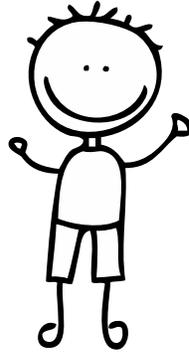


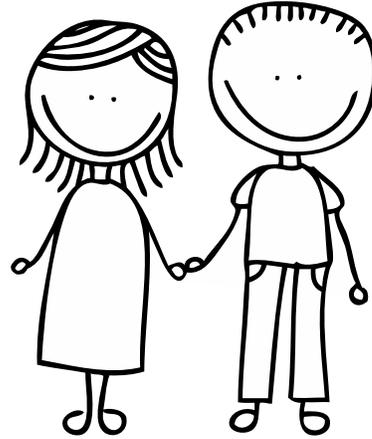
# OUR VISION: Elevate 10,000 families to self-sufficiency by 2030.



**EARLY LEARNERS**  
Ages 0-12



**SUCCESSFUL YOUTH**  
Ages 13-18



**HEALTHY ADULTS**  
Ages 18+

## 2018 COMMUNITY INVESTMENT PROCESS: People-Centered Investments

**REQUEST FOR PROPOSALS (RFP)**

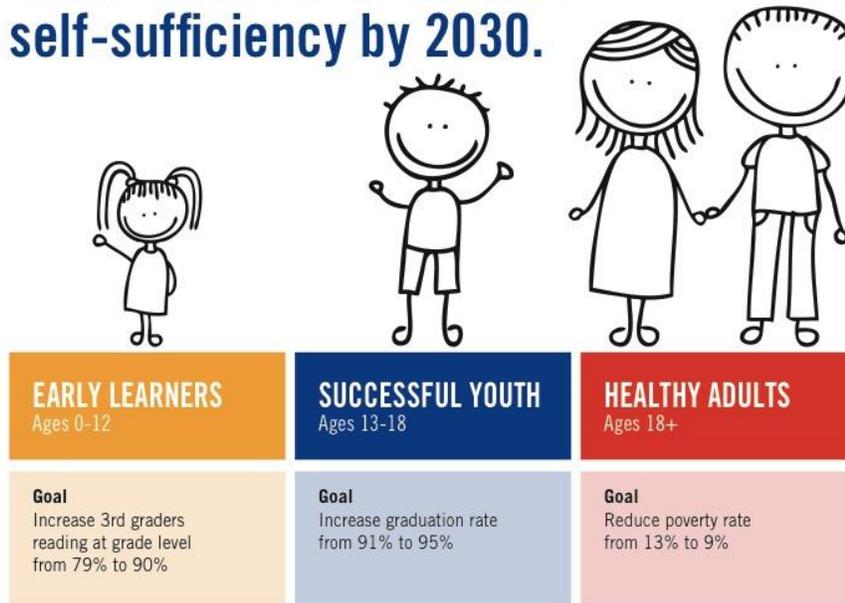
Release Date: November 27, 2017

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# INTRODUCTION TO UNITED WAY'S STRATEGIC PLAN <sup>1</sup>

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



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 (see Supplemental Information packet) 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 (see Supplemental Information packet) was publicly introduced to current partners in April 2017, and will drive resource investments at United Way beginning in July 2018.

For some time, United Way of Roanoke Valley has worked to encourage partnership among service providers to better address client needs and to build coalitions that share outcomes and attract funding from government and foundation sources. Through these efforts, our partners have successfully leveraged United Way investments to advance innovative collaborations and secure resources from beyond the region. We’ve learned that collaborative effort among service programs often results in sustained social progress, streamlines access for clients, and deepens connections among partners.

These lessons coupled with the desire to address social challenges at their root has inspired United Way to design an evolving partnership model, one that formalizes a collective approach to service delivery by wrapping around the life-cycle continuum of families.

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

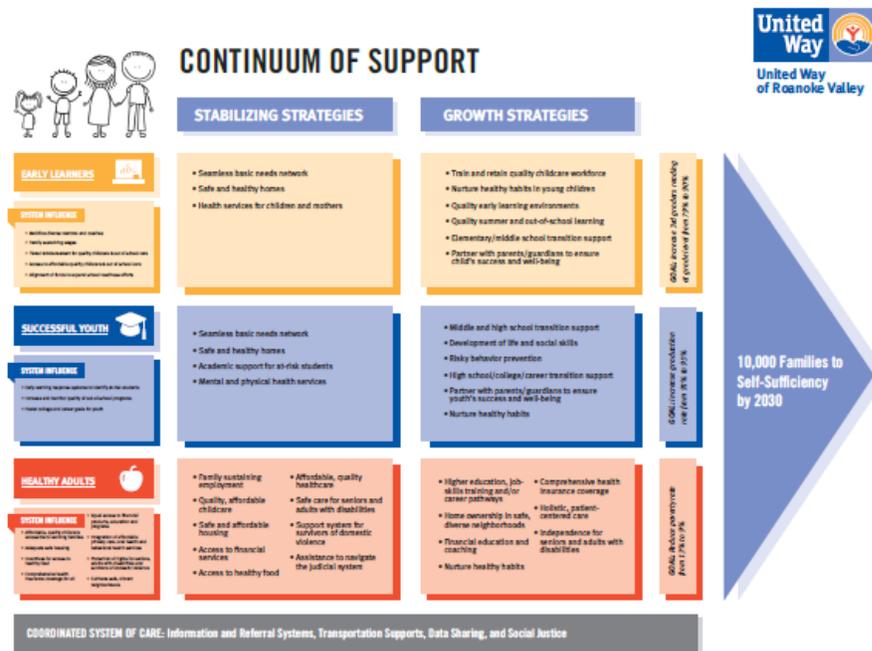
# FAMILY-LED SELF-SUFFICIENCY MODEL



## 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 (see Supplemental Information packet or <http://www.uwr.org/partner-portal>). Use of standard outcomes and measures for strategies in the continuum will be required for all partners (see Supplemental Information).



## BACKGROUND ON THE 2018 COMMUNITY INVESTMENT PROCESS

United Way of Roanoke Valley is rolling out a three-tiered funding model that places significant priority on the design and development of formal collaborations. While United Way will provide a framework for the design of proposals, as well as, technical assistance for partners pursuing a collaborative proposal, agencies will be afforded unprecedented creativity in the development of partnerships that exemplify the expertise and quality of service providers within our region. Current and prospective partners will be 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 will be released beginning in August 2017. A committee of trained volunteers will evaluate proposals and recommend funding approvals to the Board of Directors by May 2018. Funding to support United Way’s new direction begins July 1, 2018.

A summary of partnership tiers is provided below. Additional information will be released with each RFP.

Key Features	Tier 1: Pathways Community HUB	Tier 2: System Innovation	Tier 3: People-Centered Investments
<b>Description</b>	<i>Agencies (i.e. Community Care Agencies) selected to partner with the Pathways Community Hub housed at UWRV, and serve as the backbone for implementing the integrated and family-centered approach embodied in the new strategic plan.</i>	<i>Innovative <b>partnerships</b> addressing complex social issues as identified in the Family-Led Self-sufficiency Model and the Continuum of Support. Partnership proposal is required to utilize the five tenants of the Collective Impact Framework, and support the work of the Pathways Community HUB.</i>	<i>Individual <b>programs</b> funded to address priority gaps in service, or to provide necessary support to the Pathways Community Hub and partnership(s) funded in the System Innovation tier. Selected programs must align to one or more of the “Stabilizing” or “Growth” strategies identified in United Way’s Continuum of Support.</i>
<b>RFP Type</b>	Closed, by invitation only	Open to the public	Open to the public
<b>Eligibility</b>	Agencies providing family-based case management and supports for specific target populations	Partnerships (lead entity, and at least 2 or more partners)	Individual programs
<b>Available Funding</b>	At least 25% of total available UWRV funding	At least 25% of available UWRV funding	No more than 40% of available UWRV funding
<b>Estimated # of Grantees/ Partners</b>	3-4 agencies in Year 1, with potential for more in Year 2 and 3	1-3 Partnerships	TBD, based on funding remaining after Tier 1 and 2, and results of the review process
<b>Estimated Awards</b>	TBD, includes pay-for-performance incentives	\$100,000 - \$125,000 for each partnership, annually	TBD, but much less than Tier 2
<b>Funding Length</b>	3 years	3 years	1 year
<b>RFP Release Date</b>	February 2018 <sup>2</sup>	August 2017	November 2017

<sup>2</sup> In consideration of the numerous grants within and outside UWRV with due dates in January 2018, the Hub RFP release date has been adjusted to February 1, 2018.

## 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 the advancing proposals in the System Innovation Partnership tier. 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 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 as outlined in the Continuum of Support that are most complementary to the collaborative work that will be supported by United Way moving forward:

- Provision of holistic family supports that help families with children meet their basic physical needs
- Access to affordable, reliable housing
- Access to healthy and affordable foods
- Access to affordable, quality healthcare
- Physical and mental health services
- Health services for children and moms

Agencies can submit multiple programs in response to this RFP.

Available funding: Starting in the 2018-2019 funding year, 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 2018-2019 will be informed by the findings from the implementation of United Way's other partnership investments.

Funding Period: July 1, 2018 - June 30, 2019

Application Deadline: January 26, 2018 at noon

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 [wendy@uwrv.org](mailto:wendy@uwrv.org) by December 18, 2017.

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.

## DECISION-MAKING AND PLANNING TOOL FOR APPLICANTS

The following checklist is being provided to help determine eligibility of agencies operating programs seeking funding through the People-Centered Investment RFP. All interested applicants are highly encouraged to review this information, and use it as a guide in planning their proposal submissions. The checklist does not need to be submitted to United Way of Roanoke Valley.

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 2018 Partnership Agreement.

Successful program applicants will reflect the following key elements:

- The program operates consistently with United Way's guiding principles.
- The program implements strategies that align with the applicable UWRV standard outcomes/indicators.
- The program has 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 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.
- The program is committed to strong collaborative partnerships that enhance the program's ability to support families in their quest for self-sufficiency.

## 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.

- 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 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.

- Attachments

All agencies are required to submit their most recently completed Form 990, most recently completed Audit, and a copy of the overall agency budget for the current fiscal year

Note that agencies with national or regional level audits must provide local supplemental information to provide proof that they are in good financial standing.

In addition, first-time applicants to United Way of Roanoke Valley are required to submit a copy of their 501c3 tax exempt letter.

### 2. Program-Level Application:

- General program information and application questions

Program Name:

Program Contact:

Program Contact phone:

Program Contact email:

Program Description:

Amount Requested:

Please provide a justification for the amount requested.

Select which identified gap(s) your program is addressing?

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 for the program, activities to be implemented, select outcomes and indicators from a drop down box, and fill in targeted numbers for clients measured and achieving in 2018-2019.
- **Proposed Program Budget**  
Fill out revenue and expense tables, and provide a narrative explaining each line item.

## APPLICATION REVIEW PROCESS AND SCORING

People-Centered Investment applications will be reviewed in Spring 2018 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. Demonstrates UW funds would be utilized to achieve significant impact through this program.
  - Program has diverse and reliable funding resources to deliver a quality program.
  
5. Administrative Review Findings 10 points
  - 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: November 22, 2017
- (Optional) Overview of the People Centered Investment RFP: December 4, 2017 at 2:30pm  
Join the optional webinar from your computer, tablet or smartphone  
<https://global.gotomeeting.com/join/713670597>  
Dial in using your phone:  
United States: +1 (646) 749-3112  
Access Code: 713-670-597
- Register program for online access: December 18, 2017
- People-Centered Investment applications due: Noon on January 26, 2018
- Notification of awarded grants: Week of May 7<sup>th</sup>

## 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. My agency applied for the System Innovation RFP but wasn't selected for Phase 2, can I use the same concept to respond to this RFP?**

Due to funding constraints and the need for cohesion across investments, this RFP will be very specific to prioritized areas of need. If the program or partnership addresses the selected priority need, those components can be submitted for funding. However, anticipated grant awards will be much smaller in size than those in the System Innovation RFP.

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

Please direct all questions to Wendy Drewery ([wendy@uwrv.org](mailto:wendy@uwrv.org)). We will strive to respond to them during the optional RFP conference call/webinar, or within 48 hours, if specific to an applicant. Information relevant to all applicants will also be added to the FAQ posted online in eImpact. Questions regarding the RFP or the application will not be entertained after end of business on Wednesday, January 24, so please plan accordingly.

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

Agencies will be contacted by mail on the week of May 7, 2018 with the results of the process, and funding amounts for awarded programs/proposals.

### **5. Is there a minimum or maximum request amount?**

While a maximum request amount is not being provided, 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.

### **6. Can the pre-defined data requirements 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.

### **7. 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.

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

We anticipate implementing a mid-year report submitted in January of each funding year and a cumulative year report is submitted the following July. More importantly, United Way and system innovation partners will be engaging selected program in ongoing conversation and engagement throughout implementation.