



**United Way for  
Cortland County**

**INFORMATION AND INSTRUCTIONS  
2020-2021 Request for Proposal (RFP)  
United Way for Cortland County**

General Information and Community Funding Strategy

The mission of the United Way for Cortland County (UWCC) is *to improve the lives of families in our community by uniting the resources of donors, volunteers and agencies*. UWCC seeks to achieve its mission in Cortland County by:

- Investing in strategies and programs that deliver cost-effective, measurable results
- Supporting programs and agencies that have sound fiscal and management practices
- Fostering efforts that build collaboration and partnerships
- Addressing the root causes of problems that challenge our community
- Leveraging community resources beyond the annual campaign

Based on data from the United Way ALICE study, Seven Valleys Health Coalition's *Cortland Counts* community needs assessment, and input from the UWCC Board of Directors and Community Impact Task Force, the United Way for Cortland County has consolidated its funding priorities to the following community impact priority areas:

- **Family Support**
- **Health**
- **Income**

For the 2020-2021 funding year, UWCC will fund programs that demonstrate (or present a plan to demonstrate) measurable impact in one of the above-identified community impact areas. UWCC is committed to funding effective programs that achieve measurable results and are run by well-managed organizations.

# 2020-2021 Community Impact Priority Areas



**Family Support**  
**Health**  
**Income**

## **Family Support Vision: To create strong, healthy, and safe families in Cortland County**

Examples of specific goals we hope to achieve:

- To improve the safety of families and children affected by physical, sexual, alcohol, and/or substance abuse
- To assist parents in developing nurturing, loving relationships with their children.
- To assist families in accessing affordable child care that helps children reach age-appropriate developmental milestones
- To help youth avoid risk-taking behaviors and give them the tools to make healthy decisions

## **Health Vision: To improve the physical and mental health of Cortland County residents**

Examples of specific goals we hope to achieve:

- To promote education and behavioral changes related to nutrition, physical activity, and exercise
- To improve access to healthy foods at home
- To assist Cortland County residents in addressing their mental health needs
- To assist Cortland County residents who have disabilities
- To assist Cortland County residents in addressing issues relating to alcohol and/or substance abuse
- To reduce tobacco use, especially among pregnant women
- To increase Cortland County residents' access to preventative health care programs, including programs providing prenatal care and immunizations

## **Income Vision: To address immediate financial needs and promote sustainable economic self-sufficiency among Cortland County residents**

Examples of specific goals we hope to achieve:

- To assist Cortland County residents in meeting their basic needs, such as needs related to food, clothing, shelter, and/or utilities
- To increase the financial literacy of Cortland County residents
- To increase the employability of Cortland County residents by supporting training in areas such as resume writing, interviewing and job search skills
- To increase Cortland County residents' awareness of what income supports are available, such as supports related to food, housing and/or utilities

## GENERAL INFORMATION

### Minimum and Maximum Funding Requests

Minimum requests for program funding will be \$2,500.

**Maximum requests for funding may not exceed \$40,000 per program proposal.** NOTE: Minimum and maximum requests may change in future funding cycles.

Requests to support building or capital projects or fundraising ventures (such as galas, races, competitions) will not be accepted.

### Deadline for Submission

**ONE electronic copy** of your application

This includes your proposal and attachments A – E (pdf Documents)

To

[director@cortlandunitedway.org](mailto:director@cortlandunitedway.org)

By Tuesday, **April 21, 2020** at 12noon. **Proposals received after the deadline will not be accepted or reviewed. Faxed proposals will not be accepted.**

### Allocations Process

All applications will be reviewed by the UWCC Allocations Committee, comprised of UWCC Board members and volunteer community representatives.

Allocation decisions will be finalized and announced to all applicants by June 19, 2020. Payments to approved programs will be made monthly beginning July 1<sup>st</sup>, 2020.

### 2020-2021 Reporting Expectations

For those applicants that are awarded 2020-2021 funding, mid-year site visits will take place, and outcome reports will be due at the end of the program funding year (due date TBA). For Community Partners who received funding in the previous year, progress toward overall goals discussed at mid-year site visits will be considered in this application scoring. If the Community Partner is unable to meet those goals, a request for modification and/or amendment must be submitted in writing by the Community Partner to the United Way for Cortland County, agreed to by both parties, and addressed in the outcomes section of the program narrative. The request for modification and/or amendment must be submitted within thirty (30) days from the time the change in circumstances arose.

## APPLICATION INSTRUCTIONS

### Proposal Format

**Part A:** Proposal- fillable electronic document

**Part B:** When submitting proposal, attach PDF's or send attachments in separate email.

Attachments A – E:

Attachment A. Most recent annual report and audit

Attachment B. Roster of current board members and meeting dates

Attachment C. Most recent organizational budget summary or balance sheet  
(1 page maximum)

Attachment D. Counterterrorism compliance Form

Attachment E. Certification Checklist

(Download and complete attachments D & E from United Way  
website- <http://www.cortlandunitedway.org/funding>)

### Scoring Rubric:

- 40 Points - Program Methodology Narrative  
*Community Need – 15 points*  
*Link to Focus Area – 10 points*  
*Program summary and methodology – 15 points*
- 15 Points - Outcomes Narrative & Outcomes Chart
- 15 Points - Budget Narrative and Worksheet
- 20 Points - Organizational History, Capacity and Collaborations  
*Collaboration & Partnerships Table – 10 points*  
*(Organizational Summary – FOR NEW APPLICANTS ONLY – 10 points) – **OR***  
*(Outcomes Success – FOR RETURNING APPLICANTS ONLY – 10 points)*
- 10 Points- Adherence to RFP Guidelines/Requirements

**100 Total Points Possible**

**SECTION 1: COVER SHEET 2020-2021**

Program Name \_\_\_\_\_

Organization Name \_\_\_\_\_

Address \_\_\_\_\_

Telephone # \_\_\_\_\_ Fax # \_\_\_\_\_

Website \_\_\_\_\_

E-Mail Address \_\_\_\_\_

Executive Director \_\_\_\_\_ Program Director \_\_\_\_\_

Project/Program Information

*Community Impact Priority Area (please check only one):* Please refer to the 2020-2021 United Way for Cortland County Community Impact Priority Areas before choosing a focus area for 2020-2021 funding.

\_\_\_\_\_ *Family Support*

\_\_\_\_\_ *Income*

\_\_\_\_\_ *Health*

Amount Requested from UWCC for 2020-2021 \_\_\_\_\_

Has this program funded by UWCC in prior years? \_\_\_\_\_

Executive Summary

Please use the space below to insert a brief description of the program for which you are requesting United Way for Cortland County dollars. Single spacing may be used, with a 300-word maximum. This summary is for reference only and will not be scored.

## **SECTION 2: PROGRAM METHODOLOGY NARRATIVE (40 POINTS)**

### COMMUNITY NEED – 15 Points

- Provide a brief description of the community conditions and local data that document the need for the services your program/project will provide. *Special consideration will be given to programs that offer services in underserved geographic areas of Cortland County. If your program proposes to serve such an area, please demonstrate how the area is underserved and how your program addresses the need.*

### LINK TO FOCUS AREA – 10 Points

- Clearly describe how your proposed program/project is linked to one of the identified United Way focus areas of income, family support, or health.

## PROGRAM SUMMARY AND METHODOLOGY – 15 Points

- Discuss the program's main components and how UWCC funding will be used to achieve desired results.
- Provide a brief description of the primary target population for this program/project. Include both duplicated and unduplicated numbers of participants the program will serve and the demographic of the participants. Note any significant trends associated with the target population over the last five years.

## **SECTIONS 3 & 4: OUTCOMES NARRATIVE & CHART – 15 COMBINED POINTS**

### **SECTION 3: Outcomes Narrative**

#### **Outcomes Narrative INSTRUCTIONS:**

1 Page Maximum

- Explain your outcome and output measurement tools
- Include how you will use the outcome and output data you will measure
- If this program was funded in 2019-2020, explain how you have used the outcome and output data you measured last year to A) inform future data collection, and/or B) inform program efficacy.



## **SECTION 4: PROPOSED COMMUNITY OUTCOMES CHART**

### Outcomes Chart INSTRUCTIONS:

3-Page Maximum (chart only – does not include this instruction page)

Use the following **Proposed Program Outcomes Chart** to list a **maximum of three** (Can be 1 or 2 outcomes) of your anticipated program/project components, with:

- Baseline data for each component (quantifying the situation in the absence of the proposed program)
- One output for each component (#'s to be served)
- One program outcome for each component (# and % to be achieved)
- One community outcome for each component (both those that can and cannot be measured)
- One output and One outcome benchmark that your program projects to achieve by funding mid-year (By 12/31/2020)
- One output and One outcome benchmark that your program projects to achieve by funding year-end (By 6/30/2021)
- Description of the proposed measurement methods or tools to be used for the outputs and outcomes.

The completed, landscape formatted, Proposed Program Outcomes Chart may not exceed three pages in length. The Program Outcome Chart is an important tool used in reviewing your proposal and is also used in the mid-year site visit reviews. Be concise in presenting your data and clearly state how your outcomes align with your UWCC target area. Please see the *SAMPLE Program Outcome Chart* for examples.

**SAMPLE Program Outcome Chart**

Program: XYZ Group

	Outputs....	...which lead to program outcomes...	...which lead to positive impact for our entire community.	
PROGRAM COMPONENTS (maximum of <u>three</u> )	PROPOSED PROGRAM OUTPUTS (#'s served per component)	PROPOSED PROGRAM OUTCOMES (# and % per component)	PROPOSED COMMUNITY OUTCOMES (per component)	PROPOSED MEASUREMENT METHODS (per component)
<b><u>Component 1:</u></b>	<b><u>Benchmarks</u></b>	<b><u>Benchmarks</u></b>		
<p><b><u>Description:</u></b> Example: Provide tutoring to academically struggling high school students as part of an after school program curriculum.</p> <p><b><u>Baseline:</u></b> Prior to program implementation, 0 target youth are receiving tutoring.</p> <p><b><u>Please do not include these examples in your application.</u></b></p>	<p><b><u>Mid-year:</u></b> By 12/31/2020, 35 high-school-aged youth will have attended regular tutoring sessions (3x/week).</p> <p><b><u>Year-end:</u></b> By 6/30/2021, 100 high-school-aged youth will have attended regular tutoring sessions (3x/week).</p>	<p><b><u>Mid-year:</u></b> By 12/31/2020, of the 35 youth, 75% (26 youth) will have shown at least one grade-level improvement in test grades over a four-month period.</p> <p><b><u>Year-end:</u></b> By 6/30/2021, of the 100 youth, 75% (75 youth) will have shown at least one grade-level improvement in test grades over a four-month period.</p>	<p>Youth will have a higher record of academic achievement and more youth will graduate from high school.</p>	<p><b><u>Outputs:</u></b> Attendance rosters for tutoring sessions will be maintained by program coordinator.</p> <p><b><u>Outcomes:</u></b> Agreements with appropriate teachers will be put into place to access data on tutoring program students' grade-level improvement.</p> <p><b><u>Community Outcomes:</u></b> Long-term follow-up with school districts will occur.</p>
<b><u>Component 2:</u></b>	<b><u>Benchmarks</u></b>	<b><u>Benchmarks</u></b>		
<b><u>Component 3:</u></b>	<b><u>Benchmarks</u></b>	<b><u>Benchmarks</u></b>		

**SECTION 4: PROPOSED PROGRAM OUTCOMES CHART 2020-2021 – 3 PAGE MAXIMUM (1 component per page)**

Program Name:

	Outputs....	...which lead to program outcomes...	...which lead to positive impact for our entire community.	
<b>PROGRAM COMPONENTS</b> (maximum of <u>three</u> )	<b>PROPOSED PROGRAM OUTPUTS</b> (#'s served per component)	<b>PROPOSED PROGRAM OUTCOMES</b> (# and % per component)	<b>PROPOSED COMMUNITY OUTCOMES</b> (per component)	<b>PROPOSED MEASUREMENT METHODS</b> (per component)
<b><u>Program Component 1:</u></b>	<b><u>Benchmarks</u></b>	<b><u>Benchmarks</u></b>		
<b><u>Description:</u></b>	<b><u>Mid-year:</u></b>	<b><u>Mid-year:</u></b>		<b><u>Outputs:</u></b>
<b><u>Baseline:</u></b>	<b><u>Year-end:</u></b>	<b><u>Year-end:</u></b>		<b><u>Outcomes:</u></b>
				<b><u>Community Outcomes:</u></b>

	Outputs....	...which lead to program outcomes...	...which lead to positive impact for our entire community.	
<b>PROGRAM COMPONENTS</b> (maximum of <u>three</u> )	<b>PROPOSED PROGRAM OUTPUTS</b> (#'s served per component)	<b>PROPOSED PROGRAM OUTCOMES</b> (# and % per component)	<b>PROPOSED COMMUNITY OUTCOMES</b> (per component)	<b>PROPOSED MEASUREMENT METHODS</b> (per component)
<b>Program <u>Component 2:</u></b>	<b><u>Benchmarks</u></b>	<b><u>Benchmarks</u></b>		
<b><u>Description:</u></b>	<b><u>Mid-year:</u></b>	<b><u>Mid-year:</u></b>		<b><u>Outputs:</u></b>
<b><u>Baseline:</u></b>	<b><u>Year-end:</u></b>	<b><u>Year-end:</u></b>		<b><u>Outcomes:</u></b>
				<b><u>Community Outcomes:</u></b>

	Outputs....	...which lead to program outcomes...	...which lead to positive impact for our entire community.	
<b>PROGRAM COMPONENTS (maximum of <u>three</u>)</b>	<b>PROPOSED PROGRAM OUTPUTS (#'s served per component)</b>	<b>PROPOSED PROGRAM OUTCOMES (# and % per component)</b>	<b>PROPOSED COMMUNITY OUTCOMES (per component)</b>	<b>PROPOSED MEASUREMENT METHODS (per component)</b>
<b><u>Program Component 3:</u></b>	<b><u>Benchmarks</u></b>	<b><u>Benchmarks</u></b>		
<b><u>Description:</u></b>	<b><u>Mid-year:</u></b>	<b><u>Mid-year:</u></b>		<b><u>Outputs:</u></b>
<b><u>Baseline:</u></b>	<b><u>Year-end:</u></b>	<b><u>Year-end:</u></b>		<b><u>Outcomes:</u></b>
				<b><u>Community Outcomes:</u></b>

## **SECTIONS 5 & 6: BUDGET NARRATIVE AND WORKSHEET - 15 COMBINED POINTS**

### **Budget Narrative INSTRUCTIONS**

2-page Maximum

- Describe how United Way funds will specifically be used within your program budget (e.g., to fund administrative support, to purchase program items, etc.)
  
- Provide information about additional sources of revenue for the program/project. Indicate what effect there will be on the program/project if these additional funding sources should not be available.
  
- Identify what your proposed program/project would do without UWCC funding or with funding at a lesser amount than is requested. Also, please indicate if there is a minimum award amount necessary to run your program.

- If this program also serves people outside of Cortland County, please reinforce how UWCC funds will be used to serve Cortland County residents.

- If the program requesting funding is eligible for matching funds, please describe the source of the matching funds and their impact on the program. If there are no matching funds for this program, please indicate this. (NOTE: Matching funds are dollars specifically leveraged by United Way funds, not just additional program dollars from other sources.)

## **SECTION 6: BUDGET WORKSHEET**

### **Budget Worksheet INSTRUCTIONS:**

Using the budget worksheet on the following page, please provide the 2020-2021 program budget.

Please also complete the line-item usage of United Way funds column for your program's budget.

*Do not* include your organizational budget in the United Way budget worksheet.

Please submit a separate organizational budget summary or balance sheet for your organization for the previous fiscal year (in your own format) as Attachment D.



**SECTION 6: PROGRAM BUDGET WORKSHEET 2020**

<b>Revenue Type</b>	<b>Total Projected Program Budget 2020-2021</b>	<b>Description</b>	
Contributions/Donations			
Special Events			
Annual Fundraising Campaign			
United Way for Cortland County			
Other United Ways and Community Chests			
Program/Membership Fees			
Grants			
Interest			
Other Revenue:			
Other Revenue:			
Other Revenue:			
Other Revenue:			
<b>Total Support and Revenue</b>			
<b>Expense Type</b>	<b>Total Projected Program Budget 2020-2021</b>	<b>Line Item Usage of United Way Funds in Program Budget 2020-2021</b>	<b>Description</b>
Salaries			
Benefits and Related Expenses			
Audit			
Contractual Services			
Supplies			
Telephone			
Postage			
Occupancy Expenses (Rent, Mortgage, etc.)			
Equipment, Repairs and Maintenance			
Printing			
Travel and Automobile			
Conferences and Workshops			
Training			
Publicity/Marketing			
Insurance			
Computer/Internet/Technology Costs			
Other Expenses:			
Other Expenses:			
<b>Total Expenses</b>			

## **SECTION 7: COLLABORATION & PARTNERSHIPS TABLE FOR 2020-2021 – 10 POINTS**

### **Proposed Program and Community Outcomes INSTRUCTIONS**

#### **1 - Page Maximum (chart only)**

For the purposes of this RFP, “collaboration” is defined as a mutually beneficial relationship where all partners and the community at large are positively impacted because of the relationship. The United Way for Cortland County Community Impact Committee has identified three classifications of collaborations that may effectively impact our community:

1. Shared “back-room” services **related to program delivery specifically, NOT agency-level operations** (examples could include the existence of a shared grant writer or bulk purchasing of materials to reduce operating costs)
2. Partnerships that function in an effort to share current best practices, increase services to clients, or limit duplication of services or efforts
3. Partnerships that function to collaboratively request funding from various sources
4. Support of United Way events and co-marketing of United Way for Cortland County

Some efforts will not be defined as a true collaboration. For example, a senior citizens program that simply uses the meeting space of a church does not represent a true collaboration. If, however, those senior citizens are assisting the church with their monthly soup kitchen in exchange for using meeting space, that is an example of a collaboration where both parties are receiving mutual benefit from the relationship. Scoring will favor strong inter-agency collaborations with appropriate examples of partnering efforts that demonstrate clear results to clients and/or limited service duplication.

Using the Collaborations & Partnerships Table on the next page, describe a **maximum of 3 specific, current (within the last 2 years), program-level** collaborative efforts or partnerships between your organization and other organizations, noting your organization’s role in these efforts. Please describe how the efforts of the collaboration have effected specific positive change in the lives of participants or community conditions, limited service duplication, or assisted in the sharing of best practices between organizations. Clearly state the benefits derived by your organization as well as by your collaborators. Please fully describe the value of the collaboration and the results of the collaboration as they relate to the focus area you are addressing.

- Do NOT include collaborations/partnerships that are not specific to a program. For example: sharing agency clerical staff, bookkeeping services, etc.
- If the program/project you are proposing for funding seeks to build a collaboration that does not already exist, please describe that partnership in detail, including expected participants and the goal of the partnership. You may also discuss involvement strategies that your program is using to target focus areas of need within the community.
- If this program is not currently in collaboration with another agency or program, please describe the rationale for providing this program on an individual basis. If there is a certain type of collaboration that would enhance the outcomes of your program, please indicate your plan to engage in that partnership.
- Please supply a contact name, phone number, and e-mail address for each agency/program involved in the collaborations or partnerships described above. Representatives of the United Way for Cortland County may conduct reference checks for verification purposes.

Please be sure to complete the documentation of United Way event participation and brand co-marketing.

See the *SAMPLE Collaboration and Partnerships Table* for examples.

**SAMPLE COLLABORATION & PARTNERSHIPS TABLE**

Name and Description of Collaboration	Benefit to You (Applicant Program/Agency)	Benefit to Other Partners	Remarks/Other	Name and Contact Info for Agency Partner
"Cortland Kids" meeting location at the Methodist Church	"Cortland Kids" is provided a free location to meet.	"Cortland Kids" pulls weeds in the Methodist Church landscape.	Methodist Church cannot afford a groundskeeper and "Cortland Kids" cannot afford to pay for a meeting space.	Jane Doe, Pastor, Methodist Church, 607-123-4567, <a href="mailto:jdoe@mc.org">jdoe@mc.org</a>
"ABC Food Pantry" has a purchasing agreement (bulk buying rates) with "JKL, PQR, and XYZ Food Pantries."	By using this agreement, "ABC Food Pantry" saves money on food purchases, resulting in its ability to purchase greater quantities of food.	All four pantries reap the same benefit.	Greater quantities of food purchased by the pantries results in more food available to those in need in Cortland County.	John Doe, Coordinator, JKL Food Pantry, 607-234-5678, <a href="mailto:jd@jkl.org">jd@jkl.org</a> Mary Smith, Coordinator, PQR Pantry, 607-345-6789, <a href="mailto:msmith@pqr.org">msmith@pqr.org</a>

<p><b>Please include a brief description of your support of United Way events and co-marketing of the United Way for Cortland County (limit 25 words):</b></p>
<p>3 staff members from X agency participated in the Triathlon as a team and X agency participated in the Day of Caring food collection. OR Guest presentation with United Way on the radio for weekly Gas and Grocery Drawings and/or social media co-branding with United Way for 80 Acts of Kindness Campaign, Office Jeans Day ETC.</p>

**SECTION 7: COLLABORATION & PARTNERSHIPS TABLE – 1 PAGE MAXIMUM**

**Program Name:**

Name and Description of Collaboration	Benefit to You (Applicant Program/Agency)	Benefit to Partners	Remarks/Other Notes	Name and Contact Info for Agency Partner

**Please include a brief description of your support of United Way events and co-marketing of the United Way for Cortland County (limit 25 words):**

## **SECTION 8a: ORGANIZATIONAL SUMMARY – 10 POINTS**

### ***\*NEW APPLICANTS ONLY\****

Please provide a thorough description of the following:

- A discussion of your fiscal accountability (e.g., whether your organization has a Board Treasurer and or Finance staff person in place, whether you have a regularly meeting Audit and or Finance Committee, if you conduct an annual audit of your financial statements, etc.)
  
- Current number of staff members and volunteers
  
- Organization's history, including your mission/vision statement, years in operation, and organizational stability and any relevant experience your organization has had in delivering programming to your identified target population and community impact focus area. (If you do not have prior experience, please describe or provide information about how you will obtain a sufficient level of competency to run your program or project related to your funding request.)

- A bulleted list of programs and services and their record of achievement

- Information that demonstrates your organization's current capacity to develop and operate the proposed program/project, such as usage of staff and volunteer time, as well as other resources (including community assets) that you will engage to deliver the program (If you are applying for funding for a program/project that you have not operated before or if you are proposing to expand an existing program, please provide a rationale for your organization's involvement in that service.)

**SECTION 8b: OUTCOME SUCCESS & MID-YEAR SITE REVIEW – 10 POINTS**  
***\*2019-2020 AWARD RECIPIENTS ONLY\****

Please comment on the progress of your program outcomes to date.

- Have you met the benchmarks outlined in your 2019-2020 RFP?  
Check: Yes \_\_\_\_\_ No \_\_\_\_\_
  
- Please provide an explanation.

- Provide comments or feedback, if any, from your mid-year breakfast and/or allocation site visit if you had one.

**SECTION 9: COMMUNITY IMPACT STORY**  
***\*2019-2020 AWARD RECIPIENTS ONLY\****

Community Impact success stories are utilized to promote your program and agency to United Way donors throughout the year. Please share two BRIEF (200 words or less) narrative impact stories from one or more programs the UWCC funds. These stories are used with our branding throughout the year, and especially during the fall Campaign season in our printed literature, presentations, etc. Photos accompanying each story are encouraged, if possible and should be emailed separately (we recognize in some cases, however, confidentiality must be maintained).

Story 1:

Story 2: