



**United Way of Kaw Valley**

# REQUEST FOR PROPOSAL

2023-2025

Shawnee and Jefferson Counties



United Way of Kaw Valley

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# COMMUNITY INVESTMENT GRANTS

## SUMMARY

**Aspirational Statement:** Until the fight is won. Creating and cultivating an unbreakable network of support for a strong, healthy, and equitable community.

United Way of Kaw Valley (UWKV) brings together people, companies, and nonprofits to help individuals and families not just survive but thrive. We work to solve issues no single donor, charity or government agency can handle alone. By focusing on the whole family, we help more children graduate and achieve employment success, help more families move from crisis to financial stability and prosperity, and improve the health of individuals and families in our community.

Over the past 12 years, UWKV has invested in the areas of Early Education, On-Grade Achievement, Financial Stability, Health, Substance Abuse, and Basic Needs (Food Assistance, Rent & Utilities Assistance, Healthcare and Prescription Assistance, Safety from Domestic Violence, and Shelter). As we have shared with the community, those grants made a significant impact in our community.

As we listened to our community during that time and looked at research and best practices emerging in the various areas of social services, we saw the need to apply a different lens to our work, a lens that would make it easier for families to access services and define and achieve success for themselves. We found this lens in a Whole Family/2Gen Approach to Poverty. Over the course of the last four years, a conversation has emerged in our community about how we can better serve families with this approach.

This RFP marks a shift for UWKV as we seek to apply the Whole Family Approach to our grantmaking while also adjusting for decreased revenue over the last 12 years. We held listening sessions across our community to establish this new direction. For this upcoming grant cycle (2023-2025), UWKV is committed to community investment in Shawnee and Jefferson Counties in the following areas: Childhood Success, Family Success, and Family Supports (Housing Supports, Food Security, Access to Healthcare, and Services for Relationship Violence and Trafficking Survivors). This framework and these areas better reflect where we are as a community while also folding in emerging research and best practices to help families achieve greater levels of stability and success.

### Timeline

January 9	Letter of Intent Opens RFP Release and Information Meeting
January 17	Whole Family Workshop
March 3	Proposals Due at 5:00 pm CST
March-April	Grant Review and Scoring
April 28	Applicants Notified of Investment Decisions
July 1	Grant Term Begins

## **ELIGIBILITY REQUIREMENTS**

- Complete the “Letter of Intent” within e-CImpact.
- Be a registered nonprofit organization and have an official letter of determination of 501(c)3 status from the Internal Revenue Service.
  - Individuals are not eligible for this grant opportunity.
- Have operated in Shawnee and/or Jefferson County for at least two years (in operations as an IRS 501(c)3 in Shawnee and/or Jefferson County on or before January 1, 2020).
- Provide services to families with low income in Shawnee and/or Jefferson Counties.
- Not be delinquent in reporting or invoices for any current UWKV grants.
- Not be delinquent on any state or federal debt.
- Share United Way’s view of collaborative and inclusive service to the entire community, without excluding anyone on the basis of race, color, religion, gender, ethnicity, national origin, age, disability, sexual orientation, or any other factor not relevant to a person’s eligibility for service or ability to contribute.

## **Board Criteria**

- The organization must have a satisfactory level of board control as demonstrated by the following:
  - The organization must assure effective control by a volunteer board of directors selected in a manner that provides an open process for public input and participation and be representative of the community and the people served. The organization’s board must have rotation procedures for its members.
  - The organization must have and follow a set of written, board-approved bylaws that are regularly approved and updated by the body.
  - The governing body must be so organized as to assure accountability and operating efficiency, and it must meet not fewer than four times a year.
  - The organization must have a governing body whose membership is consistent with the number of board members outlined in the organizational bylaws, who serve without compensation, attend its meetings, and otherwise take an active part in the organization.
  - The governing body must have full power to establish operating policy; to employ, supervise, and dismiss its executive director or similar position with a different title; to control and be responsible for its auxiliaries and other groups operating in or using the name of the organization; to enter into contracts with UWKV and to acquire, manage, and dispose of real and capital properties obtained in the name of the organization.
  - The governing body must review and approve the annual operating budget of the organization and approve any significant changes.
  - No board member may be an employee of the organization. No paid staff member may be allowed to serve as a voting member of the governing body.

\*If the organization is the local arm of a statewide or national organization, directed by a state or national governing board, or if it fulfills a specific mission of a local multi-mission organization directed by a governing board, the organization receiving a UWKV grant must have its own volunteer governing body in the form of an Advisory Board or Council that meets the above criteria.

## Financial Criteria

- The organization must have written, board-approved financial policies that are regularly followed, reviewed, and updated.
- The organization shall present documentation of its financial condition which shows the total income and expenditures of the organization. The organization must be able to demonstrate evidence of ongoing financial support.
- The organization shall maintain accounting records which are in conformity with the current Generally Accepted Accounting Principles (GAAP).
- The organization, within 9 months after its fiscal year-end, must have an independent financial audit or review completed as follows:
  - total revenue of \$750,000 or greater – annual independent audit;
  - total revenue between \$250,000 and \$749,999- independent audit every 5 years with independent review all other years;
  - total revenue less than \$250,000- independent review every 2 years.

## Ineligible Services

- Programs which are primarily politically partisan in nature.
- Organizations that are so indebted that the debt limits the organization's ability to effectively carry out the proposed program.
- Programs which exist solely for the presentation of cultural or artistic achievements.
- Programs which provide services limited to the members of a particular religious group or which exists solely to advocate religious beliefs.
- Programs which are extremely costly and/or limited to a small number of consumers and/or addresses a problem so complex and extensive that UWKV resources can have little or no impact on the situation.
- Any other which the UWKV Board of Directors deems inappropriate for UWKV support.

## Investment Specifications

- Grants are for general program support and may include indirect administrative costs applicable to the proposed program.
- Minimum & Maximum amount requests per year:
  - Applicants may request no less than \$5,000 per year with a maximum amount request of no more than \$50,000 per year under Childhood Success or Family Success grant areas.
  - Applicants may request no less than \$5,000 per year with a maximum amount request of no more than \$30,000 per year under the Family Supports grant area.
- Grant awards are for a 2-year cycle. Grant amounts are renewable yearly based on program performance and UWKV annual fundraising. A decrease in the amount of monies raised could result in a decrease of the monies available for investment.
- Grants are reimbursable and invoices with actual expenses must be submitted per the contract requirements to receive payments. *This is a shift for past grantees who received grants in the areas of Basic Needs.*

## **OUR COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION**

Social justice and equity are now a formal part of UWKV's strategic planning framework, from operations, to grant-making, to personal development.

### **United Way of Kaw Valley Diversity, Equity, Inclusion Statement**

*To truly Live United, we must commit to placing diversity, equity, and inclusion at the forefront of our work, internally and externally.*

*A successful fight for the education, financial stability, and health of every person requires that we listen to, learn from, and amplify the voices of those who are most in need and those who have been traditionally underrepresented.*

*We recognize that everyone in our United Way community brings value to our mission. We understand every employee, donor, volunteer, partner and stakeholder brings different experiences, perspectives, and expectations. We respect and encourage insight and participation from all.*

*We actively promote a variety of voices among our staff, volunteer committees and Board of Directors, and the non-profit community.*

*We commit to being curious and courageous in how we communicate with each other. We do so in a constant effort to grow and move our community forward together.*

## **APPLICATION DETAILS**

### **RFP Release and Information Meeting**

This will take place on January 9, 2023, at 9:00 a.m. at Shawnee County Health Department (2600 SW East Circle Dr. Topeka, KS 66606).

### **Whole Family Workshop**

This meeting will provide an overview of the Whole Family/2Gen approach to poverty. This will take place on January 17, 2023, at 11:00 a.m. at Topeka & Shawnee County Public Library in Marvin Auditorium 101C (1515 SW 10<sup>th</sup> Ave. Topeka, KS 66604).

All applicants are strongly encouraged to attend. This workshop will provide important information related to the Whole Family approach to poverty and how applying organizations may develop key partnerships that align with this approach.

### **Technical Assistance**

Contact Joyce Katzer at [jkatzer@uwkawvalley.org](mailto:jkatzer@uwkawvalley.org) or call 785-228-5127.

### **RFP Office Hours**

January 11<sup>th</sup> from 3:00pm-5:00pm at United Way of Kaw Valley (1527 SW Fairlawn Road)

January 13<sup>th</sup> from 10:00am-12:00pm at Topeka & Shawnee County Public Library (1515 SW 10<sup>th</sup> Ave) in Team Room #1

January 18<sup>th</sup> from 11:00am-12:00pm via Zoom (email [jmcdiffett@uwkawvalley.org](mailto:jmcdiffett@uwkawvalley.org) for the link)

### **How to Apply**

- Submission of proposals is only allowed via our online grant management system, e-Clmact.
  - Go to the United Way of Kaw Valley web site at: [www.uwkawvalley.org](http://www.uwkawvalley.org)
    - Go to 'Our Work'
    - Click on the 'e-Clmact Gateway' link in the blue box on the right
    - Click on the 'Agencies Log in Here' link
- Applications open on January 9, 2023, and are **due Friday, March 3, 2023, by 5:00pm.**
- If you have any questions, please feel free to contact Juliet McDiffett at [jmcdiffett@uwkawvalley.org](mailto:jmcdiffett@uwkawvalley.org).

### **Grant Eligibility**

\*Each organization is eligible to apply for a total of **two grants in any area.**

#### **Whole Family Approach**

Applicants will be encouraged to apply a Whole Family approach to their work. The purpose of this approach is twofold:

1. Promote and cultivate strategic partnerships among child, youth, and adult-serving programs to maximize large-scale impact.
2. Support the capacity of organizations and programs that serve families using the whole family approach.

## **Selection Process**

United Way staff members review each application to determine if the application is complete. If your application is not complete, you will be given time to update/complete the information before the deadline.

A pool of community volunteers specifically recruited to reflect our community's diversity will review the eligible and complete applications using a scoring rubric (Attachment A).

Once the reviews are complete, recommendations will be submitted. These will be reviewed by committee members and a board committee, and the final recommendation will be presented to the United Way Board of Directors for approval.

## **Partner Expectations**

Organizations that are supported through this grant opportunity agree to actively engage in the following:

- Regular attendance at Whole Family stakeholder meetings (at least quarterly).
- Participation in the Kansas Community Network (KCN). (See Glossary of Terms)
- Use of TopekaVolunteers.org to recruit and communicate with volunteers. TopekaVolunteers.org is a component of UWKV's GROW program that helps build volunteer capacity in our community. Grantees are encouraged, but not required, to take advantage of other aspects of the GROW program (Board Leadership Training, Community Navigators, etc.)
- Review and update their organization's service and contact information with United Way's 211 information and referral service as needed, but at least annually.
- Fulfill reporting requirements, which include demographic information, outputs and outcomes.

## **Reporting**

United Way partners help advance community-level work by supporting data collection on services provided to families. This includes reporting on the activities supported by this grant opportunity. Investment is not contingent on meeting specific targets. Partners report twice a year (mid-term and end of year) on common metrics shared across the Whole Family Approach and metrics specific to their work as determined in collaboration with United Way through e-CImpact.

UWKV strives to collect meaningful data that can be used not only to measure the progress of investment initiatives but also to help build a community-wide case for support. Robust data that is measured consistently across many partners will help us explain our community's needs and potential for growth to governmental bodies and additional funders.

## CHILDHOOD SUCCESS SPECIFICS

### Purpose

Investment in early childhood is crucial for the success of individuals and families in our community. Success in the early years leads to better preparation for school, greater academic success, and on-time high school graduation. Investment in early childhood provides supports for families and can drive economic growth in communities.

Often, systems focus on either parents/caregivers or on children. Rarely do they focus on both generations. Our aim is to invest in areas that are both child-focused and parent/caregiver-focused with a view to integrating services through partnerships and collaboration.

Our investment in Childhood Success is informed by, and aligns with, the Blueprint for Early Childhood and Common Measures Initiative for the state of Kansas. For more information, please see below:

- <https://kschildrenscabinet.org/wp-content/uploads/2020/02/Blueprint-for-Early-Childhood.pdf>
- <https://kschildrenscabinet.org/common-measures/>

### Strategy Direction

- Early Learning
- Home Visitation

### Population of Focus

- Prenatal to 5 years of age, residing in Shawnee and/or Jefferson Counties
- At-risk families (see Glossary)
- Historically under-resourced populations. (See Glossary)

### Reporting Measures

1. **Healthy Development-** children reach developmentally appropriate milestones. **Measures:** ASQ-3, ASQ:SE-2
2. **Strong Families-** Promote and support safe, stable and nurturing relationships to ensure children have strong healthy starts. Agency will provide reporting measure.
3. **Early Learning-** Promote community-based, school-based, and/or faith-based early learning experiences and support the use of early learning standards to increase consistency and quality of services. **Measures:** myIGDIs and CLASS.

### Grant Requirements for Early Learning

- The program serves participants age birth to 5 years, many of whom are considered at-risk and who reside in Shawnee and/or Jefferson Counties.
- A target of at least 50% of children in the program must be low-income (family income would qualify them for participation in the federal free or reduced lunch program).
- Programs must use evidence-based curriculum.
- Programs are required to share individual and aggregate data with UWKV related to indicators, outputs, and outcomes for participants.
- Specific program staff in early learning must have any one of the following qualifications:
  - CDA;
  - Teacher certification or licensure;
  - Minimum of 2-year degree in early education or related field;
  - 4-year degree in early education or related field;

- Lead teachers must have a CDA (minimum), 4-year degree preferred.
- Other general requirements as noted in this RFP.

### **Grant Requirements for Home Visitation**

- The program serves parents/guardians, many of whom are caregivers for at-risk children age 0-5 years who reside in Shawnee and/or Jefferson Counties.
- A target of at least 50% of children in the program must be low-income (family income would qualify them for participation in the federal free or reduced lunch program).
- Programs must use evidence-based curriculum.
- All staff must be certified in the evidence-based curriculum.
- Programs are required to share individual and aggregate data with UWKV related to indicators, outputs, and outcomes for participants.
- The program must employ qualified staff:
  - One supervisor with a bachelor’s degree (master’s preferred) in Early Childhood Education, Child and Family Development, Social Work, or closely related field.
- Other general requirements as noted in this RFP.

### **Eligible Activities for Early Learning**

This area is focused on early learning opportunities provided by childcare programs or preschool programs designed to increase the number of children who display school readiness skills at or above the target range for their age group.

Programs are required to meet the following:

- Childcare or preschool programs with high quality evidence-based pre-literacy and school readiness components.

### **Eligible Activities for Home Visitation**

This area is focused on home visitation programs reaching parents/guardians of children prenatal to 5 years designed to help them engage in age appropriate, high-quality interactions that develop school readiness skills in their child.

Programs are required to meet the following:

- Provide child development information to new parents/guardians;
- Provide a focus on pre-literacy and school readiness skills.

### **Minimum/Maximum Request Amount**

- \$5,000 Minimum
- \$50,000 Maximum

## FAMILY SUCCESS SPECIFICS

### Purpose

Families in our community, particularly those from historically under-resourced communities, face a series of barriers to achieving success and economic stability and mobility. Systems are not integrated and provide barriers to families seeking services. Often, systems focus on either parents/caregivers or on children. Rarely do they focus on both generations. Our aim is to invest in areas that are both child-focused and parent/caregiver-focused with a view to integrating services through partnerships and collaboration.

### Strategy Direction

- **K-12 Supports-**
  - Promote supports for academic success for students and families (for example: reading, math, attendance, behavior, mentoring, etc.).
  - Promote supports for on-time student graduation.
  - Promote supports for students to graduate with the knowledge and skills they need to be successful beyond secondary education.
  - Promote preparation for post-secondary pathways (for example: GED, college and career readiness, etc.).
- **Workforce Readiness & Employment Success-**
  - Promote supports for workforce development among youth and adults
  - Promote supports for employment success: household sustaining employment and upward economic mobility.
- **Youth Financial Literacy-**
  - Promote increased financial literacy for youth

### Population of Focus

- LMI Families with preference to families with children ages 0-17. (See Glossary)
- Historically under-resourced populations. (See Glossary)

### Grant Requirements for K-12 Supports

- Programs must use evidence-based or evidence-informed curriculum or practice.
- Tutoring (if applicable) must be directly provided by licensed or certified staff.
- Tutoring (if applicable) should be administered one-on-one or in small groups.
- Any proposed programs that have components that take place on school grounds or in partnership with the school must include a letter of support from the school administration.
- Programs are required to share individual and aggregate data with UWKV related to indicators, outputs, and outcomes for participants.
- Other general requirements as noted in this RFP.

### Grant Requirements for Workforce Readiness & Employment Success

- Programs must use an evidence-informed methodology with barrier reduction.
- Programs are required to share individual and aggregate data with UWKV related to indicators, outputs, and outcomes for participants.
- Other general requirements as noted in this RFP.

### **Grant Requirements for Youth Financial Literacy**

- Programs must use evidence-based or evidence-informed curriculum or practice.
- Programs are required to share individual and aggregate data with UWKV related to indicators, outputs, and outcomes for participants.
- Other general requirements as noted in this RFP.

### **Eligible Activities for K-12 Supports**

This area is focused providing supports to students and families in grades K-12.

Programs are required to meet the following, where applicable:

- Provide supports for academic success for students and families (for example: reading, math, attendance, behavior, mentoring, etc.).
- Provide supports for on-time student graduation.
- Provide supports for students to graduate with the knowledge and skills they need to be successful beyond secondary education.
- Provide preparation for post-secondary pathways (for example: GED, college and career readiness, etc.).

### **Eligible Activities for Workforce Readiness & Employment Success**

This area is focused on assisting individuals to access and complete job skill training designed to help individuals move from unemployment to employments or low-income employment to household sustaining employment.

Program requirements, where applicable:

- Training and job skills development
- Increase accessibility to job skills training programs
- Provide access to resources essential to attain and retain employment
- GED completion

### **Eligible Activities for Youth Financial Literacy**

This area is focused on improving youth financial literacy.

Program requirements, where applicable:

- In-school programs supported by school administration designed to improve youth financial literacy.
- Out of school programs designed to improve youth financial literacy.

### **Minimum/Maximum Request Amount**

- \$5,000 Minimum
- \$50,000 Maximum

## FAMILY SUPPORTS SPECIFICS

### Purpose

Our investment in family supports recognizes that individuals and families often struggle to meet the basic needs of their household. Often, families present to local programs with immediate needs, and it is important to provide for those needs. However, these needs are likely related to complex issues that require assessment and wraparound services that help deal with the root causes for these individuals and families.

Our aim is to invest in programs that work together to meet the needs of individuals and families while also addressing root causes through collaboration and resource referrals to help clients achieve greater outcomes.

### Strategy Direction

- **Food Security-**
  - Food distribution (food and/or prepared meals) to individuals experiencing food insecurity.
  - Promote community care coordination and service referrals to improve health equity and health outcomes.
- **Housing Supports-**
  - Promote and support services that help individuals and families obtain and maintain safe, affordable, and stable housing.
    - Supports may include, but are not limited to, advocacy, financial assistance, repairs, consultations or other services for individuals and families.
  - Promote community care coordination and service referrals to improve health equity and health outcomes.
- **Access to Healthcare**
  - Promote access to mental and physical health care for low-income, uninsured, or underinsured community members.
  - Promote prescription assistance for low-income, uninsured, or underinsured community members.
  - Promote community care coordination and service referrals to improve health equity and health outcomes.
- **Services for Relationship Violence and Trafficking Survivors**
  - Promote services or interventions that support survivors of domestic violence, sexual assault, stalking, and human trafficking.
  - Promote community care coordination and service referrals to improve health equity and health outcomes.

### Population of Focus

- LMI Families. (See Glossary)
- Historically under-resourced populations. (See Glossary)

### Grant Requirements

A separate application must be completed and submitted for each family supports focus area.

- Numbers served
- Selected outputs and outcomes
- Demographic information for clients served

## Minimum/Maximum Request Amount

- \$5,000 Minimum
- \$30,000 Maximum

## GENERAL TIPS ON SUBMITTING PROPOSALS

- Write for a reader unfamiliar with your organization, program, or service. Have someone not affiliated with your program or service read the proposal for clarity, spelling, grammar, and explanation of acronyms.
- All members of the grant writing team should work together to make ensure different sections of your proposal are consistent. Inconsistency makes it difficult for grant reviewers to fully understand the potential impact of your program.
- If submitting more than one proposal, treat each proposal as unique. They may not be evaluated by the same reviewer, and you should not assume a reviewer will have already read your background information. Be careful with cutting and pasting information from one proposal to another.
- Be as brief as you can while fully explaining your proposed program.
- Research articles and other sources of evidence can be cited either as footnotes or endnotes submitted as a supporting document.
- Grant Budgets need to be program only not whole agency.

## FREQUENTLY ASKED QUESTIONS

### What organizations are eligible to apply for grants?

Eligible organizations must actively conduct programs and provide services to individuals residing in Shawnee and/or Jefferson Counties and be an organization for charitable, health, welfare, character-building and allied purposes. The organization must be an eligible charitable organization as designated by the IRS code 170 or amendments thereto and able to receive deductible contributions.

### Who can answer questions?

Juliet McDiffett via email at [jmcdiffett@uwkawvalley.org](mailto:jmcdiffett@uwkawvalley.org) or by phone at 785-228-5122.

### When is the proposal due?

The proposal must be received via e-CImpact by **5:00pm on March 3, 2023**. e-CImpact will not allow users to submit proposals after 5:00pm NO EXCEPTIONS.

### How much can I apply for?

Minimum of \$5,000 per year with a maximum amount of \$50,000 per year under Childhood Success or Family Success grant areas.

Minimum of \$5,000 per year with a maximum amount of \$30,000 per year under the Family Supports grant area.

**Who will review the proposal and make investment decisions?**

Volunteers and staff will review the proposals and make investment decisions.

**What is the grant period?**

July 1, 2023 through June 30, 2025

**Are investment amounts guaranteed at the full amount for all years of the multi-year cycle?**

Investment amounts depend on performance of the organization in fulfilling program objectives stated in the proposal and all other requirements and also on the continued revenue stream of UWKV. All efforts will be made on the part of UWKV to maintain stable levels of investment, but UWKV reserves the right to adjust amounts as necessary.

**Is there an opportunity to appeal a panel decision?**

All investment decisions are final. There is no process for appeal.

## GLOSSARY OF UWKV TERMS

**Activities:** What a program does with its inputs—the services it provides—to fulfill its mission. Examples are conducting parent meetings, holding exercise classes, or distributing flyers. Program activities result in outputs.

**At-risk:** Children having one or more risk factors listed below:

- Children whose family income would qualify them for participation in the federal free or reduced lunch program;
- Children and families whose first language is not English or English is not the language primarily spoken in the home (English Language Learners/ELL);
- Children at-risk for developmental delays or have an established Individual Family Service Plan (IFSP);
- Children in foster care or custodial grandparents/kinship;
- Families whose parent(s)/guardians(s) have less than a high school education;
- Teen parent(s).

**Collaboration:** The work and activity of a number of persons or organizations who individually contribute toward the efficiency of the whole.

**Crisis:** An unstable or crucial time or state of affairs in which a decisive change is impending; *especially:* one with the distinct possibility of a highly undesirable outcome.

**Evaluation Methods:** The ways in which information is collected including: case studies, record review, focus groups, interviews, observations, questionnaires, tests, assessments, screenings, and mechanical measurement.

**Evidence-based Program:** A program that has found to be effective based on research and experimental studies.

**Free and Reduced Lunch Rate:** Lunch support, providing lunch food at no cost for students with family income under 130% of the federal poverty level or reduced cost to those students with families under 185% of federal poverty level.

**GROW:** This new initiative is called GROW (Growing Resilient Organizations with United Way). GROW uses best practices to help you increase volunteer capacity, manage volunteers effectively, develop volunteer leaders, and more effectively navigate the volunteer landscape in our community. <https://unitedwaytopeka.org/grow/>

**Historically Under-Resourced Population:** This includes populations that have been historically underserved and face barriers related to poverty, race, ethnicity, gender, sexual orientation, geography, language, and culture, etc. which have led to conditions that lack the resources and advantages for them to thrive.

**Indicators:** The specific information collected to measure a program's outcomes. They describe the measurable characteristics or changes that represent achievement of an outcome. Indicators are quantified

by the number and percent of the participants achieving the desired outcome given the number of participants receiving the service or intervention.

**Investment Panel:** Volunteers from the community who make investment recommendations to the UWKV Board of Directors.

**Kansas Community Network (KCN):** A diverse network of nonprofit, educational, and healthcare organizations that utilize Well Sky's Social Care Coordination platform (formerly Healthify) to search for resources and make and receive referrals to improve client outcomes.

**LMI Families:** Low to moderate income families have incomes that are less than 50% of area median income (low) and 80% of area median income (moderate).

**Logic Model:** A systematic and visual way to present a program to a variety of stakeholders. It allows a program to demonstrate understanding of the relationships among the resources needed to operate the program, the proposed activities, and the changes or results to be achieved.

**Outcome:** The specific, measurable change in participant's behavior, knowledge, skills, etc. Outcomes result from the program's inputs and activities. Outcomes may relate to knowledge, skills, attitudes, values, behavior, condition, or status. Examples of outcomes include greater (often demonstrable) knowledge, improvement in academic performance, or obtaining employment. There are different levels of outcomes including short-term or initial outcomes, intermediate outcomes, and long-term outcomes.

**Output:** The direct product of the program's activities (i.e. classes attended, number of instruction hours, etc.). A program's outputs should produce the desired outcomes for the participants.

**Poverty:** Poverty guidelines are updated annually and can be found at: <https://aspe.hhs.gov/poverty-guidelines>

**Resources:** These include the human, financial, organizational, and community resources a program has available to do the work. Resources may also be called inputs.

**School Readiness:** Children possessing the skills, knowledge, and attitudes necessary for success in school and for later learning and life. This includes skills and knowledge in the areas of numeracy, pre-literacy, and social-emotional. [*U.S. Department of Health & Human Services; Head Start, Early Learning & Knowledge Center (ECLKC)*]

**Social competence:** A complex, multidimensional concept consisting of social, emotional, cognitive, and behavioral skills. Social competence reflects the ability to take another's perspective into account and apply that learning to social interactions. Social competence is the foundation upon which expectations for future interaction with others are built and upon which individuals develop perceptions of their own behavior.

### **Unit of Service:**

A Unit of Service (UOS) is comprised of three main components:

1. Quantity – the amount of service rendered;
2. Measurement – what the amount is measuring (e.g., hours, days);

3. Dollar Value – the value of 1 Unit of Service (UOS)

**Formula for cost per unit of service:**

Total cost ÷ Total units of service = Cost per unit of service

*Example:*

*Unit of service = number of children served*

*Total cost of program = \$100,000*

*Total number of children served = 100 children*

*Using the formula: \$100,000 ÷ 100 children = \$1000/child = \$1000/unit of service*

## ATTACHMENT A

### Scoring Rubric

1. The applicant clearly has the capacity to deliver the program.
2. The program is consistent with the applicant's mission.
3. Applicant has demonstrated knowledge of and access to the population of focus.
4. The program design is appropriate for the population of focus and would lead to client success.
5. The program aligns with the values and goals of United Way of Kaw Valley.
6. The applicant has other financial resources for the program.
7. The program has a balanced budget.
8. The Budget Narrative is clearly defined.
9. Goal Statement is clear and aligns with the program.
10. The activities align with the program and would lead to goal achievement.
11. Inputs are the resources necessary to carry out the activities and achieve the proposed goal.
12. Outputs are clear and would drive program success.
13. Outcomes align with the activities and would lead to goal achievement.
14. The data collection method is strong, consistent, and reliable.

Each of the questions above will have the same scoring rubric as follows:

- Exceeds Expectations 5 points
- Meets Expectations 3 points
- Below Expectations 1 point

With a total of **70 points** possible.