

**FY19 Community Impact Grant  
Request for Proposals (RFP) Guidelines  
United Way of Washington County, MD**



United Way of Washington County, MD is pleased to release its FY19 Request for Proposals (RFP) for Community Impact Grants.

We look forward to receiving applications from our partner agencies, which include any Health and Human Service, 501 (C) 3 nonprofit organization serving Washington County residents.

**FUNDING PRIORITIES, FY2019**

<b>EDUCATION*</b>	
<b>Helping children and youth achieve their potential through educational readiness.</b>	
<b><u>Goal Statement (1):</u></b>	By June 30, 2021, increase the number of Washington County students in evidence –based collaborative programs entering school ready to learn from the current KRA rate of 33% to at least 35% readiness as reported by the current rate testing scores.
<b><u>Goal Statement (2):</u></b>	By June 30, 2021, school-age students enrolled in evidence-based programs will consistently advance academically by at least 7% as measured /demonstrated through Washington County PARCC scores. Accordingly, third-grade English scores will increase to 10.4% and algebra I scores will increase to 11.1%
<b><u>Goal Statement (3):</u></b>	By June 30, 2021, at least one (1) collaboration focusing on youth-related workforce development will be established in Washington County.
<b>Basic Needs*</b>	
<b>Providing access to the basic needs of life.</b>	
<b><u>Goal Statement:</u></b>	United Way will provide Community Impact Funds for competitive grant awards that focus on providing basic needs supporting activities of daily living. This may include: food, housing assistance, clothing and access to health care.

\*Refer to attached United Way Goals and Strategies at a Glance for further information

## Eligible Applicants

1. Those 501 (C) 3 health and human service partner agencies that previously received allocations and/or grants, entered into Affiliation Agreements, and actively supported the United Way during Fiscal Years 12, 13, 14, 15,16, 17 and 18.
2. Any Health and Human Service, 501 (C) 3 nonprofit organization serving Washington County residents.

## Funding Guidelines

Applicants for United Way Community Impact Grants must meet the following guidelines. All applications will be prioritized based upon them:

1. Submission of a *Collaborative Application*, which is defined as:
  - a. “A single application for a collaborative service effort that is submitted by two (2) or more organizations in which one partner will serve as the Fiduciary Agent. Each partner actively supplies distinctive / separate resources and services, having measurable outcomes and a common goal.”
2. Community Impact (CI) Funding may be requested for up to a maximum of \$100,000. *This maximum may be exceeded for a true Collaborative Application.*
3. Programs must leverage varied funding sources at a pre-determined level.
  - a. UWWC grant awards will not exceed 20% of the total program budget. The CI Committee may make exceptions for program requests addressing priority community needs, pilot programs and other identified CI priorities.
4. Programs must align with one of the United Way Goals and
  - a. Address one of the defined strategies. (ATTACHED).
  - b. Address at least one of the defined Performance Measures
5. Applicants are encouraged to submit collaborative programs aimed at addressing concerns about Summer Learning Loss. However, no funding will be set aside; Summer Learning Loss submissions will be considered with all the Education Focus Area applications.
6. CI funds may be used for program-related operations, staffing, and supplies.
7. The purchase of gift cards for use as program incentives / awards is not an allowable cost.
8. Alignment
  - a. The review of applications will include the consideration of the applicant’s participation in Day of Caring, UWWC events, executive director meetings (attendance and participation), and UWWC campaign.

## Application Process

**\*\* You MUST follow these minimum requirements. Any application that has not been completed according to these Guidelines will be returned to the applicant.**

### Step 1 – RFP

Review the United Way of Washington County, MD RFP to determine if your proposed program aligns with our 2018-19 Funding Priorities, listed above and included on our website:

[www.unitedwaywashcounty.org/community-impact-investment-goals-strategies](http://www.unitedwaywashcounty.org/community-impact-investment-goals-strategies)

### Step 2 – ATTEND

**Attendance at a Pre-proposal Training Meeting is mandatory.**

**Contact:** Emily Beecher at 301-739-8200 x 10 or via email at [ebeecher@unitedwaywashcounty.org](mailto:ebeecher@unitedwaywashcounty.org) to sign-up to attend either of these Pre-Proposal Training Sessions:

**DECEMBER 5<sup>TH</sup> AT 8:30 AM**  
**OR**  
**DECEMBER 7<sup>TH</sup> AT 2:30 PM**

### **NEW LOCATION:**

UNITED WAY OF WASHINGTON COUNTY, MD  
83 WEST WASHINGTON STREET  
HAGERSTOWN, MD 21740

### Step 3 – APPLY

- Application must be submitted online
- Submit online application, due on January 12, 2018 by 10:00 A.M.
- Online application must include one copy of the following *Attachments*:
  - Board of Directors List to include place of employment or retirement status, meeting dates and locations
  - Most recent IRS Form 990 or 990 EZ (Must match Date of Audit)
  - Most recent Audit, if required or GAAP review of Finances and Financial Policies by an Independent Certified Public Accountant
  - Signed Anti-terrorism Compliance Certification Form
  - Letter of Support from the Applicant's Board of Directors
  - CI Grant Applicant Certification Form
  - Budget, Budget Narrative and Performance Measures Form

**Step 4 – PRESENT:** Applicants are required to present their applications to the United Way Grant Review Team. Staff will provide advance notice to each applicant on Appointment Times.

## APPLICATION TIMELINE

TIMELINE	ITEM
October 24, 2017	Letter of Interest Released
November 14, 2017	Letter of Interest Due (10:00 AM)
December 1, 2017	Request for Proposal (RFP) Released and Posted on UWWC Website
December 5, 2017 at 8:30 AM December 7, 2017 at 2:30 PM	Mandatory Pre-proposal Trainings
January 12, 2018	Grant Applications DUE (10:00 AM) **
March 14 & 15, 2018	Applicant Presentations
January 2018 – June 2018	Community Impact Grant Review Process
June 2018	Grant Awards Announced

\*\* **NOTE:** No exceptions will be made. Any applications received after 10:00 A.M. on January 12, 2018 will not be eligible for review.

**GRANT AWARD ANNOUNCEMENTS:** All grant awards will be announced in June 2018.

### GRANT AWARD PERIODS

Beginning with the FY16 funding cycle, United Way of Washington County, MD implemented multi-year grant awards.

Quarterly reports continue to be monitored. Funding will be withheld for failure to comply with the grant agreement, which includes meeting stated goals.

The amount of funding each year remains the same as the grant award in the initial year of a three year grant period, as long as the grantee complies with or fulfills the terms of the Grant Agreement and/or meets the stated goals of the approved Program and unless there is (negative or positive) change in campaign revenue. This is explained within the grant agreement.

- Education -- 3 Years (FY 2019 through FY 2021)
- Financial Stability -- 3 Years (FY 2018 through FY 2020)
- Health -- 3 Year (FY 2017 through FY 2019)
- Basic Needs – 1 Year (FY 2019)

For the FY2019 grant cycle, the Community Impact & Investment Committee has approved the above grant award funding cycles.

**GRANT REVIEW PROCESS:**

The Community Impact & Investment Committee (CI Committee) of the United Way of Washington County, MD Board of Directors plans, directs and oversees CI Funding Application and Grant Review Processes. All applications are reviewed by Grant Review Teams (e.g., Education, Basic Needs) comprised of community volunteers and representatives of the CI Committee having expertise in the United Way Focus areas/ Grant Review areas.

The team members use the attached Rating Criteria to score the applications. Each Application is considered, based upon its financial and program accountability, the efficient and effective delivery of services, impact on community needs, and collaboration with other organizations.

The Grant Review Teams make recommendations to the CI Committee, who then makes final recommendations to the United Way Board of Directors.

**Technical Assistance / Questions:**

Requests for technical assistance or questions on the RFP process, application or Grant Review Process\* can be submitted to:

Kathy C. Saxman, Director of Community Impact  
United Way of Washington County, MD  
83 West Washington Street, Suite 101  
Hagerstown, MD 21740  
Telephone: (301) 739- 8200 x 15  
Email: ksaxman@unitedwaywashcounty.org

Emily Beecher, Director of Marketing and Engagment  
United Way of Washington County, MD  
83 West Washington Street, Suite 101  
Hagerstown, MD 21740  
Telephone: (301) 739- 8200 x 10  
Email: ebeecher@unitedwaywashcounty.org

**\*Note:** It is your responsibility to schedule an appointment for technical assistance in a timely manner.

## **Attachment 1: United Way of Washington County, MD FY19 Community Impact Grant Rating Criteria**

### **Program Design – 15 Points**

1. Is the program clearly defined?
  - Are activities clearly defined and connected to the needs statement and goals for the program?
  - Is justification for methods or approach provided?
2. Is overall program design succinct, concise and well thought out?
3. Does the program incorporate evidenced-based practices or tried and true methodologies for the delivery of services?
4. Are there existing programs / services in the community?
5. Are accessory / ancillary services provided (e.g., transportation, language interpretation, etc.)?
6. Is the program ready to begin?

### **Alignment – 30 Points**

1. Is the program aligned to United Way's Goals and Strategies?
2. Is this program designed to serve a low-income or at-risk population (e.g., newly homeless, veterans, seniors, children, disabled, ex-convicts)?
3. Is this agency “in-tune” with the root cause of the issue(s) this program addresses?
4. Does the agency demonstrate that they support the United Way mission (e.g., participation in events, hosts internal UWWC fundraising campaign)?

### **Engagement & Results – 35 Points**

1. How clear are the program goals?
2. Are the goals specific, measurable, achievable, results-based and defined within a certain time span? (E, FS, H and BN)
3. Does the program demonstrate results?
4. Do they solicit feedback from their clients and respond to their needs?
5. Does the agency partner with others, showing a level of collaboration and continuity of services?
6. Is a plan provided to measure the program impact and success of the program clearly defined? (E, FS, H and BN)
7. Does the applicant provide a plan to ensure that output targets are met?
8. Does the Program indicate that outputs will be tracked that address client needs?

### **Use of Resources – 20 Points**

1. Does the program have the ability to effectively accomplish the established program objectives?
2. How well does the agency leverage external resources and/or diversify funding sources?
3. There is a specific plan to operate the program after this funding period.

**ATTACHMENT 2: PERFORMANCE MEASURE BASICS**  
**Community Impact Grant, FY19**  
**United Way of Washington County, MD**

***All grantees will be required to provide quarterly reports on programs awarded CI Funds. These reports will be submitted on the attached Performance Measure Form. The basis of these performance measures is S.M.A.R.T. Program Outcomes, which are summarized below.***

Outcomes are the benefits or results a program anticipates for its customers, clients, or participants. This allows programs to shift away from simply measuring outputs defined as, “the number of goods or activities provided or the number of clients served.” Outcomes “measure the good the program accomplishes.” For example, academic achievement can be measured by looking at improvements made by students on test scores or report cards.

In measuring outcomes, we are trying to determine:

- What has changed in the lives of individuals, families, organizations or the community as a result of this program?
- Has this program made a difference?
- How are the lives of program participants better as a result of the program?

Make sure your outcome measures are "**S.M.A.R.T.**"

- **SPECIFIC**

Specifically state what you want to happen, where, and to whom as a result of your intervention Objectives should be specific.

Specific objective: At least 90 percent of county schools will institute campus wide no smoking policies by 2021.

Non-specific objective: To stop teens from smoking

- **MEASURABLE**

Identify the current baseline, value, and the level or amount of change that is expected. How much? How many?

Measurable Objective: To increase fruit and vegetable consumption among Montgomery Hospital workers by 50 percent by June 2020.

Non-measurable Objective: To ensure that the workers in Montgomery Hospital eat more fruit.

- **ACHIEVABLE**

Objectives should be achievable and realistic. You may want to begin with small steps, so the objective is not out of reach.

Achievable Objective: To reduce alcohol use by youth, ages 14-16 in Washington County, by 5 percent by December 2020.

Non-achievable Objective: To stop youth from using alcohol

- **RELEVANT, RESULTS-BASED**

Objectives must be relevant or logically related to your overall goals. They must matter. Ask yourself if actual achievements will get you where you want to be in the long run?

Relevant objective: Developing pictorial instructions that can be understood at low reading levels to improve parenting skills among people with low literacy by 10 percent in the next six months.

Irrelevant objective (or not relevant enough): To improve parenting skills among people with low literacy by teaching adults to play table pool

- **TIME-SPECIFIC**

Objectives should be time-specific. While you always hope and plan for permanent change, you must be realistic about when to measure the effect that you can achieve. You must plan results within a specific time frame.

Time-specific objective: To reduce the proportion of adults in the U.S. who smoke to 12 percent by 2021

Non-time-specific objective: To reduce the proportion of adults in the U.S. who smoke to 12 percent



**PROGRAM PERFORMANCE MEASURES, FY19**  
**United Way of Washington County, MD**

Grantee: \_\_\_\_\_

Program: \_\_\_\_\_

MEASURE	BASE YEAR (FY18)	TARGET YEAR (FY19)	RESULTS (FY19)				
			QTR 1	QTR 2	QTR 3	QTR 4	TTL
What / How Much Do We Do? (OUTPUTS)							
How well do we do it? (Organizationally)							
Is Anyone Better Off? (OUTCOMES)							

**Attachment 3:  
FY19 Community Impact Grant Budget Form**

Sample Completed Budget Form:

PAGE 1 Agency Name & Program: _____								
Use of Funds	Sources of Funds SAMPLE							Total
	United Way	HHS*	Jose Fund	Golf Event	Other	Other	Total Other	
Salaries& fringe	\$0	\$0	\$0	\$6,500	\$0	\$0	\$6,500	\$6,500
Administrative (5% Executive Director)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Program –Student Recruitment Coordinator	10,000	25,000	\$15000	\$0	\$0	\$0	\$40,000	\$50,000
Annual XYZ Coordinator	15,000			35,000			35,000	50,000
Secretarial Support	2,500	10,000	12,500				22,500	25,000
Fringe	11,000	40,000					40,000	51,000
Office Supplies (Printing and copying expense at \$500 for brochures. Monthly office supplies at \$50 per month @ 12 months totaling \$600)	\$1,100	\$0	\$0	\$0	\$0	\$0	\$0	\$1,100
Staff Development/ Training (Class 1,500+Travel @ 500)	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000
Marketing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Direct Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Travel (110 Miles per month @ .535 per mile @ 1 year)	\$678	\$0	\$0	\$0	\$0	\$0	\$0	\$678
Rent/utilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Legal, Accounting, Audit	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other (Specify)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding</b>	<b>\$42,278</b>	<b>\$75,000</b>	<b>\$27,500</b>	<b>\$41,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$144,250</b>	<b>\$186,528</b>
<b>Percentage of Funding</b>	<b>#23%</b>						<b>77%</b>	<b>#100%</b>

\*PLEASE INSERT THE NAME OF THE OTHER FUNDING.

**Attachment 4:  
FY19 Community Impact Grant Budget Narrative**

The required Budget Narrative must provide very basic information regarding all proposed program expenditures for each budget line item. It should explain in detail how the total costs were derived based upon the unit cost and total expense. A sample budget narrative is included below.

**SAMPLE BUDGET NARRATIVE  
Community Impact Funds, 2018-19  
United Way of Washington County, MD**

**Personnel**

Bob @ 20% time & effort [0.20FTE] at \$50,000 annual salary \$10,000  
 Bob will coordinate student recruitment into the XYZ Program. He will visit high schools, measure performance and will generate the publications and reports needed for the program and sponsor. He will dedicate one day per work week to these tasks.

Wendy @ 30% time & effort [0.30FTE] at \$50,000 annual salary \$15,000  
 Wendy will teach the courses described in the Program Description, conduct follow-ups with students, coordinate the Annual XYZ Program Seminar and manage finances. She will dedicate three half-days per work week to these tasks and will teach 9 credit hours.

Secretarial Support (to be named) @ 10% time & effort [0.10FTE] at \$25,000 annual salary. A secretary from Bob's department will dedicate one half-day per work week to generating requisitions and data entry for the XYZ Program. \$2,500

**Fringe Benefits @ 40%** \$11,000

**PERSONNEL SUBTOTAL \$38,500**

**In-state Travel** \$678  
 Travel to local high schools - Year 1 for recruitment, speeches, and visits.  
 (100 miles per month X \$0.565 per mile X 12 months)

**Staff Training** \$2,000  
 Site training required to implement the XYZ Program. Consultant Fee of \$1,500 plus Travel cost of \$500

**Office Supplies** \$1,100  
 Includes printing/copying expense \$500 for program brochure)  
 Monthly office supplies at \$50 per month .X 12 months = \$600

**OTHER SUBTOTAL \$3,778**

**Total Costs \$42,278**

## **Attachment 5: FY19 Community Impact Grant Goals & Strategies**

### **1. Funding Statement**

United Way of Washington County, MD will strategically approach the education of our community through funding collaborative and evidence-based programs focusing on school readiness, healthy life styles, financial literacy, and basic needs, as aligned with SCIP.

### **2. Grant Awards**

With the FY16 funding cycle, United Way of Washington County, MD implemented multi-year grant awards. Quarterly reports continue to be monitored. Funding is withheld for failure to comply with the grant agreement, which includes meeting stated goals. The amount of the grant each year remains the same as the initial year grant award of a multi-year grant unless a (negative or positive) change in campaign revenue occurs. This will be explained within the grant agreement.

- Education -- 3 Years (FY 2019 through FY FY2021)
- Financial Stability -- 3 Years (FY2018 through FY 2020)
- Health -- 3 Years(FY 2017 – through FY2019)
- Basic Needs – 1 Year (FY 2019)

Before the FY20 grant cycle, the Community Impact & Investment Committee will evaluate all current and ongoing grants and bring recommendations for changes to grant awards and funding cycles to the Board as needed.

## Attachment 6: Community Impact & Investment Goals & Strategies FY 2019-2021

<b>FY2019-2021 EDUCATION</b>	
<b>Helping children and youth achieve their potential through educational readiness.</b>	
<p><b><u>Problem Statement:</u></b> “Washington County students are not fully prepared for both kindergarten and beyond. This further contributes to inconsistent academic achievement toward college /career readiness.”</p>	
<p><b><u>Goal Statement (1):</u></b> By June 30, 2021, increase the number of Washington County students in evidence –based collaborative programs entering school ready to learn from the current KRA rate of 33% to at least 35% readiness as reported by the current rate testing scores.</p>	
<p><b><u>Goal Statement (2):</u></b> By June 30, 2021, school-age students enrolled in evidence-based programs will consistently advance academically by at least 7% as measured /demonstrated through Washington County PARCC scores. Accordingly, third-grade English scores will increase to 10.4% and algebra I scores will increase to 11.1%</p>	
<p><b><u>Goal Statement (3):</u></b> By June 30, 2021, at least one (1) collaboration focusing on youth-related workforce development will be established in Washington County.</p>	
<b>Strategies:</b>	<b>Performance Measures:</b>
<ol style="list-style-type: none"> <li>1. Accredited, affordable pre-k programs that offer flexible schedules to accommodate parents’ work/life schedules.</li> <li>2. Expand reach of programs that encourage parents to be their child’s first teacher.</li> <li>3. Support evidenced-based early learning initiatives and programming</li> <li>4. Accredited, affordable out of school programs that offer flexible schedules to accommodate parents’ work/life schedules.</li> <li>5. “Out of School Time” programs that offer evidence-based Math, Science and Literacy Mentoring Programs.</li> <li>6. Evidence-based programming aimed at ensuring academic success and providing skills required to prepare</li> </ol>	<ul style="list-style-type: none"> <li>• # of Children (infants, toddlers, preschoolers) enrolled.</li> <li>• # and % of children meeting or exceeding developmental milestones</li> <li>• # and % of children passing social-emotional questionnaire</li> <li>• # of parents / caregivers engaged in programming</li> <li>• # and % of early childhood teachers participating in professional development</li> <li>• # of School-age Children enrolled.</li> <li>• # and % of children meeting or exceeding testing requirements following periods of out of school time</li> <li>• # and % of out of school time staff participating in professional development</li> </ul>

<p>children and youth for college, trade school, and work.</p> <p>7. Collaborative, evidence-based workforce readiness training program for youth ages 16-24</p>	<p><i>*Note: Measures will be based upon current elementary level testing (e.g., PARCC).</i></p> <ul style="list-style-type: none"> <li>• # of youth enrolled in collaborative, workforce training program</li> <li>• Of those enrolled in employment training program who are not employed: <ul style="list-style-type: none"> <li>○ # gaining GED</li> <li>○ # of youth who achieve gains in literacy and numeracy educational functional levels</li> <li>○ # gaining Training Certificate or similar occupational skills training achievement</li> <li>○ # who obtain employment by the first quarter after exiting the program.</li> <li>○ # who do not complete the training</li> </ul> </li> </ul>
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<b>FY2019: Basic Needs</b> <b>Providing access to the basic needs of life.</b>	
<b><u>Problem Statement:</u></b> “A high number of Washington County residents’ are considered to be poor or working poor (42%)* and should be provided access to critical assistance and support to overcome barriers.”	
<b><u>Goal Statement:</u></b> United Way will invest Community Impact Funds to support solutions that will overcome barriers and provide basic needs supporting activities of daily living. This may include: food, housing assistance, clothing and access to health care.	
<b>Strategies:</b>	<b>Performance Measures:</b>
<ol style="list-style-type: none"> <li>1. Collaborations providing residents access to necessary and critical supports to live.</li> <li>2. Collaborations providing residents access to living essentials.</li> <li>3. Collaborations that include a shared, managed, information system.</li> <li>4. Referrals to appropriate Education, Income, Health programs.</li> </ol>	<ul style="list-style-type: none"> <li>● # of unduplicated individuals served</li> <li>● #of duplicated individuals served</li> <li>● # of items distributed</li> <li>● # of residents receiving basic needs</li> <li>● # of children and youth receiving food</li> <li>● # of referrals to appropriate Education, Financial Stability, or Health programs.</li> <li>● # of individuals experiencing improved situations based on: <ul style="list-style-type: none"> <li>○ Six months positive employment status</li> <li>○ Six months continued renter status</li> <li>○ One year with no further requests for crisis assistance (i.e., utility termination, first month’s rent, security deposit, etc.)</li> </ul> </li> </ul>

\*As defined by the Asset Limited Income Constrained Employed (ALICE) data for Washington County, MD