



# **2019 FRANKLIN COUNTY COMMUNITY INVESTMENT PROCESS**

**REQUEST FOR PROPOSALS (RFP)**

**Release Date: December 18, 2018**

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## BACKGROUND ON THE UNITED WAY REGIONALIZATION AND INVESTMENT PROCESS

Earlier in summer 2017, United Way of Franklin County (UWFC) reached out to United Way of Roanoke Valley (UWRV) to pursue a regionalization effort with the hopes of expanding the capacity and effectiveness of the mission. On August 28, 2017, the public announcement about the combined organization was made, which uniquely positioned United Way to work with community leaders, businesses, policymakers, nonprofits and individuals in the region to affect change on a scale that was previously unattainable.

With more than 46,000 households living on the brink of poverty across this new regional coverage area, United Way continues to be dedicated to collaborating and coordinating resources to better serve both communities. United Way will replicate and scale successful programs in both regions to become an even greater force in the fight against poverty. For example, United Way facilitates a health-based initiative in both regions (Healthy Roanoke Valley and Healthy Franklin County) that works with local leaders to improve the health of their communities. United Way of Roanoke Valley also currently works to foster a rich learning environment in 19 early childhood education programs across Franklin County, in addition to their Roanoke Valley sites as the regional hub for VA Quality implementation in the state.

To do this, United Way staff presence has been maintained and expanded in Franklin County, with organizational leadership managed by United Way of Roanoke Valley. This leadership is committed to honoring the intent of donors from both Roanoke Valley and Franklin County, and fulfilling current commitments to funded partners ensuring that funds raised to support each community will remain in their respective communities. As such, funds raised in Franklin County campaigns will be used to support programs and initiatives that provide opportunities for Franklin County residents to meet core needs and be self-sufficient.

In October 2017, United Way began the shift from agency-level to program-level grant funding follow-through on local leadership's intent to evolve to a Community Impact Model (Education, Income, and Health). Current and prospective partners were encouraged to submit proposals aligned with this approach as outlined in the RFP, and the first set of programs under this model were funded starting July 1, 2018.

The following are key features of the Franklin County Community Investment Process (FC-CI Process) which is designed to identify programs receiving grant awards from United Way:

- 1. Volunteers from Franklin County will be central to decisions made on Franklin County investments.** The Community Impact Committee, a sub-committee of the United Way of Roanoke Valley Board of Directors, is responsible for developing, implementing and monitoring progress against United Way's impact agenda and strategic plan. This team is now tasked with providing Board-level oversight of the FC-CI Process. A sub-committee of Franklin County volunteer leaders will be working with UWRV's Associate Director, Community Impact - Franklin County to develop and implement a local, data-driven investment process to award grants from funds raised in the Franklin County campaign. The local leader/s heading up the FC Investment sub-committee will be voting members of the Community Impact Committee.
- 2. Investments will be informed and driven by data on local needs in Franklin County.** Gathering data and listening to the local community to inform areas of strategic investment is core to how United Way functions. With this on hand, we are able to prioritize where United Way has potential capacity to exert a positive influence is necessary to be effective and relevant. United Way is fortunate to build on the strong partnership with Carilion Clinic Franklin County Memorial

Hospital through its triennial Community Health Needs Assessment to gather this important data which will inform the issue prioritization effort. To access the 2018 Franklin County Area Community Health Assessment, visit: <https://www.carilionclinic.org/community-health-assessments>

3. **Emphasis on accountability and results through the introduction of outcome measurements, and program-level funding.** The grant/s awarded through the process will be for specific program/s that are aligned and effective in addressing the intended outcomes for the area. Starting in 2018, United Way requires all Franklin County grant funded programs to submit and implement a program logic model.<sup>1</sup> As part of our accountability for donor funds, programs receiving grant funding from United Way will be expected to identify and measure outputs (direct products of program activities and services to be delivered by the program) and demonstrate outcomes for the clients served (specific changes in program participants' behavior, knowledge, skills, status and level of functioning).
4. **Clear and transparent decision-making process.** Franklin County volunteer leaders recruited to be part of the review process will be trained, and will utilize the scoring criteria published in this RFP to review and evaluate grant applications, and guide funding decisions. While the numerical scores will not be released, feedback on improvement areas will be provided to grantees as requested, as part of its commitment to year-round partner engagement.

These features are part of the continuing evolution of the impact work that agencies, volunteers, donors, stakeholders and those benefitting from our work can expect from United Way for years to come. We know that our success as a region will be predicated on the will, buy-in and shared vision of our community and the partners on which we rely to transform lives.

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<sup>1</sup> A program logic model is a picture of how a program works: the theory and assumptions underlying the program. It provides a road map highlighting how a program is expected to work, what activities are implemented, and how desired outcomes are achieved.

# OVERVIEW OF THE FRANKLIN COUNTY COMMUNITY INVESTMENT PROCESS RFP

The Franklin County Community Investment Process RFP is aimed at identifying and partnering with specific programs/partnerships that assist families in moving from instability to self-sufficiency by effectively addressing one or more priority strategies as aligned with the 2018 Franklin County Area Community Health Assessment<sup>2</sup>:

1. Stabilizing strategies
  - Maintain housing stability and prevent homelessness
  - Facilitate transportation to access services and supports
  - Increase access to healthcare services (primary care, mental health, dental)
  - Increase access to healthy and affordable foods
2. Growth strategies
  - Support students in achieving school success
  - Increase household income
  - Help families build assets

Agencies can submit multiple programs that align with one or more areas above in response to this RFP.

**Available funding:** United Way of Roanoke Valley intends to award 1-year funding commitments to programs in Franklin County from funds raised from the 2018 Franklin County fundraising campaign. The size and the number of grants awarded depends on the results of the campaign, the number of priority gaps that need to be addressed, and the combination of quality programs that are needed and available to fill them. **This RFP will be a competitive process, and submission of an application does not guarantee awarding of grant funding.**

**Funding Period:** July 1, 2019 - June 30, 2020

**Application Deadline:** February 13, 2019 at 5:00pm

## Online Submission:

Applications must be submitted on-line at: <https://agency.e-cimpact.com/login.aspx?org=50460F>  
**To gain access to the Franklin County Investment online application, agencies are asked to register their program(s) by submitting the following information to [raquel@uwrv.org](mailto:raquel@uwrv.org) by January 25, 2019.**

Agency Name:  
Program Name:  
Program Contact:  
Program Contact email:  
Program Contact phone number:  
Priority need addressed:  
Program description:

Registration for online access or submission of an application does not guarantee funding.

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<sup>2</sup> The 2018 Franklin County Area Community Health Assessment can be accessed by visiting: <https://www.carilionclinic.org/community-health-assessments>

## **SELF-SCREENING TOOL FOR ORGANIZATIONS**

The following checklist is provided to help determine eligibility of agencies operating programs seeking funding through the Franklin County Investment RFP. These expectations (including a 3<sup>rd</sup> party audit of financials) are basic indicators of a high functioning organization and are non-negotiables for agencies that are seeking UW funding. All interested applicants are highly encouraged to use it as a guide in planning their proposal submissions. The agency checklist appears as a self-screening tool in the online Administrative section, and applicants are required to certify meeting these basic standards of nonprofit accountability.

### ***Agencies operating the program seeking funding must be able to check all boxes:***

- The organization is a tax exempt, 501(c)3.
- The organization is currently registered as a Charitable Organization with the Virginia Secretary of State.
- The organization has an independent annual audit completed for the most recent fiscal year. The audit and other financial documents reveal sound financial management of the organization and there are no outstanding concerns that might compromise the agency's ability to responsibly administer the program(s) for which UW funding is sought. Organizations that have regional, state or national audits must be able to provide most recent fiscal year financial statements to demonstrate the ability to account for how local funding is spent.
- The organization is in compliance with the USA Patriot Act and other counter-terrorism laws.
- The organization must have at least a two-year history of providing services in United Way of Roanoke Valley's service area.
- The organization has a policy on diversity for its staff, governing body, committees, and non-discrimination policy for services delivered.
- The organization has a clearly stated mission and written by-laws.
- The organization's board has a limited tenure with a rotation plan of board members and elected officers.
- The organization's Board meets regularly, at least four times a year, operates with a quorum, and records minutes of all meetings.
- The organization's board controls fiscal affairs of the organization, including the development and adoption of an annual budget. The board regularly monitors income and expenditures, and fully discloses all assets and liabilities.
- The organization's board is responsible for the employment and on-going performance evaluation (at least annually) of the executive.
- The organization is current with local, state and federal obligations to operate effectively as a nonprofit entity.
- The organization has a successful history of partnership with other organizations.
- The organization has reviewed and agrees to meet the expectations outlined in the UWRV Partnership Agreement.

### ***Successful program applicants will reflect the following key elements:***

- The program provides effective and critical intervention and/or prevention strategies aligned with one or more identified areas to support families in their quest for self-sufficiency.
- The program has clear plan in place to track, analyze and actively use data to track progress on outcomes, and make improvements, as needed.
- The program has other resources (in-kind or financial) to operate a balanced budget.
- The program's efforts effectively target specific low-income, at-risk, underserved populations in the Franklin County.
- The program must be willing to actively engage with United Way and its other funded partners over the course of the year, to provide families with a strong network of services and supports.

# APPLICATION QUESTIONS AND ATTACHMENTS

## 1. Agency-Level Information for the Administrative Application:

The Administrative Application only needs to be submitted once, regardless of the number of program applications submitted for this RFP, or other RFPs released by UWRV for the year.

- **Self-screen for applicants (see agency checklist of items in previous page)**  
*If you answer NO or N/A to any items, please explain WHY, and HOW the agency is working towards compliance.*

- **General administrative information**

Agency Name:

Address

Agency Phone

Agency Fax:

Agency website:

Executive Director:

Executive Director Contact information:

Agency EIN:

Agency Mission Statement:

Within the last 5 years, has the organization ended two or more fiscal years with an operating deficit? If yes, please explain each situation and the strategies employed to eliminate the deficit.

Is a budget deficit projected for the current year or next two years? If yes, explain why and provide current strategies to eliminate the deficit.

Is a budget surplus projected for the current year or next two years? If yes, explain why and its planned use.

For agencies seeking UW grant funding for collaborative work, please describe your protocols for disbursing and monitoring funds paid out to partners as part of those efforts.

For agencies serving Franklin County residents, has your agency actively used charity tracker in the last 12 months?

If yes, describe how you are using it. If no, please state why your agency does not use the system. *United Way, in partnership with Carilion Franklin Memorial Hospital, implements Charity Tracker in the area to strengthen the referral processes across community organizations, and to facilitate addressing the holistic needs of clients seeking assistance. Programs applying for funding from UW must either be actively using the system, be willing to begin using this shared system, or provide a have a legitimate reason for not using the system.*

- **Required Application Attachments**

A. Latest audit, management letter, and auditor's communication to those in charge of governance  
*Audit submitted needs to have a year-end date within the last 18 months. If submitting an audit that is older, please provide budget to actual, income statement, balance sheet. If you have questions please contact UWRV.*

*A 3rd party audit of an agency's financials is a basic nonprofit accountability standard and thus, a necessary tool for long term sustainability. It is expected for all agencies receiving United Way donor funds through the community investment process.*

B. Supplemental Attachments for Agencies with Regional/National Audits

*If your agency is submitting a regional or national audit (coverage extending beyond the Roanoke Valley), you are required to submit supplemental information to confirm that your organization is in good financial and administrative standing, and that funds are used locally.*

C. Overall Agency Budget for current fiscal year

D. Signed and completed Form 990, 990-PF or 990EZ

*Please attach your agency's most recently submitted 990 and attachments. Information contained in the document should cover your agency's most recent fiscal year.*

E. Copy of IRS 501(c3) letter – for first-time applicants ONLY

*Evidence of the organization's IRS determination as a nonprofit, 501 (c)(3) charitable organization*

## 2. **Program-Level Application:**

### **General Program Info**

1. Program Name:
2. Program Contact Name:
3. Program Contact phone:
4. Program Contact email:
5. Program Description:
6. Amount Requested:

### **Alignment with Prioritized Needs**

1. Which priority area does your program address?
2. What is the overall program goal? How is your program going to address the priority area selected above? (limit up to 1,000 characters)
3. How have you determined the need or justification for this program in the community? (limit up to 1,000 characters)

### **Effectiveness of Program Design**

4. What is the basis for the strategies/activities implemented as part of the program? How were they selected? (limit up to 1,000 characters)
5. Describe your program's history of success in implementing these strategies/activities and meeting the outcome in the identified priority area. (limit up to 1,000 characters)
6. Who is the program's target population? Describe how you partner with other agencies/programs to effectively recruit and serve your clients. (limit up to 1,000 characters)

7. Describe the training, education and/or experience of the staff/volunteers involved in overseeing and implementing the program. (limit up to 1,000 characters)

### **Outcome Measurements**

8. Attach a completed logic model for the program using the template provided. Use the logic model to explain how you plan to execute on your proposal.<sup>3</sup>

*Refer to the RFP supplemental information for the list of standard indicators most relevant to the priority areas. Relevant items marked with an asterisk (\*) in the selected priority area must be included in the logic model. Be sure to include target numbers for outputs and outcomes listed. Once completed upload in the logic model section of the attachments.*

9. How do you currently or intend to use data from your output/outcome measures to drive program improvements? ((limit up to 1,000 characters)
10. Describe the staff/volunteers that will be involved in the data collection, tracking and analysis process. (limit up to 1,000 characters)
11. Does the program actively use Charity Tracker to document services provided or referrals made to its clients?
12. If yes, please provide a copy of the 12-month usage report in the attachment section. If no, please state why the program does not use the system.

*United Way, in partnership with Carilion Franklin Memorial Hospital, implements Charity Tracker in the area to strengthen the referral processes across community organizations, and to facilitate addressing the holistic needs of clients seeking assistance. Programs applying for funding from UW must either be actively using the system, be willing to begin using this shared system, or provide a have a legitimate reason for not using the system.*

### **Program Budget**

- Proposed Program Budget  
Fill out revenue and expense tables and provide a narrative explaining major line items.

*For existing programs (operating 3 or more years), United Way advises that requests be no more than 20% of the total program budget to demonstrate stability and diverse funding support. Funding for “new” innovative programs, while not subject to the 20% limit, will need to have a plan for long-term financial sustainability.*

### **Program Attachments**

- Completed Logic Model
- Optional: Charity Tracker Usage report for the most recent 12-months

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<sup>3</sup> Additional guidance, definitions and examples on logic models, and standard outcomes and measures for the priority areas are available in the supplemental information and eImpact Resource Center.

## APPLICATION REVIEW PROCESS AND SCORING

Program applications will be reviewed in Spring 2019 by a team of community volunteers from Franklin County, with recommendations forwarded for approval to the Community Impact Committee, a sub-committee of the UWRV Board of Directors. Follow-up questions for the program may be submitted during the review period, as needed.

Volunteers will use the following criteria to score grant applications. A total 100 points will be awarded based on the proposal's ability to address the selected areas. The strongest proposal(s) will be selected for grant funding.

- 1. Alignment with Prioritized Needs** **20 points**
  - Program aligns and addresses a combination of the UW priority areas to assist individuals and families toward self-sufficiency.
  - There is documentation to support the need for the service being provided in the community, and how it is connected to the selected priority
  
- 2. Effectiveness of Program Design** **25 points**
  - Implements strategies that effectively stabilize folks in crisis, and prevent needs in the selected priority area from continuing to perpetuate. The program implements best practice for achieving community outcomes in the priority area.
  - Solid plan for reaching and serving at-risk, low income, or underserved population/s.
  - Partners well with other agencies to serve the needs of their clients. Has sufficient staff and volunteer expertise and support to effectively operate the program
  - Program has a history of delivering successful results relevant to the identified priority area/s.
  
- 3. Outcome Measurements<sup>4</sup>** **30 points**
  - Activities demonstrate a clear connection with the intended outcomes.
  - Measures a balance of both outputs and outcomes that sufficiently monitor progress of the implementation, and that are closely tied to the selected priority area.
  - Target numbers for outputs and outcomes are clear, realistic and achievable.
  - Clear plan and staffing support for collecting, analyzing, and using data to make improvements and inform decision-making. Active usage of Charity Tracker is a plus.
  
- 4. Program Budget** **15 points**
  - Clearly describes how UW funding will be used to impact the target area. The requested amount is reasonable for the scope and scale of the program being implemented. Has diverse and reliable funding resources to deliver a quality program, and uses UW funded to leverage other resources.
  
- 5. Fiscal Review Findings** **10 points**
  - The agency meets the basic requirements for nonprofit accountability as outlined in the self-screen tool.

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<sup>4</sup> Programs seeking funding from United Way will be asked to develop and implement logic models, and measure both outputs and outcomes. Please refer to the supplemental information packet for additional information and guidance on development logic models and measuring outcomes.

- Fiscal review reveals agency operating program in good financial and operating standing. There are no outstanding financial concerns. The agency has a reasonable number of months in fund balance to ensure sustainability.

## IMPORTANT DATES

- **Franklin County Community Investment RFP Released:** December 18, 2018
- **Franklin County Community Investment RFP Q&A session:**  
January 17, 2019 from Noon – 1:30  
The Franklin Center  
50 Claiborne Ave, Rocky Mount, VA 24151
- **Register program for online access: January 25, 2019**
- **Franklin County Investment Process program applications due:** February 13, 2019 at 5:00 pm
- **Notification of awarded grants:** Mid-May 2019

## FREQUENTLY ASKED QUESTIONS

### **1. Are organizations expected to meet all of the requirements in the decision-making tool in order to be considered for United Way funding?**

The items on the list were developed to make sure that partners are aware of both agency and program level expectations that come along with funding. Agency items are required, and the program items are highly encouraged in order to be successful in this process.

### **2. Who do we contact if we have questions about the RFP or the application?**

Please direct questions about the RFP to Raquel Conn ([raquel@uwrv.org](mailto:raquel@uwrv.org)). We will strive to respond to them during the RFP Q&A session in January. If there are specific questions about the application, we will respond to those within 48 hours. Questions regarding the RFP or the application will not be entertained after end of business on Monday, February 11, so please plan accordingly.

### **3. Does the program have to be existing/previously funded programs, or will new ones be considered for funding too?**

United Way is open to exploring partnerships with both types of programs through this process. However, a documented history of success in addressing the target outcomes is part of the review criteria. New programs will need to answer this question within the context of their agency's ability to launch and sustainably implement new programs in response to targeted need, and its willingness to track these efforts through Charity Tracker.

### **4. Outcome measurements is new to my agency, what resources are available to help with this topic?**

Logic model work sheets are provided in the supplemental information accompanying this RFP. Additional resources such as the Kellogg Foundation's Logic Model Development Guide are available to view and download in the Resource Library when you log in to the eImpact site. We are committed to working with grantees to refine their outcome measurement tools and approach, so a willingness to learn and eagerness to improve goes a long way. Agencies participating in the monthly FC Nonprofit Leaders Forum have been offered one-on-one consultation time to review and get feedback on draft logic models.

### **5. How will organizations be notified of the results?**

Agencies will be contacted by mail by mid-May 2019 with the results of the process, and funding amounts for awarded programs/proposals.

### **6. Is there a maximum request amount?**

For existing programs (operating 3 or more years), we suggest requests no more than 20% of the total program budget to demonstrate stability and diverse funding support. Funding for "new" innovative programs, while not subject to the 20% limit, will need to have a plan for long-term financial sustainability. Based on the results of the most recent process, we anticipate awards to be \$5,000 – \$10,000. Final award amounts will be based on total available funding generated from the 2018 Franklin County campaign, and the quality of proposals received to address the priority areas.

### **7. If funded, how many times per year will the program be required to report to United Way?**

There will be a mid-year report submitted in January of each funding year and a cumulative year report is submitted the following July for the logic model and budget. Quarterly feedback on the experiences during the implementation progress. More importantly, partners should expect to be engaged in ongoing conversation and engagement throughout implementation with both United Way, and other funded partners.

**8. Is United Way committing to awarding grant funds to programs in each of the three priority areas?**

No. The priority areas are there to define the intended outcome for United Way investments in Franklin County. What programs receive grants will be based on how they perform against the evaluation criteria.