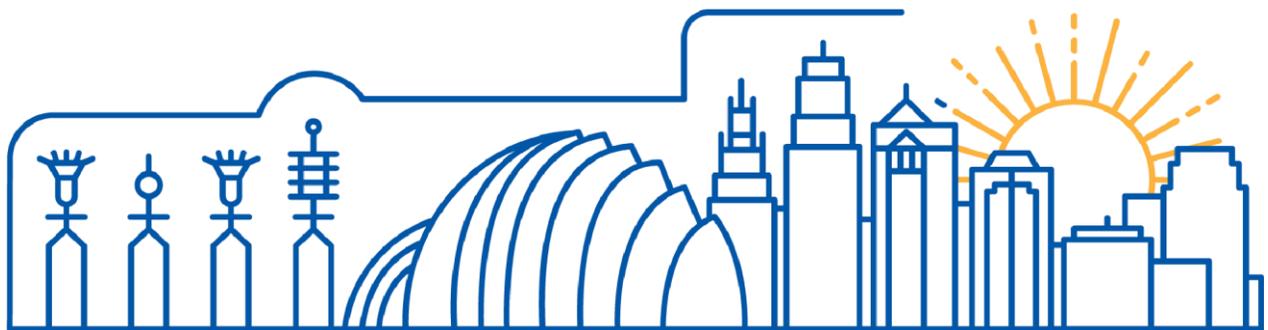


UNITED WAY OF GREATER KANSAS CITY

2020 REQUEST FOR PROPOSALS



United Way
of Greater Kansas City
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of Greater Kansas City

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2020 REQUEST FOR PROPOSALS

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UNITED WAY OF GREATER KANSAS CITY

2020 REQUEST FOR PROPOSALS (RFP)

2020-21 Community Impact Fund Grant Overview

United Way of Greater Kansas City (UWGKC) will invest in local programs aligned with the goals and strategies of the [United Way Community Impact Agenda](#), a roadmap for addressing health and human service challenges facing the Kansas City metropolitan community.

Over the next three years—from May 2020 through April 2021, United Way will provide financial support of programs aligned with the Community Impact Agenda through annual grants ranging from \$10,000 to \$500,000. Grants awarded for 2020-21 will be renewable for two additional years for programs in good standing, based on program performance and compliance with annual reporting requirements.

Applicants must meet programmatic eligibility requirements outlined in this request for proposals and be in compliance with United Way agency standards as determined through United Way's annual certification process conducted in the first quarter of each year.

A full listing of investment areas in which UWGKC will award grants, along with descriptions of each, can be found in the **United Way Investment Areas** section of this document. These investment areas are the same as in the 2019-20 cycle, with one exception: the medical care investment area has been narrowed in scope. This area no longer includes primary medical care. Organizations previously funded for primary medical care will be eligible to submit a proposal for 2020-21 consideration, if they provide one of the services included in the updated medical care investment area definition. (See **United Way Investment Areas** section of the RFP for the full investment area description.)

Because of the anticipated limited availability of funds in 2020-21, United Way of Greater Kansas City will only accept funding proposals from organizations receiving grants in the 2019-20 cycle. Agencies not funded in the current (May 2019- April 2020) funding cycle will not be able to seek first-time funding. In addition, current United Way funded partners will not be able to submit new program funding proposals—only previously funded programs are eligible to apply.

Following are details regarding applicant agency eligibility, United Way funding priorities and the application process for programs eligible to seek funding under this RFP.

Deadline for Submission of Funding Proposals

Funding proposals and supporting documents must be submitted to United Way of Greater Kansas City by **Thursday, December 12, 2019**.

Investment Areas

The Community Impact Agenda is the framework for United Way's work in the community to address health and human service needs across the life cycle. Each applicant program must identify a United Way *investment area* (or grant category) with which it aligns. The program will be reviewed alongside other programs in the same

investment area. Investment area descriptions can be found in the **United Way Investment Areas** section of this document.

New Program Funding Requests

As noted above United Way of Greater Kansas City will **not** accept new funding requests under this Request for Proposals. Only previously funded programs will be eligible for 2020-21 consideration within the investment areas outlined in this RFP. (An exception to this is programs in the medical care investment area that provide primary care. Organizations receiving funding for primary care in the past may not submit a primary medical care program for consideration but are eligible to submit a different set of services for funding considering with the medical care investment area. For more details, please see the United Way Investment Areas section of this report.

Small Grant Fund

In the past, United Way of Greater Kansas City has offered the Small Grant Fund as a grant mechanism for smaller organizations (under \$500,000 in annual revenues). This year, we have combined the Small Grant Fund with the Community Impact Fund. All previous Small Grant Fund recipients will be able to apply for funding this cycle. However, rather than being reviewed in a separate process, they will be reviewed by the review team considering other funding proposals in the investment area which they fit.

Another important change for programs previously funded through the Small Grant Fund relates to the size of grants. The Small Grant Fund previously had awarded grants from \$5,000 to \$15,000. However, the minimum grant award in the Community Impact Fund this cycle is \$10,000.

All programs previously receiving a grant of less than \$10,000 should make sure that their proposal this cycle includes a request of at least \$10,000.

As in the past, funding is not guaranteed. Grants will be awarded through a competitive review process. Representatives for each applicant program to the Community Impact Fund will have the opportunity to participate in a 30-minute interview with the review team considering their proposal.

Components of a Funding Proposal

For each program submitted to United Way for funding consideration, a full proposal must be submitted. A proposal consists of a set of standardized forms that collect a range of information related to the program under consideration, including a detailed description and quantitative data related to service delivery, outcomes and budget. A funding proposal consists of the following sections, each with its own online form:

1. Proposal Overview
2. Program Narrative
3. Budget Narrative
4. Budget
5. Demographics (county, race, gender, income, age and--NEW this year: zip code)
6. Outcomes

While proposals must be submitted using the United Way's online reporting forms, a version of the forms is provided to applicants in one Microsoft Word file and one Microsoft Excel file. These versions of the application forms may be completed and then the content can be transferred to the online forms. (The forms can be downloaded from the United Way of Greater Kansas City website—www.unitedwaygkc.org under the "2020-21 Request for Proposals" section.

New Zip Code Report

As a metropolitan-wide organization, United Way is committed to serving a six-county area and has made a renewed commitment to understanding the reach and scope of its investments. This goal reflects both a commitment to the inclusivity of the mission-related work of United Way geographically, as well as recognition that the tens of thousands of individuals who support United Way come from all parts of the metro area.

To support the goal of understanding the geographic reach of funded programs, United Way has introduced a new section of the demographic report to capture the number of program participants served in each of the zip codes within the metro area. While this data is not required this year, it is strongly encouraged. You will note that, in the Program Narrative form, there are a few questions regarding your program's tracking of this data. And in the demographic form, there is a new section that includes a list of zip codes and a field in which the data can be reported. When reviewing funding applications, United Way will consider applicant program's responsiveness to the goal of better identifying geographic reach of program grants.

New Requirement: Updated Program Information in 2-1-1 Resource Database

All applicant organizations are required—as part of the application process—to update the program description and contact information in the United Way 2-1-1 database.

To update your program's information in the United Way 2-1-1 Resource Database, visit the web page linked to below. If your program is not currently included in the database, you will need to create a new record. Instructions (and contact information for assistance) can be found on this web page.

<https://uwgkc.myresourcedirectory.com/index.php/agency-partners/update-your-listing>

Updating a program's record in the 2-1-1 resource database takes just a few minutes. Creating a new record takes just a little longer.

Your organization's funding application will not be considered complete unless all of its program records in the United Way 2-1-1 resource database have been updated as of December 2019.

Before/After School Program Applicants

United Way is continuing the use of the Youth Program Quality (YPQI) Improvement model of the Weikert Center, through a partnership with the Kansas Enrichment Network (KEN). This work has occurred in recent years under the auspices of United Way's Quality Matters Initiative. Leadership of the work has been handed off to the Kansas Enrichment Network through a Strategic Partner funding agreement. Beginning in the 2020-21 program year, United Way will no longer be covering the total cost to program sites to participate in the YPQI. Under this agreement, United Way will provide funding to KEN to cover 50% of the per-site cost. Programs that choose to participate will have to cover the other half of the cost, estimated to be between \$2,500 to \$3,000. (Full cost per site is between \$5,000 to \$6,000).

The shared outcomes form for the Before/After School Program investment area will include specific questions related to your program's participation in the YPQI work. Participation will not be required but will be considered as a factor during the funding review process.

In the 2017 application process, agencies with multiple sites were required to submit separate demographic and budget forms for each site. For the 2020 application, we are NOT requiring separate demographic and budget reports; applicants are asked to submit a single consolidated report. In addition, grant funds, if awarded, may be used at the organization's discretion across the program sites.

Early Childhood Education Centers

As in the past funding application process, United way will use a specialized program narrative form for Early Learning Centers. However, to provide consistent budget data across all programs, we will use the standard budget for Early Learning Center applications—not the customized Early Learning budget form used three years ago.

If your organization receives funding under the Early Learning – Systems Support investment area, you are asked to complete United Way's standard program proposal form. When you log in to the online application form, this is the form that you will see.

Another change relates to demographic, outcomes and budget data for multi-site programs. This funding cycle, United Way is using a single form for multi-site programs, where data across program sites is consolidated into a single reporting form. Agencies with multiple sites are not asked to submit separate demographic data sets, budgets and outcomes reports for each site.

Method of Submission

All applicant organizations must submit program funding proposals in response to this RFP through the United Way web-based application system. Registered users of the system will receive an email with a link to their organization's web-based application forms. Instructions for using the web-based system are provided in the **Online Application Instructions** section of this document.

As noted above, applicant agencies are provided access to a version of United Way's funding application forms in a Microsoft Word and Excel format for use in preparing the proposal draft. Applicants must then input the proposal narrative and numeric data into the web-based application forms. The forms are posted to the United Way Get Funding page of the website.

Funding Levels

United Way awards annual grants through two funding mechanisms:

- **Community Impact Fund** applicant programs may be considered for an annual grant of \$10,000 or greater. Individual programs may not be awarded a grant that exceeds 50% of program expenses. This means that a one-year grant award may not exceed the lesser of the following: 50% of 2018 year-end actual total program expenses or 50% of total expenses in the 2020 proposed budget.
- **In the past, United Way of Greater Kansas City has offered a Small Grant Fund** opportunity for organizations with operating budgets of \$500,000 or lower. As noted above, the Small Grant Fund mechanism has been discontinued. All prior Small Grant Fund recipients are eligible to apply for a Community Impact Fund grant in 2020. When submitting an application, prior Small Grant Fund recipients should make certain that their funding request for 2020 is at least \$10,000, even if funded below that level in the past. (The Small Grant Fund range was \$5,000 to \$15,000.)

While all previously funded programs aligned with investment areas outlined in this document are eligible to seek 2020-21 funding, they are not guaranteed a 2020-21 grant. All programs will be assessed in a competitive review process that uses standard criteria, including applicant programs' alignment with goals outlined in the United Way of Greater Kansas City Community Impact Agenda.

Funding Timeframe

United Way of Greater Kansas City will award annual grants for a 12-month timeframe that runs May 1, 2020 through April 30, 2021. Programs awarded a 2020-21 grant that are in good standing will be eligible for renewal funding for two additional years without re-application.

Notice of grant awards is sent in late April of each year.

Collaborative Funding Proposals

United Way considers the submission of collaborative proposals to the Community Impact Fund submitted by multiple organizations. Such proposals are particularly encouraged when collaboration in the delivery of a program leads to increased administrative efficiencies and more effective service to the target population. In preparing such a collaborative funding proposal, agencies should consider the following guidance:

1. Collaborative proposals will be considered only for programs in which two or more agencies share joint responsibility for delivering a program.
2. Collaborative proposals should identify a lead agency, which has responsibility for submitting the funding proposal, receiving the grant (if awarded) and dividing the funds among the collaborating agencies as outlined in the proposal. The lead applicant should clearly identify the collaborating partners in the Program Description section of the proposal.
3. The Budget Narrative section of the UWGKC funding proposal should specify, in the budget narrative, the portion of the funds requested that will be used by each participating agency.
4. The proposal should include a single budget (on the UWGKC budget form) that reflects the combined program income and expenses of the collaborating agencies.

Proposal Review Interviews

All applicants will have the opportunity to meet briefly with the United Way funding review team to which each funded program is assigned. Thirty-minute in-person meetings will be held between representative(s) of applicant organizations and United Way review teams. The purpose of the meeting is to answer questions about the funding proposal and does not include time for a formal presentation (other than five minutes of opening remarks by an agency representative). Organizations seeking funding for multiple programs should expect to participate in multiple meetings, unless the programs are under review by a single United Way review team. In this case, the programs will be discussed at a single meeting and the length of the meeting will be extended as needed. Proposal review interviews will take place in February and March 2020. Applicant organizations will be contacted in January regarding the scheduling of the proposal interview.

Emphasis on Service to Low Income Households

United Way recognizes every community in our region has significant numbers of persons who live with economic hardship due to poverty and low-income. United Way has established a goal of supporting access by these low-income households to the health and human service programs it supports. The following guidelines have been

established in order to support this goal and assist United Way leadership in understanding progress toward achieving it.

1. Programs that include an enrollment or registration process must collect and report income data on participants. Programs that do not formally enroll or register participants will not be required to report income data—for example, public education programs or information and referral programs. However, if such programs can estimate the number of low-income participants they served based on their understanding of the overall demographics of who they serve or where they provide services, they are strongly encouraged to do so.
2. United Way is primarily interested in knowing what proportion of clients is low-income, as defined by having a household income at or below 200% of the Federal Poverty Level (or one of the “proxy” measures described below). Therefore, organizations are not required to collect and/or document *specific* income data. Based on current partner practice, any of the following four (4) options for documenting low income may be used:
 - a. Program participants reporting specific income amount,
 - b. Program participants reporting income level by choosing between specific ranges,
 - c. Program participants responding to a “low income/not low income” choice (with accompanying guidance on how low-income is defined);
 - d. Secondary household income sources compared to client information, such as address. Secondary data may include such sources as U.S. Census Bureau’s small geography data, school district data on Free and Reduced Lunch participation, or data from credit reporting agencies. Applicants will be asked to clearly describe the methodology used in determining the percentage of participants who are low-income.

For a list of acceptable proxy measure and more information on 200% of Federal Poverty Level, see the section below called Definition of Low Income.

3. Programs will be asked to describe the action they take to intentionally serve low-income participants, including specific strategies for:
 - raising awareness of the program among low-income participants,
 - making the program accessible to low-income participants;
 - ensuring cultural competency in the delivery of services.
4. Programs are encouraged to demonstrate substantial delivery of services to low-income participants. A program’s level of service delivery to low-income households, and the existence of a plan for doing so, will be factors during the United Way grant review process.

Definition of *Low Income*

Low Income for the purpose of United Way’s grant review process is defined as living in a household with annual income at or below 200% of the Federal Poverty Level. United Way recognizes that many organizations currently utilize other measures to assess need. Applicant organizations will not be required to change their process, but rather document the proxy measure that the organization uses.

Proxy Measures: Please note, if your organization currently uses a measure less than 200% of the Federal Poverty Level, that measure is acceptable. Or, if your organization

uses eligibility for one or more of the following public human service programs, the following additional measures will be accepted as alternatives: Free and Reduced School Lunch, SNAP, TANF, SSI or SSDI, WIC, KS or MO childcare subsidies, and/or HUD low-income subsidized housing guidelines. Health care or health care access programs may use Kansas or Missouri Medicaid thresholds.

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2020-21 United Way Funding Review Timeline

September 12, 2019	Request for Proposals Released
September-October 2019	Proposal Workshops In-person and web-based orientation sessions for organizations preparing to submit a funding proposal to United Way.
September 30, 2019	Online Funding Proposal Forms Published Each applicant organization will be sent a link to their organization's unique funding application page.
December 12, 2019	Proposal Submission Deadline
February - March 2020	Proposal Interviews An in-person interview for each applicant program will be held between the applicant organization and United Way volunteer and staff representatives.
April 2020	Decision Making United Way review teams meet to discuss funding proposals and prepare recommendations for the United Way Board of Trustees.
Late April 2020	Funding Notification Letters Sent
May 2020	Grant Payments Begin Grant payments under this RFP (but not necessarily the separate RFPs to be issued by United Way at a later date) will be made in 12 equal installments on the final business day of the month from May 2020 through April 2021.

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Funding Proposal Checklist

Below are key steps in the funding application process. You are encouraged to use this checklist as you prepare for submission of your organization's 2020-21 United Way funding request.

	<p>1. Participate in a United Way Proposal Workshop—scheduled for September 20th at 9 am (virtual), September 24th at 9 am, September 26th at 2 pm, October 3rd at 2 pm. The Sept. 24th, 26th and Oct. 3rd workshops will be held at the United Way of Greater Kansas City offices at 801 West 47th Street, in the 4th floor conference room.</p>
	<p>2. Make certain that your agency has received your online funding application link – this will be sent by email by September 30th to all contacts for your organization on file at United Way.</p>
	<p>3. Review the <i>Shared Outcomes Manual for the program category</i> and determine which of the identified outcomes and indicators apply to your agency's program(s). Prepare outcomes data for submission using the outcomes reporting form posted to the online application web page. NOTE: UWGKC has delayed making significant changes to shared outcomes in this funding cycle. Feedback from partners collected in the survey sent earlier this summer is under review, and some potential changes to the outcomes will require further dialogue with funded program representatives. This work is planned for 2020.</p>
	<p>4. Determine a grant amount to request. This amount should be reflected in the Program Narrative section of the proposal and Line 4 of the proposed budget form. Applicant programs are eligible to seek an increase over the past grant amount, but the funding request must be justifiable in the context of the overall program budget. Individual programs may not be awarded a grant that exceeds 50% of program expenses. This means that a one-year grant award may not exceed the lesser of the following: 50% of 2018 year-end actual total program expenses or 50% of total expenses in the 2020 proposed budget. Because overall funding is limited this cycle, applicants are encouraged to keep requests for funding increases modest.</p>
	<p>5. Using the Microsoft Word and Excel template provided by United Way, prepare a draft of the program funding proposal(s) – including the program narrative and program budget. Limit the length of your response to each question to the designated word limit. The online system will not accept responses that exceed the established limits.</p>
	<p>6. Confer with United Way of Greater Kansas City staff, as needed, for answers to questions about the funding proposal, funding criteria and priorities, or guidance on how to best present your agency's program for funding consideration. United Way staff contacts are listed at the end of this document.</p>
	<p>7. Submit the funding proposal using United Way's online funding application system by Thursday, December 12th. When entering the proposal into the online application, do not "cut and paste" the responses from the Word template in which you have drafted your proposal. Instead, re-type the responses in the online form. If you cut and paste the responses, certain characters—apostrophes and quotation marks—will be converted to question marks by the report-writing software used by United Way, making the proposal difficult to read in areas where those characters are used. Note that there are word limits for each question in the application form, which correlate to an approximately 8-page limit for the funding application proposal narrative questions and answers. The word limit is intended to capture concise responses to each application while allowing sufficient space to describe the program.</p>
	<p>8. Participate in a proposal interview with a United Way review team. Representatives of applicant organizations have the option to meet in person with the United Way staff and volunteer team</p>

	<p>responsible for reviewing each grant proposal. The meeting is a 30-minute interview for the review team to ask questions about the proposal. Other than 5 minutes of opening remarks, the meeting does not include time for a formal presentation by the applicant organization. Proposal review interviews will take place in February and March 2020. Applicant organizations will be contacted in January regarding the scheduling of the proposal interview. Organizations seeking funding for multiple programs should expect to participate in multiple meetings, unless the programs are under review by a single United Way review team. In this case, the programs will be discussed at a single meeting and the length of the meeting will be extended as needed.</p>
	<p>9. Respond to follow-up questions from United Way about your proposal, as needed. This may include questions that come up during the proposal interview, or may be sent to you prior, or after, the meeting. Not every meeting will prompt follow-up questions, so do not be concerned if you are not contacted.</p>
<p>Questions? Contact a member of the United Way staff listed at the end of this document. You may also send questions to unitedwayproposalquestions@uwgkc.org.</p>	

Outcomes Reporting

Each applicant program has been assigned to an investment area or program category—and has been given access to an online reporting form for that area—based on the category it was funded under in the last funding cycle. The categories are described in the 2020-21 Investment Areas section of this manual. No changes have been made to the investment area assignments from the previous funding cycle.

Applicant programs must demonstrate how they are positioned to contribute to the achievement of objectives identified in United Way’s impact agenda. This is accomplished by the reporting of “shared outcomes” or standardized outcomes originally identified through a collaborative process between United Way and funded partners. Except for minor adjustments in wording, the outcomes are virtually unchanged since the 2019 annual progress report.

Because United Way shared outcomes have not changed significantly since the last reporting period and no new program applications will be accepted, United Way has not published the *Shared Outcomes Manual* this year. To reference your program’s shared outcomes, please pull up the outcomes report form posted to your program’s online application. It will provide the specific outcomes report for the category to which the program is assigned. In addition, for your reference, United Way will post a copy of the shared outcomes report submitted by your organization in April 2019 to the online application portal

Timing of Outcomes

Actual outcomes data is requested for the most recent 12-month period for which it is available. While many programs report data for a calendar year period, your organization may choose the 12-month period on which you report. For example, if your program operates on a school-year cycle, you may report data that covers a period of August through July. There is a line at the top of the outcomes report for you to indicate the 12-month period represented by the data.

Because of the timing of United Way’s application process—with a deadline on December 12th—we recognize that programs that track data on a calendar year will not have a complete set of data available for 2019. In this case, you have a few options:

- 1) You may simply report 2018 data—and thus provide the data you previously provided with your annual progress report in April;
- 2) If your data tracking is sufficiently flexible (and nimble), you may report 12-month data from December 2018 through November 2019, or any other 12-month period, such as November 2018 through October 2019. In this case, you are asked to continue to use that reporting on the same 12-month period in future reports.

Outcomes Reporting Guidance

The following guidance is provided to give clarity around aspects of the outcomes reporting process. As indicated above, no significant changes have

been made to the outcomes report forms from the annual progress report process in the spring of 2019.

Reporting of “Base” Figure for Each Outcome

Applicant programs are required to report the total number of participants for which each outcome is relevant. Sometimes that number is all of the program’s participants, sometimes it is a subset of them.

We refer to this as the *base* number. Sometimes this is referred to as the *sample size*. Knowing the base number allows United Way to calculate the percent of the program participants that achieved a particular outcome. In certain cases, some programs cannot provide data on all participants/individuals served for every outcome because the participant might have just started a program (and not been in the program long enough to be assessed for outcome attainment) or because the specific outcome does not apply to all participants, only a subset of them. In order to avoid calculating inaccurate percentages, United Way is now asking for a base number for each of the outcomes programs are asked to report on. The following examples illustrate this new data point:

Example 1: A case management program with 125 participants served in 2015

Number of heads of household who reach at least one self-determined goal: 85

Total number of participants for which this outcome is relevant (base #): 100
The base number is 100, not 125, because at six-month milestone when data for this outcome is gathered, 25 participants had been in the program for less than six months. Those 25 are excluded from the base calculation because no data on outcome attainment were available for those participants. Therefore, 85 out of 100 (participants for whom this outcome is relevant) achieved the outcome, or 85%.

Example 2: An after school program with a range of activities offered to participants serving 1,000 youth in 2015

Number of children and youth who articulated aspirations to pursue math and science-related careers: 246

Total number of participants for which this outcome is relevant (base #): 375
In this example, there are 246 participants who expressed a desire to pursue a math- or science-related career out of 375 who participated in a STEM-career “track” of this after school program, or 66% of the base number. (There were 625 others of the 1,000 enrolled in the after school program who did not opt in to this programming track—so they are excluded from the base figure for the purpose of demonstrating the rate of outcome achievement.)

Example 3: A high school equivalency test preparation program with 50 participants in 2015

Number of participants who attained their high school equivalency: 10

Total number of participants for which this outcome is relevant (base #): 30
In this case, your base number would be the 30 participants who took the high school equivalency exam, excluding the 20 who were not in the program long enough to take it, or a 33% achievement rate.

When reporting outcomes data, including both base and achievement figures, you should make use of the “comments” field in the outcomes report form to describe how your “base” figure was determined—particularly if it is significantly different from the total number of program participants. Also,

please note: the “base” figure should never be larger than the total number of program participants.

When data are not available for a United Way-defined outcome

Applicant programs are required to report on shared outcomes that are relevant to the program’s services and objectives. In certain cases, there may be outcomes identified in the manual that are not relevant to the program’s services. When reporting program outcomes, applicants may leave these sections of the report form blank. However, if there are shared outcomes that do relate to program’s services and objectives but for which there are no data available, the applicant should provide an explanation in the “comments” section of the form.

To the extent that an applicant organization’s program is unable to collect and report shared outcomes data relevant to the program, it should discuss the matter with United Way staff before submitting a funding proposal. Also, if data for an outcome that is relevant to a program is missing from the outcomes report, an explanation should be provided in the “comments” section of the outcomes form. The lack of relevant shared outcomes data could negatively impact the review of the program funding proposal.

Additional outcomes data

Programs are not limited to reporting on the shared outcomes identified by United Way. They are encouraged to report on additional outcomes for which data are available and which are important to the participants in the program. There is a section at the end of the report that allows for additional data.

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United Way Investment Areas

Below are the areas in which United Way of Greater Kansas City awards program funding grants. All applicant programs must apply for funds under one investment area. Applicant organizations wanting to change investment areas for a program must consult with United Way about the program's best fit.

Healthy Beginnings

Healthy, Thriving Young Children Ready for School Success

Goal: Children are born healthy and have the social/emotional and developmental supports needed to thrive in the early years and arrive ready for school success.

Action Objectives:

- a. New parents access in-home supports during their child's first three years to nurture healthy development & counteract early childhood trauma.
- b. Children access quality early learning to enter kindergarten with the social/emotional, cognitive, language and physical skills required for school success.
- c. Parents and caregivers gain the tools and understanding to support optimal early learning and development.

Program Grant Investment Areas

Below are the Investment Areas in which United Way of Greater Kansas City will award Healthy Beginnings program grants for the 2020-21 funding cycle.

Early Learning Centers – Full- or part-day, center-based early education that supports the social, emotional and cognitive development of pre-school age children with a focus on Kindergarten readiness, including helping parents support their child's learning and development. Early education programming designed to specifically address the needs of young children with disabilities is also included in this category. Programs must operate year-round and may serve as a childcare resource for working families. United Way also requires that early education programs operate under national or state quality standards, per a board approved policy (available for review by contacting United Way staff).

Early Learning – System Support – Programs that support the area's early health and learning systems, from prenatal care and young child health to child care system issues, such as resource and referral, training and technical assistance, public awareness, public policy advocacy and direct services that help support the goals of optimal child development to prepare young children for school success.

Prepared Youth

The Next Generation Ready for Career and Life Success

Goal: School age children and young people meet academic and developmental milestones that ultimately lead to success in college/postsecondary workforce training, career and life.

Action Objectives:

- a. School age children and youth access expanded learning opportunities to gain the social and emotional competencies that contribute to academic achievement, positive relationship building, and the ability to compromise and adapt to changing situations.
- b. Children and youth learn about wide-ranging career opportunities to build hope, skills and aptitudes that lead to a productive, successful future in today's workforce.
- c. Older youth and young adults access work experience, supports and connections for a successful transition to career and adult success.
- d. Children and youth access positive youth development opportunities that build strong relationships with caring adults.
- e. Children and youth who experience trauma, abuse and neglect access the needed community supports to thrive.

Program Grant Investment Areas

Below are the Investment Areas in which United Way of Greater Kansas City will award Prepared Youth program grants for the 2020-21 funding cycle.

After-school and Summer Programs (Quality Matters) – Programs that provide out-of-school time activities that support the academic, social and emotional development of school-age youth, which engage them throughout the school year or year-round a minimum of once per week for older children (6th grade and up) and three times per week for younger children (5th grade and below), which operate in a dedicated facility, and which utilize paid youth development personnel as the primary means for staffing the program. Programs funded in this area are encouraged to participate in the Youth Program Quality Intervention work of Kansas Enrichment Network, which is supported by United Way.

Career Pathways for School-Age Youth – Programs that provide career exposure, college planning, and life skills for school-aged youth. These programs help facilitate the transition between high school and college/career by improving academic and employment skills. This includes career exposure activities, employment readiness or early work activities, “soft skills” training, and college/job search assistance.

Services for Transition-Age Youth – Programs providing supportive services that enable runaway, homeless, and abused or neglected transition-age youth (generally ages 16 to 24) to achieve self-sufficiency, experience stability, and become integrated into the community.

Youth Development and Mentoring - Programs that support the social and emotional development of school-age youth through character building, educational and other activities. These programs engage their participants on an ongoing or long-term basis and foster in-depth relationships with positive adult role models.

Child and Youth Trauma and Abuse: Advocacy, Intervention, and Treatment – A continuum of services that include intervention services, legal advocacy, counseling, shelter, residential and day treatment, and other resources for child victims of violence, abuse, and neglect. Also included in this investment area are programs designed to prevent child abuse and neglect through prevention education for children, parents, families, caretakers, schools, and professionals who work with children.

Thriving Adults and Families

Adults and Families are Financially Secure and Independent

Goal: Our region's residents are afforded the opportunity to achieve their full potential and are bolstered during tough times by access to human services.

Action Objectives – for United Way Investment Strategies for *moving forward*:

- a. Individuals and families have what they need, from life-sustaining basic needs to savings and other assets, to help them weather financial shocks and avoid or overcome poverty.
- b. Working families build financial management, workforce and career planning skills to advance in the labor market and build a strong future.
- c. People secure and maintain stable, affordable housing.
- d. Survivors of domestic violence are safely housed and gaining financial security.
- e. People overcome barriers to healthcare access securing health care services for optimal health and productivity
- f. Older adults and individuals with disabilities access the supports they need to maximize independence.

Program Grant Investment Areas

Below are the Investment Areas in which United Way of Greater Kansas City will award Thriving Adults and Families program grants for the 2020-21 funding cycle.

Adult Education – Programs that help adult participants advance their educational attainment through basic education, high school equivalency test preparation, English language education and related support services.

Disaster Preparedness and Response – Programming that provides emergency assistance in the wake of natural and other disasters; activities aimed at preparing an effective response in the event of disaster.

Domestic and Sexual Violence Intervention & Advocacy – Non-residential intervention services, counseling, and other resources for adult victims of violence, abuse and other forms of victimization, such as human trafficking.

Domestic and Sexual Violence Legal Advocacy - Legal representation, advice and other forms of legal advocacy for adult victims of violence, abuse and other forms of victimization, such as human trafficking.

Domestic and Sexual Violence Prevention – Education and other strategies for specific populations and the general public aimed at preventing domestic or sexual violence and abuse.

Domestic and Sexual Violence Shelter Services – Residential programs that provide a safe place for victims of domestic violence and other forms of victimization, such as human trafficking; includes supportive services aimed at promoting safety, recovery from the effects of trauma, and financial stability.

<p>Emergency Assistance and Case Management – Programs that provide financial assistance for low-income households in crisis to cover the costs of rent/mortgage, utilities, medications and other basic needs; other forms of material assistance such as food, clothing, household goods and furniture. This investment area also includes information and referral aimed at helping households access other longer-term sources of support and longer-term case management and advocacy aimed at promoting self-sufficiency.</p>
<p>Income and Asset Development - Programs, other than those focused on employment, that are aimed at increasing income, building assets and solving problems related to the financial stability of individuals and families.</p>
<p>Healthcare Access - Dental care; programs that ensure access to healthcare care by removing barriers to access through individual advocacy, case management, patient navigation or other facilitation services; programs that offer support and other resources to help ensure the health and independence of individuals who have a chronic health condition.</p> <p>NOTE: In the 2020-21 funding cycle, United Way has narrowed the scope of the healthcare access investment area so that it does not include primary medical care, as in past funding cycles. Organizations previously receiving funds for primary care are invited to submit a proposal that is focused on removing barriers to access and/or addressing social determinants of health through such things as obtaining or retaining health coverage, overcoming cultural barriers, accessing social work supports in a medical context, or receiving healthcare navigation services.</p>
<p>Mental Health Advocacy and Counseling Services – Programs that provide counseling and other therapeutic interventions that support the mental health of individuals and families, as well as individual and systems level advocacy efforts to meet the needs of people coping with mental illness.</p>
<p>Safe and Stable Housing/Homeless Prevention and Intervention – Programs that provide temporary shelter to homeless individuals and families and connect them to support services to help stabilize the family’s living situation. Programs that provide housing or housing subsidies coupled with case management and other supportive services or advocacy services aimed at helping participants achieve a permanent and stable living situation; includes both transitional living programs and permanent housing programs.</p>
<p>Services for Older Adults - Services that support the well being and independence of older adults, including home-based services and center-based services.</p>
<p>Services for People with a Disability - Services that provide non-medical interventions that promote the independence and well being of people who have a disability, including education services, life skills training, case management, and efforts that promote integration into the community. Program that focus on promoting community-based employment will not be funded in this investment area but may be eligible for support through United Way’s financial opportunity center initiative.</p>
<p>Substance Abuse: Prevention, Intervention and Treatment Services – Programs that provide education/awareness of the impact of substance abuse, prevention programming, intervention and treatment (outpatient and in-patient) for people coping with a substance abuse problem, and support for their loved ones.</p>

Program Review Criteria

All applicant programs will be reviewed on the extent to which they adhere to the following criteria.

Fit with United Way Community Impact Agenda

- The program provides a health or human service that is aligned with one of the investment areas in the United Way Community Impact Agenda.
- If applicable, program objectives and client outcomes are aligned with United Way “shared outcomes” defined for the program category that the program is aligned with.

Program Design

- The program is designed to prevent, eliminate or mitigate a clearly defined problem. The program’s methodology represents an evidenced-based or promising approach to achieving the program objectives and participant outcomes.
- To the extent needed, the program includes specific strategies to address the unique needs of the target population served, or subsets of the target population, including potential barriers to successful outcomes. Such barriers may be cultural, economic, geographic, related to physical or other disabilities or related to historical patterns of discrimination.
- The program strives for quality in the delivery of services by employing best practices or promising approaches. Also, the program adheres to industry standards in the delivery of services, including, if applicable, by obtaining accreditation or certification by a third party.
- The program has an appropriate outreach mechanism and/or relationship with appropriate referral sources.
- The program includes people from low-income households among those served by the program. The program conducts effective outreach to low-income and historically underserved populations, including racial or ethnic minorities. The program has established a method for tracking whether participants are low-income (or is in the process of developing such a method and can describe progress toward this goal).
- The agency operating the program demonstrates an understanding of the community need it is designed to address. The agency is familiar with the service delivery system of which it is a part, including, but not limited to, a working relationship with other providers of the same service, and collaborative action with those providers and other institutions when appropriate.
- The organization takes appropriate steps to ensure the safety and protection of program clients in its care.

Program Outcomes

- The program has clearly articulated outcomes that represent a meaningful benefit for program participants, which is related to the problem that the program is intended to address. The outcomes reflect a combination of: an increase in knowledge, a positive change of attitude or belief system, or a positive impact on the participants' behavior, condition or status with regard to the defined problem.
- The program reports data collected on United Way shared outcomes, or in the case of new outcomes not previously collected, has a plan for collecting the data in the future.
- The agency has established an effective system for measuring outcome achievement, including indicators and data collection methods that provide a valid and reliable way of measuring outcome achievement.
- If program participants are too numerous for outcome measurement to be feasible for all participants, the agency identifies a sample that is representative of the program participant group.
- If outcome achievement data cannot be retrieved for all participants identified for measurement, the agency identifies and addresses possible causes.
- The program sets targets for outcome achievement and achieves those targets or makes progress over time toward achieving the targets.
- The agency makes use of outcomes data to draw conclusions about the target population, program design, and other factors that may be considered for program improvement.
- When possible, the agency compares outcome achievement data for its program participants with data information known about the broader population or populations served by other similar programs.

Program Capacity:

- The program has sufficient capacity to ensure the effective delivery of services.
- The program has ongoing and consistent revenue sources other than United Way. United Way funding is not a disproportionate share of total revenue.
- The program avoids continuing operating deficits, except to the extent that planned deficits are balanced by other agency programs that experience a surplus, or other revenue sources are available to the agency to cover the program's operating deficits.
- Conversely, the program avoids continuing operating surpluses that might otherwise be used to expand service delivery.
- The program has sufficient staffing to operate the program, including staff with appropriate credentials and experience. The agency is able to retain qualified staff to ensure consistent delivery of service.
- For facility-based programs, the program is delivered in facilities that are safe, accessible and appropriate, and of a sufficient size.
- The program has sufficient materials that may be needed to serve the program participants. The program has sufficient overall capacity to serve a substantial number of people within the program's target population.

- Fee-based programs do not exclude people unable to afford the cost of fees and have a fair and equitable mechanism in place for making accommodations to those unable to pay the program fees. United Way funding supports the program's ability to provide a significant level of services to those unable to afford the program fees.
- The program delivers services in a cost-efficient manner, in which the cost per participant or other unit costs are not excessive for the type of service provided.

Proposal Quality and Agency Response

- The proposal narrative is complete and information contained in the proposal is accurate.
- The agency has responded promptly and fully to requests for follow-up information.
- Data provided in each section of the proposal are consistent with data in other sections of the proposal. For example, outcomes data reflect a number of people served that is consistent with the number reported in the *program participants* section (or a clarifying explanation is provided for any apparent inconsistency).
- The proposal includes a budget form with accurate year-end and current/proposed budget figures, which are consistent with the agency's internal budget and financial statements.
- The agency provides complete answers to all quantitative sections of the report, including program participants by county, cost per participant, at least one unit measure, and at least one outcome.
- To the extent that multiple unit of service measures and outcome measures are available and useful to a full understanding of the program, this information is provided.

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Online Application Instructions

All grant applicant programs must submit their funding proposal through United Way's web-based application system. To use the system, an agency must pre-register. Registrants will be emailed a secure link to the agency's online application. Applicants should save a copy of the email in order to access the system as needed.

Do not forward the email with the link to your agency's application to another organization—the link is unique to your organization's proposal.

The link is unique to the agency's online application—it should not be shared outside the organization. However, it may be shared within an organization. Multiple users may be logged in to an organization's application at the same time. However, only one user at a time may be logged in to a particular form in the 20-form application.

Below is a screen shot of the "home page" that the link will open to. On this page, you will see a list with any United Way investment area(s) to which your organization's program is assigned. Each item on the list is a link that will open to a new screen with a list of all the application forms.

If you are a user who has access to your agency's donor designation list, it is possible the link will open to a different screen. In that case, simply click the link on the right-hand menu titled "2017 Funding Proposal Forms".

The forms are all connected to a database that will hold your agency's application information. You may partially complete one or more form, save it, and return to it

A list of the United Way funding categories in which your organization is currently funded.

The screenshot shows the 'United Way Partner Agency Forms' web application. At the top, there is a header with three categories: 'HEALTHY BEGINNINGS', 'PREPARED YOUTH', and 'THRIVING ADULTS & FAMILIES', each with a corresponding icon. Below the header are social media icons for Facebook, Twitter, and Instagram. The main content area features a large image of a smiling young child. Below the image is a table with the following data:

Due Date	Description	Status
Dec 31, 2019	2017-19 Funding Proposal Forms - Adult Education	Outstanding

On the right side of the page, there is a 'Main Menu' with links for 'Home', 'Agency Reporting Forms', 'Agency Documents', and 'Log Out'. Below that is a 'Role Menu' with a link for 'Additional Organizations'.

After clicking on the program category, a list of forms that comprise the program funding proposal will appear on a new screen. The forms correspond to the sections of the proposal in the Word and Excel version of the proposal forms. If the agency has more than one funded program in the program category, the forms for each program will appear together under a heading of the program name.

To start work on a form, click the form name and a new screen will open containing the detailed form lines.

The program name will appear at the top of the list of forms.

A list of the narrative and numeric forms that comprise the funding proposal.

To print a copy of any form that has been filled out, click on the print icon to the left of the form name. A PDF version of the form will open. To open the form in an Excel format—especially useful for budget forms—click the Excel icon.

Use the “print” and “Excel” icons to download a copy of each form.

Community Services - A

	Section
 	2017-19 Proposal Overview
 	2017-19 Program Narrati
 	2017-19 Program Budget
 	2015 Shared Outcomes F
 	2015 Actual Program Bu

Below is a screen shot of the Program Overview Form. When filling out the forms, keep in the mind the following guidance:

The program title (but not the agency name) will appear at the top of the form.

It is important to save the form frequently as you work on it by clicking the “Save” button at the bottom of the form. After saving a partially completed form, you may log out and return to the form at a later time.

When filling out narrative questions, it is recommended that you do not “cut and paste” responses from the Word version of the proposal. If you do, apostrophes and quotation marks will be converted to question marks when the proposal is printed. If you do “cut and paste” the responses—and then delete and retype any apostrophes or quotation marks—they will not be converted to questions marks.

If you “cut and paste” responses in the answer fields, be sure to delete and retype apostrophes and question marks.

2017-19 Program Overview Form

Agency:

Address:

City, State, Zip:

Telephone (area code, 7-digit number, extension):

Agency CEO:

Agency CEO Email:

Proposal Contact:

Proposal Contact Email:

Program Name:

25-Word Organization Description: 0 of 30 words

25-Word Program Description: 0 of 30 words

Is this a new funding request - i.e., is this program NOT currently funded by United Way in 2016? Yes No

Below is a screen shot of the Program Narrative and the Budget Narrative sections of the proposal. Note that there is a word limit on the question responses. The Program Proposal questions, along with responses using the maximum number of words, will result in a report that is approximately 9 pages long. The Program Budget Narrative questions, along with responses using the maximum number of words, will result in a report that is approximately 2 pages long. Below the response field of each question is a “word counter” that counts the number of words as they are entered.

A “word counter” appears below each response field.

2017-19 Program Narrative Form

Organization Name:

Program Name:

1. PURPOSE OF THE PROGRAM
Briefly describe the purpose or overall goal of the program.

0 of 250 words

Role
Addi

211 W. Armour Blvd., 3rd Fl.
Kansas City MO 64111

2017-19 Program Budget Narrative Form

Complete the program budget form and respond to the following questions related to the program budget.

1. What is the final month of your organization's fiscal year?

2. Identify and briefly describe the program's top three sources of revenue in 2015.

Source 1:

0 of 20 words

Source 1 2015 amount:

Source 2:

0 of 20 words

Source 2 2015 amount:

Source 3:

0 of 20 words

Agency
Log Out
Role Menu
Additional Or

Below is a screen shot of the budget section of the proposal. Note that there is not a line for you to enter the total income or expenses. These figures will be calculated automatically and appear at the bottom of the page, along with a surplus/deficit figure, if applicable.

A "Save" button at the bottom of each form enables you to save your responses and return at a later time to revise or add to your responses.

When finished, click the "Submit" button to submit the form. Once you click "Submit", you cannot make additional changes.

The "Return" button enables you to return to the previous screen.

14	Grants and other assistance to individuals, govts and other orgs (Lines 1, 2, 3 in 990 Part IX)	\$0.00	Expense
15	Benefits paid to or for members (Line 4)	\$0.00	Expense
16	Compensation of officers directors, trustees key employees, disqualified persons (Lines 5,8)	\$0.00	Expense
17	Other salaries and wages (Line 7)	\$0.00	Expense
18	Pension plan contributions and other employee benefits (Lines 8 and 9)	\$0.00	Expense
19	Payroll taxes (Line 10)	\$0.00	Expense
20	Fees for service (legal, accounting, lobbying, other professional svcs.)	\$0.00	Expense
21	Advertising and promotion (Line 12)	\$0.00	Expense
22	Office expenses (Line 13)	\$0.00	Expense
23	Information technology (Line 14)	\$0.00	Expense
24	Royalties (Line 15)	\$0.00	Expense
25	Occupancy (Line 16)	\$0.00	Expense
26	Travel, conferences/meetings, entertainment expenses for public officials (Lines 17, 18, 19)	\$0.00	Expense
27	Interest (Line 20)	\$0.00	Expense
28	Payments to affiliates (Line 21)	\$0.00	Expense
29	Depreciation, depletion and amortization (Line 22)	\$0.00	Expense
30	Insurance (Line 23)	\$0.00	Expense
31	Other expenses (Line 24)	\$0.00	Expense
	Total Income	\$0.00	
	Total Expense	\$0.00	
	Total Surplus/Deficit	\$0.00	
<p>Comment for Amount column</p> <div style="border: 1px solid black; height: 40px; width: 100%;"></div>			
<p>When Exiting a Form-- Use the "Save" button to store your results. Use the "Submit" button when you have completed the budget form. Once the form has been submitted, you cannot make any further changes.</p>			
<p> <input type="button" value="Save"/> <input type="button" value="Submit"/> <input type="button" value="Return"/> </p>			

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United Way Staff Contact Information

For assistance with your United Way proposal, contact a member of the United Way of Greater Kansas City Community Impact staff team.

Karen Gettinger

karen.gettinger@uwgkc.org

Jim MacDonald

jim.macdonald@uwgkc.org

Julie Riddle

julie.riddle@uwgkc.org

For help with the web-based application:

Katie Barber

katie.barber@uwgkc.org



United Way
of Greater Kansas City