility Assistance regarding benefits</p>	<p>PROTECTIVE SERVICES</p> <p>⇒ Advocacy</p> <p>⇒ Legal Representation</p> <p>⇒ Bill/Rep Payee</p>	<p>SHELTER</p> <p>⇒ Homelessness</p> <p>⇒ Diversion</p> <p>⇒ Housing supports</p>
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SAFETY NET AREAS

CRISIS INTERVENTION

UWCM will fund programs geared to short term interventions directed at stabilizing people impacted by disaster, being traumatized or attacked, an addiction, untreated mental illness or from living in a state of unremitting poverty.

FOOD

UWCM 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.

PROTECTIVE SERVICES

UWCM 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, or who may be in danger of exploitation.

SHELTER

UWCM will fund programs that provide intervention for those on the verge of losing their housing so that individuals and families retain or find permanent housing. Mediation, counseling, and other

supportive services that allow residents to remain housed. Programs that provide emergency, short term shelter and/or transitional housing as a step toward helping people gain permanent housing.

REQUIRED PROGRAM COMPONENTS

All programs that receive funding must:

1. Be able to articulate the goals of the program, and have several data points you will measure to demonstrate the program's effectiveness.
2. Focus on eliminating disparities by identifying and reaching high need populations.
3. Improve access to services by reducing barriers.
4. Demonstrate sensitivity to cultural diversity, including but not limited to offering bi-lingual services where English is not the primary language of clients.
5. Utilize evidence-based programming and/or emerging best practice.
6. Involve program beneficiaries in the planning and evaluation of the program.
7. Be willing to actively participate in United Way Roundtables to share information, best practices and collective problem-solving.

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

BIPOC Black, Indigenous, People of Color

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.

Equity is a principle and process that promotes fair conditions for all persons to fully participate in society. It recognizes that while all people have the right to be treated equally, not all experience equal access to resources, opportunities or benefits. Achieving equality does not necessarily mean treating individuals or groups in the same way; it may require the use of specific measures to ensure fairness.

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.

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 31, 2022 at 4:00 pm.

Agency Level Attachments

501(c)(3) Letter
Board-approved operating budget
Form 990
Board of Directors list w/contact info and terms
Staff and Board Demographics
Non-Discrimination Policy - on agency letterhead

Program Level Attachments

Collaboration Agreements
Evaluation Tools
Optional – slideshow, video or other media 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

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

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

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.