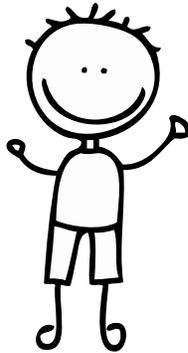


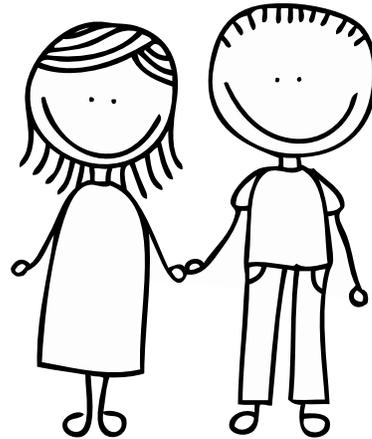
OUR VISION:
**Elevate 10,000 families to
self-sufficiency by 2030.**



EARLY LEARNERS
Ages 0-12



SUCCESSFUL YOUTH
Ages 13-18



HEALTHY ADULTS
Ages 18+

2019 COMMUNITY INVESTMENT PROCESS:
People-Centered Investments

REQUEST FOR PROPOSALS (RFP)
Release Date: December 18, 2018

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INTRODUCTION TO UNITED WAY'S STRATEGIC PLAN AND INVESTMENT PROCESS¹

In December 2015, the United Way of Roanoke Valley (UWRV) Board of Directors approved the vision to “elevate 10,000 families to self-sufficiency by 2030.” Extensive engagement and input from community and nonprofit leaders in 2016 led to the development of the Family Led Self-Sufficiency Framework as a way to achieve this vision. The defining feature of this new approach is a coordinated system of care for families in the Roanoke Valley, which would allow them to access the often multi-faceted support they need to achieve self-sufficiency. The Continuum of Support which spells out the strategies on this road map was publicly introduced in April 2017 and began to drive resource investments at United Way beginning in July 2018.

Key Elements of the Family Led Self-Sufficiency Model:

- Families are partners in the implementation
- Programs work together to connect families from stabilizing supports to asset and skill building programs
- Target population may be place-based or broadly accessible
- Use of evidence-based strategies to achieve specific success measures
- Driven by strong collaboration

The model implemented against the goal to elevate 10,000 families forms a powerful continuum of supports and integrated strategies that cut across the life cycle continuum. Use of standard outcomes and measures for strategies in the continuum, and year-round partner meetings will be required for all grantees to ensure alignment of UWRV investments moving forward.

In support of the strategic plan, United Way of Roanoke Valley has rolled out a three-tiered funding model that places significant priority on the design and development of formal collaborations. Current and prospective partners are encouraged to submit proposals that align with the funding tiers and reflect the criteria outlined. Requests for Proposals (RFPs) aligned to the new funding model have been released beginning in August 2017.

All organizations interested responding to these RFPs are highly encouraged to familiarize themselves with the UWRV Strategic Plan, available on the website: uwrv.org or <https://www.uwrv.org/about/our-new-vision/>

¹ To access the UWRV Strategic Plan, click on the UWRV Partner Login page at uwrv.org or <https://www.uwrv.org/about/our-new-vision/>

OVERVIEW OF THE PEOPLE-CENTERED INVESTMENT RFP

People-Centered Investment is one of three tiers of funding in United Way's new investment model. It is a gap-filling investment strategy to address key areas of need identified through data from the Pathways Community Hub implementation, feedback from System Innovation partners, and other local data sources. Programs will be sought to fill one or more of the strategies in the United Way's Continuum of Support to provide a seamless network of services for families to work in tandem with United Way's other investments.

This RFP is best suited for programs that demonstrate strong alignment and effectiveness in addressing the following priority needs,² and are the most complementary to the collaborative work already funded by United Way, and aligned with the 2018 Roanoke Valley Community Health Assessment³:

1. Access to housing and income stability supports, and homelessness prevention services
2. Transportation to facilitate access to services and supports
3. Access to healthcare services (primary care, mental health, dental)
4. Access to healthy and affordable foods
5. Access to safe and healthy homes

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 commitment to programs. Programs may be asked explore opportunities to better integrate these services with selected System Innovation or HUB partners. This tier will account for no more than 40% of UWRV's available funding for the year. The size of each award depends on the number of priority gaps that need to be addressed, and the combination of quality programs that are needed and available to fill them. Submission of an application does not guarantee awarding of grant funding. Grant funds are for one year, and focus areas for the RFP beyond this funding year will continue to evolve with the findings from the implementation of United Way's other partnership investments.

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

Application Deadline: 5:00 pm on February 13, 2019

Online Submission:

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

Agency Name:
Program Name:
Program Contact:
Program Contact email:
Program Contact phone number:

² Applicants aligning with one or more of these items will be asked to explain how they align, and report on standard indicators corresponding to each area. Refer to the RFP Supplemental Information for the corresponding list of standard indicators for each area.

³ To access the 2018 Roanoke Valley Community Health Assessment, please visit: <https://www.carilionclinic.org/community-health-assessments>

Priority need addressed:
Program description:

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

SELF-SCREENING TOOL FOR APPLICANTS

The following checklist is provided to help determine eligibility of agencies operating programs seeking funding through the People-Centered Investment RFP. 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 or be actively working to meet 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 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 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 UWRV 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 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 operates consistently with United Way's guiding principles and is committed to enhancing the program's ability to support families in their quest for self-sufficiency.
- The program implements strategies that align with the applicable UWRV standard outcomes/indicators.
- The program has a clear and concise plan to track, analyze and actively use data to make improvements to achieve identified outcomes.
- The program has other resources (in-kind or financial) to operate a balanced budget.
- The program's efforts effectively target and document service provided to specific low-income, at-risk, underserved populations in the Roanoke Valley.
- 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 (checklist of items in previous page)
- 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 (involving other partners), please describe your protocols for disbursing and monitoring funds paid out to partners as part of those efforts.

- **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(c)(3) 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 information and application questions

Program Name:

Program Contact Name:

Program Contact phone:

Program Contact email:

Program Description:

Amount Requested:

Please provide a justification for the amount requested.

Which identified gap/s is your program addressing? Select all that apply.

What is the overall program goal? In what ways do the program operations align with the UWRV's vision and guiding principles?

How is your program going to address the identified gap(s) selected above? Describe your program's history of success in meeting the identified need.

Who is the program's target population? Describe how you partner with other agencies/programs to effectively recruit and serve your clients.

Describe how your program implements evidence-based/informed strategies to address the selected gaps(s). Please share the resources you use for your evidence-based strategies.

How do you use data from our output/outcome measures to drive your program improvements?

- Outcome Measurements

List inputs and activities to be implemented, select standard outcomes and indicators, and fill in targeted numbers for clients measured and achieving in 2019-2020.

- 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.

APPLICATION REVIEW PROCESS AND SCORING

People-Centered Investment applications will be reviewed in Spring 2019 by teams of community volunteers led by members of 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.

UWRV will use the following criteria to score 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 funding.

- 1. Alignment with UW Goals and Prioritized Needs** **30 points**
 - Program is consistent with UW vision and guiding principles
 - Alignment with the selected issue and history delivering successful results
 - Experience partnering with others to serve clients

- 2. Effectiveness of Program Design** **20 points**
 - Solid plan to reach at-risk, low income or underserved population
 - Implements evidence-based/informed strategies
 - Has the staff expertise and support to operate the program

- 3. Outcome Measurements** **30 points**
 - Clear plan for collecting and analyzing data
 - Sufficient measures are in place to monitor progress of implementation
 - Actively uses data to drive improvements and decision-making

- 4. Budget** **10 points**
 - Clearly articulates how UW funding will be used, and how funds would be utilized to achieve significant impact through this program.
 - Has diverse and reliable funding resources to deliver a quality program.

- 5. Administrative Review Findings** **10 points**
 - The agency meets the basic requirements for nonprofit accountability as outlined in the self-screen tool.
 - Administrative 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

- **People-Centered Investment RFP Released:** December 18, 2018
- **Q&A Session on the People Centered Investment RFP:** January 15, 2019 at Noon

People-Centered RFP Q&A Session

Tue, Jan 15, 2019 12:00 PM - 1:00 PM EST

Please join from Google Chrome on your computer.

<https://global.gotomeeting.com/join/668738853>

Join the conference call:

Dial: 540-283-2787

PIN: 1234 (at the end of the prompt, enter it again if it says invalid)

Get Chrome: <https://www.google.com/chrome/browser>

- **Register program for online access: January 25, 2019**
- **People-Centered Investment 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). 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. 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.

4. Is there a minimum or 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. Final award amounts will be based on total available funding, and balanced against the number of prioritized gaps to be covered and the quality of proposals received to address each of them. As a reference awards ranged from \$5,000 - \$20,000 in the most recent process.

5. Can the standard outcomes and indicators be modified to better fit the program?

The standard outcomes and measures are intended to serve as a guide. United Way will consider relevant adjustments as part of ongoing engagement with selected proposals.

6. Are proposals required to address all strategies and indicators tied to an area of need?

No. Programs should address strategies that they are confident and capable of implementing. They can select any combination of strategies within the continuum that are relevant to that given need if they are able to implement and track the data relating to it.

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 will be gathered quarterly. More importantly, partners should expect to be engaged in ongoing conversation and engagement throughout implementation with both United Way, and other funded partners.