

2012-2013 REQUEST FOR PROPOSAL TIMELINE

Key Dates: RFP Process	
Wednesday September 14, 2011	Mandatory Technical Assistance Workshop (9:30am-12:30) Middlesex County Fire Academy
Friday October 7, 2011	Letter of Intent Deadline (12 noon)
Wednesday October 19, 2011	Committee Meets to Review Letters of Intent
Monday October 31, 2011	Invitations to Submit Full Proposals for 2012-2013 Funding
Friday January 6, 2012	Full Proposal Deadline (12 noon)
January 13 – April 20, 2012	Panel Volunteer Orientation Volunteer review of Applications Including Meetings With Agencies & Site visits.
April - May	Panel Chairs Meet Between April 23rd and May 4th
Thursday May 10, 2012	Community Needs Committee Final Recommendations for Program Grants
Thursday May 17, 2012	UWCJ Board of Trustees Reviews and Approves Recommendations
Friday May 18, 2012	Program Award Notifications and Agreements Mailed
Friday June 15, 2012	Deadline to Return Signed Agreements to United Way
Monday July 2, 2012	Funding of 2012-2013 Programs Begins

Expectations for Programs Receiving Support Grants	
Agencies will follow the guidelines and submission dates contained within the annual United Way and Agency agreement as well as the Implementation Procedures for Compliance with United Way contract requirements:	
Monday August 16, 2012	2012-2013 Revised Operating Budget Due at United Way
Within 6 months of close of agency fiscal year	Agency Audit and IRS 990 Due at United Way
Wednesday January 30, 2013	Six-Month Program and Financial Report Due at United Way
Tuesday July 30, 2013	Final Program and Financial Report Due at United Way

I. Introduction

United Way of Central Jersey invests resources to address the most important needs in our community by collaborating to establish new programs as well as collaborating with existing programs that produce measurable, effective results. Our Mission is to provide leadership to create opportunities for a better life for people living or working in our community who are low-income, at risk and vulnerable.

Our Community Investments

Every year, United Way of Central Jersey conducts an annual campaign to generate resources for our community. Undesignated contributions raised during the United Way's annual campaign are invested through the Program Investment process. The actual amount of funding available for 2011-2012 funding will not be available until late April 2011, after the conclusion of the 2010 campaign.

Community Investment Vision Councils

The resources are invested in our community through a volunteer review process. Community Investment Vision Councils are the traditional funding distribution source for United Way. Knowledgeable volunteers make recommendations for investment of United Way funds in programs that improve the quality of life in Central Jersey by:

Addressing critical community issues. The Community Investment Vision Councils tackle the issues that can change people's lives in our community by focusing on issues that are most critical.

Sharing community goals. United Way works in collaboration with local funders, government and business leaders in our community to determine which issues are most critical and require the most attention.

Investing in results. By monitoring the results of community programs and measuring the impact of these programs, United Way can make investments that are proven to build a stronger community, and supported by evidence or literature based data.

II. Eligibility Requirements

To be eligible to receive funding from United Way of Central Jersey, the applicant agency must:

- Be a not-for-profit 501(c)(3) organization that is conducting a health and human service program that is meeting the needs of the people residing in Middlesex County and Franklin Township in Somerset County
- Have bylaws and an active Board of Directors that meets with a quorum at least quarterly, receive financial reports on a regular basis and adhere to a rotation policy which clearly specifies a period of time members are excused from membership and voting
- Have a stated mission, vision, and strategic plan
- If required by law, file a Form 990 with the Internal Revenue Service annually
- Have an annual audit if the agency has gross receipts of \$300,000 or more; an audit or review if the agency has gross receipts of \$25,000 but less than \$300,000; an audit, review or compilation if the agency has gross receipts of less than \$25,000
- Agency must operate in accordance with state and federal laws.
- Agency must be in compliance with the Patriot Act.
- Have developed and implemented a program outcome measurement system (for existing programs) or can demonstrate plans for implementation of a program outcome measurement system (for new programs).
- Subscribe to the mission of and actively support United Way of Central Jersey as demonstrated by willingness to conform to the United Way of Central Jersey Agency Agreement, including conducting an annual United Way campaign among Board, volunteers and staff.

III. Priority Impact Areas

United Way of Central Jersey will only provide funding to support operating costs for program with measurable outcomes that fall into one of three issue areas:

Children Ready to Succeed

Ensures healthy development and school readiness of children 0 to 5 years old.

Kids on Track

Prepares youth ages 6-18 to become accountable adults

Families Living Well

Ensures that families are safe and protected, healthy and economically self sufficient

No other issue areas will be considered.

United Way volunteers, staff and other community stakeholders determined funding priorities. Input was gathered from United Way's Vision Councils, The Community Needs Committee, community service providers and The United Way of Central Jersey Board of Trustees.

Table 1

I. Children Ready to Succeed

Ensures healthy development and school readiness of children 0 to 5 years old.

United Way		Funded Programs	
United Way will measure and report on these outcomes/indicators to determine impact of its investment on the community		Funded programs are required to measure at least one funded program outcome that aligns with its primary United Way outcome	
United Way Outcomes	United Way Indicators	Funded Program Outcomes	Funded Program Measurements
I-A) Babies are born healthy into a supportive environment <u>Services that meet this outcome:</u> Prenatal education and support	I-A-1) Increased rate of infants born full term, decreased low birth weights and other medical complications I-A-2) Reduced interventions for abuse, neglect and illness	I-a-1) Increased rate of infants born full term and/or with decreased low birth weights and other medical complications	Hospital and public health records
		I-a-2) First time mothers have prepared a nurturing environment for their infants that is free of abuse, neglect or avoidable illness	Documented knowledge gained through education and professional assessments
I-B) Children are developmentally on track and ready to succeed in school <u>Services that meet this outcome:</u> Early Care and Education Parent/family support Mentoring	I-B-1) Increased early social and literacy skills to age-appropriate levels I-B-2) Increased number/rate of children developmentally on track I-B-3) Increased quality of childcare I-B-4) Increased quality childcare slots for children of low income families	I-b-1) Children demonstrate improvement in desired skills at age-appropriate levels	Child assessment tools
		I-b-2) Children achieve age-appropriate developmental milestones	Child assessment tools such as the ages and stages questionnaire
		I-b-3) Childcare centers and teachers successfully complete a licensed child care accreditation process	Training and graduation records
		I-b-4) Children of low income families achieve age-appropriate developmental milestones through early childcare education	Child assessment tools such as the ages and stages questionnaire

Table 2

II. Kids on Track

Prepares youth ages 6-18 to become accountable adults

United Way		Funded Programs	
United Way will measure and report on these outcomes/indicators to determine impact of its investment on the community		Funded programs are required to measure at least one funded program outcome that aligns with its primary United Way outcome	
United Way Outcomes	United Way Indicators	Funded Program Outcomes	Funded Program Measurements
II-A) Youth have enhanced personal and academic success <u>Services that meet this outcome:</u> After-school programs Summer camps Substance abuse prevention Mentoring Literacy/reading programs Tutoring Parent literacy programs Parent resources/networks aligned with schools	II-A-1) Improved standardized test scores	II-a-1) Youth demonstrate improved school academic performance	School records Assessments of participants
	<i>II-A-2) Children are reading at grade level by Grade 3</i>	<i>II-a-2) Children in selected schools who were identified as below grade readers are reading at grade level by Grade 3</i>	<i>School records Teacher assessments Third grade reading proficiency as measured by accepted indicators</i>
	II-A-3) Improved graduation rate (<i>middle school/8th and 12th grade</i>), reduced drop-out rate	II-a-3) Youth remain in school <i>II-a-3) Graduation rate improves, drop-out rate decreases</i>	School records Assessments of participants
	II-A-4) Student attendance rates and reduced suspensions	II-a-4) Youth demonstrate improved attendance rates	School records Assessments of participants
	II-A-5) Student self esteem and commitment to education (ex. improved attitude, attendance, grades, etc.)	II-a-5) Youth demonstrate increased assets ¹	Youth assessment tools
	II-A-6) Reduced substance abuse, pregnancy, suicide, HIV/AIDS, and obesity	II-a-6) Youth demonstrate an increased knowledge of the consequences of and reduce risky behaviors	Pre-post assessment tool
	<i>II-A-7) Parents/caregivers are equipped to help their children succeed in school</i>	II-a-6) Youth have safe places and adult guidance for learning and development	Attendance records, Documented achievements, Youth assessment tools
		<i>II-a-7) Parents have the tools to effectively support their child's academic progress and serve as advocates for their children</i>	<i>Increased parental involvement with schools Effective communication between parents and schools Improved parental literacy</i>
II-B) Children are healthy <u>Services that meet this outcome:</u> Family health	II-B-1) Increased rate of children with recommended immunizations	II-b-1) Families of newborns understand the importance of recommended immunizations and maintain immunization schedule	Documented Immunization rates

¹Youth developmental assets as identified by Search Institute, www.search-institute.org

Parent/family support	II-B-2) Increased access to routine primary health care	II-b-2) Children are enrolled in affordable primary health care facilities to ensure good health	Documentation of clients, Visits and treatments, Professional assessments
	II-B-3) Access to specialized care for disabilities	II-b-3) Children receive timely & appropriate treatment & support for disabilities	Documentation of clients, visits and treatments
II-C) Children Live in a safe and nurturing environment <u>Services that meet this outcome:</u> Parent/family support Parenting skills	II-C-1) Decreased rate of child abuse and neglect	II-c-1) Parents improve parenting skills and/or eliminate abusive or neglectful behavior	Documentation of training, pre-post behavior assessment tools, public records
	II-C-2) Increased number/rate of children developmentally on track	II-c-2) Improved parent-child interactions through education and mentoring that support child development	Child assessment tools such as the ages and stages questionnaire
II-D) Youth are safe in their homes and communities <u>Services that meet this outcome:</u> Violence prevention	II-D-1) Decreased rates of abuse and neglect	II-d-1) Youth are not abused or neglected	Program records, Dept. of Human Services
		II-d-2) Parents demonstrate positive parenting behaviors	Program documentation, Pre-post assessment tool
	II-D-2) Decreased juvenile crime rate	II-d-3) Youth are not involved in the juvenile justice system	Program records, Dept. of Human Services
II-E) Youth have at least one caring adult in their lives <u>Services that meet this outcome:</u> Mentoring	Any of the above	Any of the above	As above with the appropriate outcomes

Table 3

III. Families Living Well

Ensures that families are safe and protected, healthy and economically self sufficient

United Way		Funded Programs	
United Way will measure and report on these outcomes/indicators to determine impact of its investment on the community		Funded programs are required to measure at least one funded program outcome that aligns with its primary United Way outcome	
United Way Outcomes	United Way Indicators	Funded Program Outcomes	Funded Program Measurements
III-A) Families are safe in their homes and communities <u>Services that target this outcome:</u> Support services Violence intervention Violence prevention	III-A-1) Decreased rate of domestic/family violence	III-a-1) Families are living free of domestic violence, abuse and neglect	Documentation of successful interventions/ Pre-post assessment tool
	III-A-2) Increased percent of persons feeling safe in their neighborhoods	III-a-2) Reduced violence and arrests	Documentation of successful interventions/ Pre-post assessment tool
III-B) Families have the ability to maintain social and economic independence <u>Services that target this outcome:</u> Economic services Client Advocacy Client Training	III-B-1) Reduced homelessness	III-b-1) Homeless families placed in affordable permanent sustainable housing	Program documentation and follow-up
	III-B-2) Reduced unemployment/underemployment	III-b-2) Adults with families improve job or job seeking skills and obtain sustainable employment	Program graduation records and documentation of job offers and employment
	III-B-3) Increased enrollment in economic support programs	III-b-3) Clients receive the benefits of program enrollment	Program records and success rates
	III-B-4) Increased access to civil legal services for the disadvantaged	III-b-4) Clients achieve legal status and recognition to which they are due III-b-5) Clients receive civil legal services that resolve economic issues	Program records and success rates
III-C) Families have access to good nutrition and health care <u>Services that target this outcome:</u> Medical, mental health and food services	III-C-1) Improved health and well being through nutritional feeding programs	III-c-1) Families demonstrate good nutrition, health and well-being	Quantitative program records of clients, meals, other support services
	III-C-2) Increased access to primary health care	III-c-2) Families are able to maintain good health through routine access to appropriate private or government health care benefits	Quantitative program records of enrollments
	III-C-3) Decreased usage of emergency rooms for routine health visits	III-c-3) Families gain routine access to affordable primary health care	Quantitative program records of patients, treatments and presentations
	III-C-4) Increased access to mental health & substance abuse treatment	III-c-4) Families complete treatment goals at discharge	Functioning assessment tools/Global Assessment of Functioning (GAF)

IV Full Proposal Instructions

Only proposals from programs that have been invited to submit full proposals will be accepted.

One (1) original plus ten (10) copies of the July 1, 2012 – June 30, 2013 Program Funding Application, including attachments, for each Program **must be received by 12:00 PM on Friday, January 6, 2012** at the United Way of Central Jersey (32 Ford Avenue, Milltown, NJ 08850). Applications received subsequent to that date/time will be returned.

We cannot accept faxed applications. We would appreciate an electronic copy of the application on CD or e-mailed to June M. Launay (jlaunay@uwcj.org) but that does not substitute for the receipt of the hard copies as noted above.

Checklist for Required Agency Documents

Appended, please find a check list for required agency documents which should be completed along with the delineated documentation. Note that there is a distinction between information required for currently funded organizations and those agencies that do not now receive financial support from United Way of Central Jersey. Note also that the United Way requires only a single copy of the agency documents regardless of the number of Program Funding Applications being submitted.

Optional Attachments

A Glossary of Terms may be attached to ensure that the reviewers are familiar with acronyms, standardized curriculum or any other social service terms or practices that the applicant feels may require a definition. (Ex., NAECY - *National Association for the Education of Young Children, which promotes excellence in early childhood education through its accreditation program*)

Combined Federal Campaign - If an organization would like to be listed as part of the United Way of Central Jersey Federation to be eligible to receive designations through the Combined Federal Campaign, you must also complete the attached 2012-2013 Northern New Jersey Combined Federal Campaign application and return it with your proposal. Please note that we do not have any control over documentation that the Office of Personnel Management may request at a later date. **Also note that if your organization files a 990 EZ, new regulations require you to submit a “pro-forma 990”, which is described in the filing instructions on page 49.**

Logic Model

A logic model is a valuable organizational planning, implementation, funding and quality improvement process tool. It describes how a program is expected to work in achieving desired outcomes. This outline is intended to guide you in using the Logic model. Below are the areas included in the model.

Inputs are resources dedicated to or consumed by the program. Staff, funding, volunteers, and materials are all examples of inputs. Inputs should be quantified whenever possible (*i.e. number of full time equivalent (FTE) social workers*).

Activities are what the program does to fulfill its mission. Activities include strategies, techniques and/or processes that comprise the program’s service methodology.

Outputs are direct products of program activities and usually are measured in terms of the volume of work accomplished or number of clients served.

Outcomes are benefits or changes for individuals or populations during or after participating in program activities. Outcomes show a change in knowledge, attitude, skills, behavior, conditions or status. For a particular program, there can be various “levels” of outcomes, with initial outcomes leading to longer-term outcomes. For example, a youth in a mentoring program who receives one-to-one encouragement to improve academic performance may attend school more regularly (short term outcome), which can lead to improved school performance (intermediate outcome), which can lead to graduation (long-term outcome).

Sample **Logic Model**

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES
<p>Resources dedicated to or consumed by the program</p> <p>Ex.</p> <ul style="list-style-type: none"> money staff and staff time volunteers and volunteer time facilities equipment and supplies <p>Constraints on the program</p> <ul style="list-style-type: none"> laws regulations funder’s requirements 	<p>What the program does with the inputs to fulfill its mission</p> <p>Ex.</p> <ul style="list-style-type: none"> feed and shelter homeless provide job training educate the public about signs of child abuse counsel pregnant women create mentoring relationships for youth 	<p>The direct products of program activities</p> <p>Ex.</p> <ul style="list-style-type: none"> number of classes taught number of counseling sessions conducted number of educational materials distributed number of hours of service delivered number of participants served 	<p>Benefits for participants during and after program activities</p> <p>Ex.</p> <p>Initial</p> <ul style="list-style-type: none"> new knowledge increased skills changed attitudes <p>Intermediate</p> <ul style="list-style-type: none"> modified behavior <p>Long Term</p> <ul style="list-style-type: none"> improved condition

Ex.

Teen Mother Parenting Education Program

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES
<p>MSW program director</p> <p>Part-time RN instructor</p> <p>Nationally certified educational manuals, videos and other teaching tools</p> <p>Facility for training</p>	<p>Agency and high school identify pregnant teens to participate in program</p> <p>Parenting classes on prenatal through infant nutrition, development, safety and care taking delivered in high schools</p>	<p>Pregnant teens attend program</p> <ul style="list-style-type: none"> •twice a week for one hour •from 3 months prior to one year after delivery of a child. 	<p>Initial - Teens are knowledgeable of prenatal nutrition and health guidelines.</p> <p>Teens are knowledgeable of proper care, feeding and social interaction with infants.</p> <p>Intermediate - Teens deliver healthy babies. Teens provide proper care, feeding and social interaction to their babies.</p> <p>Long-Term - For the participants: Babies achieve appropriate 12 - month mile- stones for physical, motor, verbal and social development.</p> <p>For the community: Fewer visits to the emergency room</p> <p>reduced need for medical or developmental interventions as the child grows</p> <p>less drain on community resources</p>

United Way Logic Model Framework

The United Way Logic Model Framework is a detailed outline highlighting what indicators will be used to measure the Funded Program Outcomes (see Tables 1-3).

Funded Program Outcomes: Programs are required to select and measure at least one funded program outcome within their selected UWCJ Impact Area.

Outcome Indicator: An outcome indicator is a specific item of information that tracks a program's success on the funded program outcomes. Typically expressed in a number or % of change expected. For example, an outcome indicator for a tutoring program may be that 90% of youth participants will demonstrate improved reading skills as measured by a standardized reading test at the end of the school marking period.

An effective outcome indicator is: Measurable; Clear; Objective; Manageable for collection and analysis; Realistic; and Sensitive to change.

Measurement: The methodology and tool(s) used to objectively measure progress. Include how and when data will be collected. Programs are encouraged to utilize the measurement tools correlated with the funded program outcomes listed on Table 1-3.

For additional information on outcome measurement, including the logic model please visit United Way World Wide's Outcome Measurement Resource Network at: <http://www.liveunited.org/outcomes/>

Additionally, the University of Wisconsin – Extension offers a free online self study entitled “Enhancing Program Performance with Logic Models” at: <http://www.uwex.edu/ces/lmcourse/>

Collaboration:

Collaboration is the active recognition of common problems, identifying common issues and applying resources that individual collaborators bring to the table from their respective areas of experience and discipline.

Collaboration goes beyond cooperation to create integrative solutions that could not be accomplished by a single organization alone.

Combined Federal Campaign

Each year the United Way of Central Jersey participates as a Federation of agencies in the federal government employee giving campaign, the Combined Federal Campaign. If your organization wishes to participate as part of the UWCJ Federation, please complete the “Combined Federal Campaign 2012 Application for Local Independent Organizations and Members of Federations” and return one (1) copy with the proscribed attachments along with your proposal.