Request for Proposal

Income /Education/Health
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Request for Proposal Introduction

United Way of Hunterdon County has been caring for our community for more than three decades. The organization works to create opportunities to improve life in our community so that everyone earns enough **Income** to support a family through retirement, maintains good **Health**, and always has access to a quality **Education** that leads to a steady job.

Income, Health and Education are the three focus areas of United Way of Hunterdon County’s Community Impact Agenda. The Community Impact Agenda is an evolving roadmap that resulted from evidence-based research and input from experts representing community stakeholders. The ultimate goal of the Community Impact Agenda is to encourage sustained positive change by creating opportunities for a better life for all – Investing in improving lives and conditions in our community.

Under our three focus areas, United Way of Hunterdon County has embraced a strategic, long-term approach to funding that includes supporting a mix of programs and initiatives that collectively will result in systemic changes leading to a stronger community. Funded projects will address the following components:

1. Demonstrate alignment with at least one Community Impact focus area and its related goal or other appropriate indicator.
2. Focus on measurable outcomes that underscore the effectiveness of the proposal.
3. Demonstrate potential for program sustainability and provide details of financial support from any other source.

Our Community Impact Grants Request for Proposal (RFP) protocol is as follows:

An RFP will be released in February 2015. All community –focused organizations that serve Hunterdon County are eligible to submit a program proposal. The RFP will be open for a period of 60 days following its release.

Program proposals will be accepted until April 30, 2015. Proposal selection results will be communicated by mid-September 2015. In some cases, site visits may be scheduled prior to final funding approval.

Proposals will undergo a rigorous assessment and scoring process by a panel of community volunteers as well as by the Community Resource Investment and Strategic Planning Committee (CRISP). All funding recommendations will be submitted to the United Way of Hunterdon County Board of Trustees for final consideration and approval.

Funding announcements will be made in September following the August United Way of Hunterdon County Board of Trustees meeting. The decisions of the Board are final.

If your program/initiative is denied funding, a representative of your organization will be invited to speak with a United Way representative to discuss ways in which we may continue to collaborate and provide support.
Background

Income, Health and Education are the three focus areas of United Way of Hunterdon County’s Community Impact Agenda, which strategically addresses priority issues within these areas.

More than a quarter of all households in Hunterdon do not earn enough to be self-sufficient and represent United Way’s target population: "ALICE" – Asset Limited Income Constrained, but Employed.¹⁴

Many of these households are ineligible for government programs and a single setback for ALICE could tip the balance and begin a slide into poverty that will come at a huge cost to ALICE, our social service delivery system and our community.

The economy may be improving but the cost of living continues to increase while wages remain stagnant. Programs and initiatives that lead households to financial stability are increasingly vital.

Furthermore, Hunterdon County remains one of the most expensive communities in the country. A family of four must earn a household income of ~$76,000 to make ends meet – barely. A majority of ALICE households are housing burdened with more than 30% of their income being spent to keep a roof over their heads. In fact, affordable housing was among the top needs referenced in a recent Hunterdon County Department of Human Services agency survey.⁵ In addition, high transportation and/or child care costs contribute to their precarious financial position with a direct impact on the local economy.⁶

Collectively Hunterdon County residents are in very good health when compared with the rest of New Jersey and with the country. However, more Hunterdon residents are now diagnosed with high blood pressure (25% vs. 23% in 2005). Plus, alcohol consumption is generally up, as is binge drinking (4-5 or more drinks on one occasion). For routine care, only 70% of Hunterdon residents see a physician for check-ups; this is less than the statewide average of 82%. In the latest survey, 23% of county residents report having been diagnosed with a chronic condition. Twelve percent were told they have “pre-diabetes” or “diabetes.”⁷⁸

So there is room for improvement and for HAROLD the story is very different. Meet another member of the United Way of Hunterdon County family: HAROLD – Health At Risk, Overwhelmed, Lifestyle Dilemmas.

HAROLD is Health At Risk for a variety of reasons including being underinsured or uninsured, or he may have a predisposition to chronic physical or mental illness because of family history or behavior. Harold is Overwhelmed by stress caused by factors such as work, family (children and/or aging parents), or financial issues. To top it off, Harold is faced with ongoing Lifestyle Dilemmas – such as a lack of exercise due to limited time or limited budget, lack of awareness of his health, which leads to potentially poor choices, poor decisions and poor nutrition.
It is important to remember as the World Health Organization states “health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.” When HAROLD is a caregiver, his overall well-being is put under greater strain. And if HAROLD is living in an unsafe or unhealthy environment, his health will be negatively impacted.

Education remains integral to achieving success in the areas of Financial Stability/Income and Health. Hunterdon County reigns as one of the best educated population in the U.S. Almost half of Hunterdon residents hold Bachelor’s Degrees or higher and high school graduation rates are above 90%.* However, there are ongoing issues that affect communities across the country, including Hunterdon County. Furthermore, there are vital educational components to ensure financial stability and good health.

Since United Way of Hunterdon County introduced the new RFP process in 2012, more than 7,000 Hunterdon residents have been helped on their road to financial stability – an impressive number that could not have been reached without the work being done by you - our Community Partners. But more needs to be done. Those numbers aren’t unduplicated; furthermore, there is no data demonstrating the number of residents who have sustained financial stability for one year or more.

United Way of Hunterdon County (UWHC) in partnership with other community stakeholders has set an ambitious goal to improve financial stability of 10,000 Hunterdon County residents by 2020 – 10 by 20.

The Financial Stability Partnership, comprised of community leaders in public and private sectors, under the leadership of United Way of Hunterdon County, is implementing a unique initiative called Hunterdon Thrive. Hunterdon Thrive supports the community goal of improving the financial stability of 10,000 Hunterdon County residents by 2020 (10x20).

One of the challenges in achieving the 10x20 goal has been collecting quantitative data on program outcomes in a sustainable manner. Programs deemed part of the initiative will collect agreed-upon common, relevant outcome data that will be utilized to make system adjustments as needed. The data will also bring to scale community successes. Programs that support the Hunterdon 10x20 goal with measurable quantitative outcomes will be given priority in this funding cycle.
References

1. Fair Market Rent, HUD; National Association of Child Care Resource and Referral Agencies.
2. Thrifty USDA Food Plan.
Goals and Objectives:
Income/Financial Stability

United Way of Hunterdon County (UWHC) in partnership with other community stakeholders has set an ambitious goal to improve financial stability of 10,000 Hunterdon County residents by 2020 – 10 by 20. UWHC will entertain program/initiative proposals that bring us closer to that goal and meet the organization’s funding guidelines. These programs will be reviewed in the context of the Hunterdon THRIVE and priority will be given to those programs that appear to closely align with the initiative.

The indicators of change within a program that will bring us closer to reaching our community goal are:

- Decrease number of households spending more than 35% of income on housing by 5% or from ~11,700 households to ~11,200.
- Increased number of 4-person households with earned income above 250% of federal poverty level ($57,625 annual)
- Increased number of checking or savings accounts containing a minimum 3 months of living expenses
- Increase and maintain selection of safe, affordable housing and/or assist families to obtain and retain affordable housing

Proposals in the Income/Financial Stability category must demonstrate outcomes that contribute to one or more of the following strategies and/or feed into the aforementioned indicators of change:

- Increase awareness and utilization of income support programs
- Improve financial literacy and management skills through education
- Increase number of households to develop and use a household budget to purchase goods and services within a monthly budget (financial, furniture, groceries)
- Obtain credit score and develop understanding of its impact
Health
United Way of Hunterdon County (UWHC) in partnership with other community stakeholders is taking steps toward improving the overall health of HAROLD (Health At Risk, Overwhelmed, Lifestyle Dilemmas). The overall health of our community is a factor in determining the strength of our community and therefore an important strategic area of focus for United Way of Hunterdon County.

The Hunterdon County Partnership for Health has identified goals under its Community Health Improvement Plan (CHIP). As a member of the Partnership, UWHC is working toward achieving those goals as active members of the two Action Teams focused on Latino Health and Seniors. In addition, UWHC is supporting programs that increase awareness of and access to affordable health care options.

The indicators of change that will bring us closer to reaching our community goal are:

- Reduction in diabetes, pre-diabetes and heart disease
- Decreased BMI
- Increased number of individuals with primary care physicians/medical homes
- Increased number of households with health insurance

The strategic objectives that will bring us closer to a healthy HAROLD include:

- Increase knowledge of nutrition and physical activity to assist in reducing the number of overweight and obese residents
- Increase use of preventative care
- Increase access to resources that enable seniors and adults with disabilities to live in as least restrictive environment as possible
- Increase awareness of and access to affordable community health care resources
- Increase awareness of and access to healthy nutrition

Proposals in the Health category must demonstrate outcomes that contribute to one or more of the aforementioned strategies.
Education

There are vital educational components needed to ensure financial stability and good health. Programs that tie into strategies that address continuing education in these areas will be considered. In addition, early childhood education and other youth programs will be considered.

The indicators of change in education include:

- Increased number of adults completing degree and certification programs
- Increased number of young adults completing college/degree/certification programs
- Increased number of adults obtaining employment offering a living wage

Strategic objectives include, but aren’t limited to, the following:

- Create and improve access to early learning experiences (i.e., child care, community programs) in order to ensure later school success
- Improve High School Preparation and Promote Better Coordination between the K-12 and Post-Secondary Education Systems
- Expand Out-of-School Efforts to Help Students Connect to Careers and Develop Career-Ready Skills.
  - Expand and enhance employment skills
  - Support out of school programs that develop career skills
  - Increase availability and awareness and affordability of literacy education, training and occupational programs

Proposals in the Education category must demonstrate outcomes that contribute to one or more of the aforementioned strategies.
Funding Parameters

United Way of Hunterdon County (UWHC) is focused on sustainability and long-term community investment and impact. Therefore, proposals of this nature for up to 3 years in duration will be considered.

Proposals beyond 1 year in duration are expected to demonstrate sustained change and will be subject to milestone reviews as will be outlined in final agreements and are expected to show an evolution of progress toward environmental change. If the objectives of the request do not change from year 1 to year 3, the request should be for one year only. Serving more individuals from year to year is NOT systemic/environmental change.

Grant size: Grant requests should be a minimum of $5,000 and a maximum of $50,000 annually. The new funding cycle will be September 1, 2015- August 31, 2016. Multi-year project funding (up to three years) will be contingent on successful milestone performance reviews. All grants will have a fund disbursement plan consistent with program objectives.

Proposal Deadlines and Submission Process

Program proposals will be accepted until April 30, 2015. Proposal selection results will be communicated by mid-September 2015. In some cases, site visits may be scheduled prior to final funding approval. If your program/initiative is denied funding, a representative of your organization will be invited to speak with a United Way representative to discuss other ways in which we may continue to collaborate or provide support.

Electronic submissions in Microsoft Word and Excel (budgets) or PDF format are preferred but proposals submitted via mail will be accepted. Hard copy submissions via post must include all materials in duplicate.

Submissions may be emailed to caroline@uwhunterdon.org Please submit a PDF of the program proposal containing all the required sections as well as individual organizational documents using the template provided. Please send these documents no later than end of business on Thursday, April 30, 2015.
Template for Proposal

Provide proposal details using the order below. Additional information may be added as long as the content is within the maximum page count.

I. Organizational Background (1 page)
   - Mission, vision and goals of the organization
   - Work done in collaboration with United Way and/or other organizations and results/achievements.
   - Description of deliverables and demonstration of alignment with one or more of UWHCs Income/Financial Stability/Hunterdon THRIVE or other identified strategies that feed into the indicators of change.

II. Objectives/Scope of Work (3-5 pages)
   - Outcome to be achieved and how it is aligned with income/health/education/Hunterdon THRIVE
   - Needs Assessment and background (include Hunterdon County data and references)
   - Description of deliverables and demonstration of alignment with one or more of UWHCs Income/Financial Stability or other identified strategies that feed into the indicators of change.
   - Population to be served (total number plus percentage that is Hunterdon-specific)
   - Differentiation from existing resources/programs
   - Volunteer recruitment plan (if applicable)
   - Training
   - Sustainability plan
   - Outcome Measurements to be utilized and reported (metrics). For existing programs please include most recent quantitative data.

III. Key Personnel
   - List the key personnel who will be responsible for completion of the project, as well as other personnel involved. Describe organization structure when possible.
IV. Program Budget Summary

State the proposed overall budget of the project and the amount of funding requested from UWHC. Please include a detailed budget; see addendum A for a budget template.

<table>
<thead>
<tr>
<th>Description of Work</th>
<th>Total Anticipated Costs</th>
<th>Share Requested from UWHC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$ 0.00</td>
<td>$ 0.00</td>
</tr>
</tbody>
</table>

V. Deliverables Detail and Timing

Provide detailed information on the existing or expected timetable for the project. Break the project into milestones and deliverables, and provide a schedule for each phase. **Even if the program is ongoing a timeline must be provided.**

<table>
<thead>
<tr>
<th>Year</th>
<th>Description of Deliverables</th>
<th>Start and End Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>E.g. Financial literacy course for 50 individuals and 25 follow-up surveys</td>
<td>E.g. 4Q12-4Q13</td>
</tr>
<tr>
<td>Year 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

VI. Collaborations

Please provide a current and/or future plan for collaborations with other agencies, organizations, corporations and/or United Way of Hunterdon County in context of this program. These can include one or more of the following: program delivery, volunteer activities, funding, non-financial resources (e.g. use of a facility). DO NOT submit a long list of organizations without context to this particular program. Please attach any relevant affiliation agreements or memoranda of understanding. The value of the collaboration should be presented in terms of program results/achievements to date. Programs that demonstrate strong collaboration with other organizations to advance the 10x20 goal will be given higher weightage in the evaluation process.

VII. Evaluation/Outcome Measures

Discuss what metrics/outcome measures will be used to track progress throughout and at the end of the project. Specifically explain how those metrics align with specific...
strategies and/or indicators of change identified in this RFP. Programs that support quantitative measurable outcomes to further the 10x20 goal will be given higher weightage in the evaluation process.

VIII. Organization Documentation
Please include the following documentation with your proposal submission:

1. Board of Directors Roster (or appropriate oversight committee)
2. Agency Budget
3. Program Budget
4. Most Recent Financial Statement (no earlier than 3Q2014)
   An income statement
   Balance Sheet
5. Most recent Audit
6. Management Letter (if applicable)
7. IRS Form 990
8. Proof of Insurance

IX. Proposal Executive Summary
This section should include information for those readers who will not read the entire document but who will need a summary of the proposal. Although this section appears first in the document, it is usually written last. The required Summary Template is included as Addendum B.

The summary should remain on a separate page and not exceed one page.

The summary should contain the following elements:

- Brief description and purpose of your organization
- Clearly describe what makes this program unique and worth funding
- Proposal objective and anticipated end result (success indicators)
- The type and amount of support requested for the program
- The total anticipated budget for the program
## Addendum A – Program Budget Template

### Chenango United Way 2012 RFP Budget Worksheet

<table>
<thead>
<tr>
<th>Revenue Type</th>
<th>Total Projected Program Budget 2015</th>
<th>Total Projected Program Budget FY 2016</th>
<th>Total Projected Program Budget FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions/Donations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special Events</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Fundraising Campaign</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>United Way of Huntington County</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other United Ways</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program/Membership Fees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Revenue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Revenue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Revenues</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Total Support and Revenue

<table>
<thead>
<tr>
<th>Expense Type</th>
<th>Line Item Stage of United Way Funds in Program Budget 2013</th>
<th>Line Item Stage of United Way Funds in Program Budget 2014</th>
<th>Line Item Stage of United Way Funds in Program Budget 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating</td>
<td>50.00</td>
<td>50.00</td>
<td>50.00</td>
</tr>
<tr>
<td>Benefits and Related Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legal</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occupancy Expenses (Rent, Mortgage, etc.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Technology</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel and Automobile</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Conference and Workshops</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interning</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publicity/Marketing</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Insurance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Materials</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Expenses</td>
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<td></td>
<td></td>
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<tr>
<td>Other Expenses</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Other Expenses</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

### Financial Information

1. For the recently completed fiscal year
2. Fiscal Year: yyyy-mm-yyyy
3. Total organization budget
   - Total Income/Revenues
   - Total Expenses
4. What % is the deficit?
5. What % of budget does this program represent?
6. Program budget shows a substantial improvement since last year.
7. How will the deficit be addressed?
Addendum B
Proposal Executive Summary Template

**Objective**
Provide a clear, succinct articulation of the objective of the project and what new opportunities will be available if the program is successful. Specifically, this first box should address, "If successful, this project will enable organization "A" to ..... which will enable opportunities A, B, C. This will be accomplished by ......

This box should contain graphics or prose that quickly conveys the direction/impact of the project.

**Project Description**
This box should contain a brief statement of the approach/direction.

**Estimated Project Deliverables (Status/ Timing/ Description)**

<table>
<thead>
<tr>
<th></th>
<th>1Q15</th>
<th>2Q15</th>
<th>3Q15</th>
<th>4Q15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td>Timing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Description</td>
<td>On Track ☑ Redirected ☑ Delayed ☑ Dropped ☑</td>
<td></td>
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<td></td>
</tr>
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</table>

**Project Cost Estimates**

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost ($K)</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>☑ New Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ Continuation of existing Program</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total</th>
<th></th>
</tr>
</thead>
</table>

**Contacts**

<table>
<thead>
<tr>
<th>Project Leader:</th>
<th>UWHC Contact:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization:</td>
<td>Bonnie Duncan, CEO</td>
</tr>
<tr>
<td>Date:</td>
<td>Approved: Date:</td>
</tr>
</tbody>
</table>