

COMMUNITY SOLUTIONS INVESTMENT/FUNDING GUIDELINES
AND APPLICATION PROCESS

1/4/12

COMMUNITY SOLUTIONS INVESTMENT PHILOSOPHY

The Community Solutions Plan, developed and periodically updated by over 200 community leaders, is the result of an on-going region-wide planning effort in Benton and Franklin Counties aimed at effectively addressing local issues and achieving identified community solutions. Numerous organizations are involved in implementing the plan, including United Way of Benton and Franklin Counties. United Way is committed to directing resources raised through the annual campaign to achieve the plan's vision and outcomes.

United Way of Benton and Franklin Counties' investment philosophy is based upon our continued commitment to improve people's lives in our local community. In order to create lasting changes in community conditions, United Way has identified the following principles and values as fundamental to its health and human services funding process.

- **Emphasis on prevention and root causes:** Addressing the underlying causes of our community's health and human service problems is critical.
- **Response to existing conditions:** It is also important to continue to address the ongoing symptoms that result from those health and human service problems.
- **Resources structured for effectiveness and efficiency:** It is essential that resources be identified and leveraged in a manner that results in increased effectiveness and efficiency in the delivery of health and human services. More significant impact can then occur in responding to unmet and emerging needs, as well as addressing the wide-array of issues that currently exist. It is United Way's expectation that funded programs will leverage resources from non-United Way sources.
- **Strategic alliances and partnerships:** New and emerging community-wide alliances and partnerships between organizations, programs, government entities, policy makers, etc. should be formed when appropriate.
- **Education:** Education among community organizations, businesses, government, persons needing services, volunteers and all other stakeholders regarding local needs and issues is critical to promoting understanding and compassion.
- **Collaboration and coordination:** Collaborative approaches are crucial to the success and sustainability of community change efforts because they reduce duplication of services, provide integrated services, help achieve program outcomes and decrease costs. Efforts should be made to pool resources, embrace best practices and proven success, while encouraging ingenuity and innovation to address unmet needs.
- **Communication:** Multiple forms of communication among services providers are needed and should be developed to insure effective and efficient planning and implementation of selected strategies.

COMMUNITY SOLUTIONS INVESTMENT AREAS AND OUTCOMES

The United Way of Benton and Franklin Counties has identified the following outcomes from the Community Solutions Plan for investment and funding for the next two years (7/1/12-6/30/14). Please be aware that the United Way of Benton and Franklin Counties' grant process is very competitive. Only programs that submit high quality, cost effective applications that closely align with United Way's investment philosophy and targeted outcomes will be considered for funding.

EDUCATION – United Way Investment/Funding Range (approximate): 25-35%

Outcome Statement: People will have access to and benefit from early education, high school graduation, basic skills training, post-high school education, and life-long learning.

Outcome #1: Increase the number and percentage of children ready for kindergarten.

Outcome #2: Increase the number and percentage of people who graduate from high school.

Outcome #3: Increase the skills and competencies of adults.

HEALTH – United Way Investment/Funding Range (approximate): 25-35%

Outcome Statement: People will live healthy lives through emphasis on prevention, as well as have access to needed healthcare.

Outcome #1: Increase the number and percentage of people who practice preventative healthcare.

Outcome #2: Decrease the number and percentage of people treated for preventable diseases.

Outcome #3: Increase the number and percentage of people who have access to quality, affordable and timely healthcare.

SAFETY – United Way Investment/Funding Range (approximate): 5-15%

Outcome Statement: People will be safe in their homes, schools and neighborhoods and live in a community free of abuse, neglect, violence, and crime.

Outcome #1: Decrease the number and percentage of neglect and abuse incidents.

Outcome #2: Decrease the number and percentage of violent crimes against people.

Outcome #3: Increase neighborhood safety.

SELF-SUFFICIENCY – United Way Investment/Funding Range (approximate): 30-40%

Outcome Statement: People will have access to basic needs such as food and housing, and individuals who are able to work are self-sufficient through gainful employment with livable wages and other assets.

Outcome#1: Increase the number and percentage of people who reside in stable and affordable housing.

Outcome#2: Increase the number and percentage of people who are financially self-sufficient.

Outcome#3: Increase the number and percentage of people who consume adequate and nutritious food.

Community Solutions Initiatives

In addition to investing funding for programs that are aligned with the vision and targeted outcomes, United Way also supports the implementation of two Community Solutions initiatives: Our Babies Can't Wait and Prepared by 20. The goal of Our Babies Can't Wait is to help parents and caregivers provide a caring and nurturing environment for babies to grow up physically, emotionally and cognitively healthy. The purpose of Prepared by 20 is to create an alliance of individuals and organizations in our community who are committed to leveraging support to meet the needs of young people so they are adequately prepared for life ahead. These initiatives impact a significant segment of the community while achieving cross-cutting outcomes. For more information on these initiatives, go to www.unitedway-bfco.com.

APPLICATION ELIGIBILITY REQUIREMENTS

In order to be eligible to apply for United Way's Community Solutions Investment Funding, an organization must meet all of the following criteria:

1. Be a 501(c)(3), not-for-profit organization;
2. Provide health and human services to residents in Benton and Franklin Counties;
3. Be registered with the Washington State Secretary of State as a charitable organization;
4. Have an active board of directors that meets with a quorum at least quarterly;
5. Have a non-discrimination policy;
6. Certify annual compliance with the U.S. Patriot Act;
7. Have an Financial Audit annually, performed by an external independent auditor who is a certified public accountant, licensed with Washington State and in good standing and conducts the audit in accordance with auditing standards generally accepted in the United States of America, if the organization has gross revenues of \$250,000 or more per year; OR have a Financial Review annually, performed by an external independent auditor who is a certified public accountant, licensed with Washington State and in good standing and conducts the review in accordance with auditing standards generally accepted in the United States of America, if the organization has gross revenues of less than \$250,000 per year, and has not been audited;
8. File a Form 990 with the Internal Revenue Service annually if gross receipts exceed \$25,000, or file a Form 990-N Electronic Notice (e-postcard) if gross receipts are at or below \$25,000 (unless a 990 or 990-EZ was completed);
9. Provide a copy of most recent balance sheet and income/expense statement reviewed by board of directors;
10. Submit an application that aligns with the outcomes outlined in the Community Solutions Plan and targeted for funding by the United Way of Benton and Franklin Counties;
11. Request no less than \$10,000 in funds for each year of the two-year program period (7/1/12-6/30/14) specifically for the delivery of services and achievement of outcomes, and not for capital projects. No more than three program applications per agency will be accepted.

FUNDING APPLICATION AND REVIEW PROCESS

Community Solutions Investment/Funding Applications for the two-year program period (7/1/12-6/30/14) will be reviewed by volunteers who have been involved with the Community Solutions planning process. The Evaluation/Rating Form that will be used in reviewing the proposals is included in the application packet for reference. Applicants should thoroughly address the following sections in completing the application, as their responses will be used to formulate funding recommendations for the first year (7/1/12-6/30/13).

Section I – Organizational Information

Applicant Organization and Organizational Governance

Proposals should include the assurance that proposed services are in alignment with the organization's mission and that there is an active board of directors that provides strong and engaged leadership, represents the community, is responsible for policy setting, fiscal guidance, and ongoing governance of the organization. The organization's mission/purpose is congruent with services to be provided. The organization is stable, responsive to community needs and engages in strategic planning.

Section II – Financial Accountability – 20 Points

Proposals should include the assurance that the organization operates in a fiscally responsible manner with appropriate oversight by the board of directors. It should manage its financial affairs efficiently and effectively and make full disclosure of all resources received and expended. The organization has a stable and diversified funding base, adequate resources, reasonable expenses and overhead, limited or no deficits, appropriate reserves and effective fundraising strategies. The organization has the resources necessary to fulfill its mission/purpose, provide a full range of services, including services for which United

Way funds are being requested, and support essential growth. The organization should have the ability to sustain itself on a short-term and long-term basis and have guidelines and processes in place to ensure United Way funds will be used for the purpose intended. The organization is in compliance with the provisions of Sarbanes-Oxley applicable to non-profit corporations including whistleblower protection and document retention and destruction.

Section III – Program Design and Responsiveness – 35 Points

Outcome area and long-term outcome: Proposals should identify the primary outcome area and major outcome the proposed program will address.

Program Goals Worksheets “A” and “B”: Proposals should include the measurable program goals that will be achieved and how they will support the achievement of the selected long-term outcome. Using the Program Goals Worksheet examples provided as a guide, describe and quantify program inputs, activities, outputs, level 1-3 program goals and indicators, all of which lead toward the eventual achievement of the identified Community Solutions Plan’s long-term outcome. Level 3 goals and indicators should directly align with long-term outcome. Submit a separate Program Goals Worksheet for each program year.

Program Description: Proposals should include a description of:

1. Why the proposed program is uniquely needed in Benton and Franklin Counties.
2. How the targeted population/s will be served and what methods will be used to encourage participation of the most in need and/or most at risk. Applicants will need to demonstrate that the proposed services will benefit individuals who are most in need and/or most at risk. Priorities will be given to programs that target disadvantaged groups such as those listed below which is not an all-inclusive list:

| | | |
|-------------------------------------|--------------------------------------------|----------------------|
| persons with disabilities | school dropouts | single parents |
| offenders | elderly | homeless individuals |
| victims of abuse and neglect | chemically dependent | unemployed |
| physically or mentally ill persons | racially/ethnically diverse people | working poor |
| persons with limited or no literacy | pregnant women | parents/caregivers |
| students struggling academically | persons living below 150% of poverty level | |
3. How proposed services will address the ongoing symptoms and the underlying causes of the problem.
4. How the accomplishment of the measurable program goals will lead towards the selected Community Solutions Plan’s “Long-term Outcome” being achieved, as outlined on the Program Goals Worksheets.
5. How persons served (include numbers and percentages) will be tracked to measure advancement towards the achievement of the long-term outcome identified.
6. How “best practices” and innovation will be utilized in providing services and achieving measurable program goals and outcomes.
7. What strategic partnerships have been or will be formed in order to deliver services and achieve program goals and outcomes. List all partners and their roles in the program. For purposes of this funding application, a strategic partnership is an action-oriented working arrangement or division of responsibilities involving close cooperation between organizations having specified joint rights and responsibilities. Strategic partnership may include the following elements: shared resources and other assets, clear distinction of roles and responsibilities, etc. Strategic partners of this proposed program are required to sign the partner signature form included in the application packet.
8. How collaboration, coordination and communication among multiple organizations will occur, including service providers, private business, governmental entities, etc. Explain how the proposed program will work jointly or cooperate with other organizations to achieve desired goals and outcomes effectively and efficiently.

9. How the community at-large will be informed and educated about the needs and issues to be addressed, as well as the services to be provided and the goals and outcomes to be achieved.

Section IV – Program Cost Effectiveness – 25 Points

It is essential that resources be identified and leveraged in a manner that results in increased effectiveness and efficiency in the delivery of health and human services. Proposals should include the specific identification of monetary and other related resources that will be provided and utilized, in addition to those funds requested from United Way. Sufficient detail should be provided on how the leveraging and coordination of multiple resources will result in goals and outcomes being achieved.

Section V – Relevant Experience – 20 Points

Proposals should include previous experience and success in achieving similar goals and outcomes. Organizations previously operating successful programs funded by United Way will be recognized during the application evaluation process.

FUNDING APPLICATION MEETING

A meeting will be held at United Way of Benton and Franklin Counties on January 19, 2012, 3:00-4:30 p.m. for applicants to ask questions and receive clarification on any portion of the application and funding process.

APPLICATION COMPLETION INSTRUCTIONS

The Community Solutions Investment/Funding Guidelines and Application Process, along with the application forms may be accessed on the United Way of Benton and Franklin Counties' website homepage: www.unitedway-bfco.com.

GENERAL QUESTIONS

In order that applicant's questions can be addressed in a timely manner and to assist applicants in meeting the application submission due date, please contact one of the following staff by February 3, 2012:

Becky Gauthier, Director of Community Solutions, at bgauthier@unitedway-bfco.com or by telephone at 509-783-4102

Marilyn Davis, Vice President, at mdavis@unitedway-bfco.com or by telephone at 509-783-1402

SUBMISSION OF COMPLETED APPLICATION

Submission deadline: **Applications must be complete and received at the United Way of Benton and Franklin Counties' office and be date-stamped by a staff member no later than 4:00 p.m., February 15, 2012.**

Completed applications should include the following and be assembled in this order:

The ORIGINAL/MASTER COPY (paper copy) Community Solutions Investment/Funding Application, which includes:

- Organizational information – Sections I and II;
- Program information – Sections III, IV and V for each program for which funding is being requested, including Program Goals Worksheets and partner signature forms (if applicable);
- Organization's most recent Financial Audit and SAS 112 letter (formerly referred to as a management letter), if the organization has \$250,000 or more in gross revenues, or the organization's most recent Financial Review, if the organization has under \$250,000 in gross revenues and has not had an Financial Audit;

- Organization's most recent balance sheet and income/expense financial statement reviewed by the board of directors;
- Authorizing Signatures Form.

For EACH PROGRAM, provide seven (7) more paper-copy packets of the following (each of the individual packets should be 3-hole punched and paper clipped):

- Organizational information – Sections I and II;
- Program information – Sections III, IV and V for each program for which funding is being requested, including Program Goals Worksheets and partner signature form (if applicable).

Completed applications may be mailed or hand delivered to:

United Way of Benton and Franklin Counties

401 North Young St.

Kennewick, WA 99336

Please also email a copy of the application to: Becky Gauthier at bgauthier@unitedway-bfco.com by the due date.

FUNDING DECISIONS

The funding decisions made by the United Way Board of Directors are final. Applicants will be notified of the decisions by June 1, 2012.

PERFORMANCE REPORTING

Service providers awarded funding will be asked to periodically submit information on progress they have made in achieving the program goals for which they have received funding. Performance in achieving the program goals during the first year (7/1/12-6/30/13), the extent to which partnerships and collaborations are developed and sustained, and the availability of funding as a result of the United Way Campaign, will determine if funding is awarded for the second year (7/1/13-6/30/14).

COMMUNITY SOLUTIONS INVESTMENT/FUNDING INSTRUCTIONS

The Community Solutions Investment/Funding Application for 2012-2014 is a fillable PDF form. Adobe software is needed to read and complete the application. To download free Adobe software, <http://get.adobe.com/reader/>

It will be important to save the application with the program name on your own computer or server while working on the application. Simply go to "File", then "Save As" a PDF (not text), and "Save In" your own server or computer.

Each text box in this application contains a character and space limit. There are occasions when the box appears to have more space but it will not allow any more characters. This happens when the character limit runs out before the space limit does. Similarly, extra spacing between words or paragraphs may lessen the space available for text.

If you have any questions about this application process or form, please contact Becky Gauthier at bgauthier@unitedway-bfco.com or (509) 783-4102.