UNITED WAY
OF OLMSTED COUNTY

RFP Request for **Proposals**

United Way

United Way of Olmsted County

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2018 REQUEST FOR PROPOSALS

United Way of Olmsted County is a community change organization that fights for the education, health, and financial stability of every person in our community. Olmsted County is a fantastic place to live, work, play, and raise a family. A community with tremendous natural beauty, caring neighbors, a strong economy, and seemingly boundless opportunity, Olmsted County is an exceptional community.

But too often, there are people in Olmsted County who are left behind and don't share in the vitality. An unacceptable income gap. Geographic and socio-economic segregation. Personal and collective isolation. Gross inequities along racial and ethnic lines. These conditions and more cause Olmsted County to be experienced differently by people in need. United Way fights to erase divisions, bridge divides, and right inequities. We work to connect people with resources that change lives and transform our community.

We do this in a variety of ways. We operate programs and shared resources that support the community, such as our 2-1-1 information and referral service or our Get Connected volunteer matching portal. We work collaboratively with partners from many organizations and walks of life to create system change and solutions that elevate our community more than any single program or organization could. We provide financial, technical, and volunteer support for programs that make a difference.

At United Way, we LIVE UNITED with the change-makers, risk-takers, and problem-solvers as we seek, find, and create lasting solutions to the challenges that face our community.

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EXECUTIVE SUMMARY

United Way is working to bring an end to inequity in Olmsted County and help people in need reach their potential. This requires taking a long view, working to ensure that families are stable and children grow up in healthy environments that promote success. Those families can break cycles of poverty, strengthen across generations, and make a better community for us all.

The most consistent and powerful theme from our conversations with community members has been the sense of disconnection that people feel from one another and from the rest of the community. We know that communities are strongest when people are connected to one another. That people thrive when they feel supported by their neighbors. That cities feel like communities when everyone feels welcomed. And that it takes a village to raise a child. We know that connections matter.

United Way sees a particular need in Olmsted County to bring people together around common goals. To learn from one another. To support one another. We are issuing this Request for Proposals to establish partnerships and offer support for programs that leverage peer or near-peer connections in order to produce improved outcomes in the areas of health, education, or financial stability.

United Way of Olmsted County welcomes proposals from organizations of all sizes serving Olmsted County's diverse communities. Organizations serving and led by people of color, immigrants/refugees, people with disabilities, LGBTQ people, or other underrepresented communities are especially encouraged to apply.

Anticipated Investments:

- United Way of Olmsted County anticipates awarding approximately $200,000 in annual Connections investments beginning July 1, 2019, through June 30, 2021

- We anticipate 5-6 successful proposals from programs that leverage peer or near-peer relationships toward improved outcomes

Key Program Requirements:

- Annually report the number of individuals who receive peer or near-peer support

- Demonstrate, practice, and report on continuous improvement practices

- Participate in anonymous partner surveys

* for complete details and program requirements, refer to page 8

Key Program Expectations:

- Attend quarterly partner cohort meetings

- Update your organization's 2-1-1 listings at least annually

- Participate in developing client success stories at least one time per year

- Submit annual program and performance reports on time

* for complete details and partner expectations, refer to page 9

Key Proposal and Review Information:

After submitting proposals, prospective partners may be invited to meet with United Way staff and volunteers to discuss the program being proposed. Additional paperwork may be requested and clarifying questions may be posed. The process is expected to be interactive, with prospective partners and United Way representatives engaging in ongoing dialogue about the proposal.

- Public Information Session:...September 18, 2018
- Initial Proposals Due:...October 16, 2018
- Initial Meetings:..October 29-31, 2018
- Full Proposals Due:..November 30, 2018
- Final Meetings:...December 17-19, 2018
- Develop Performance Measures:...January 2-February 1, 2019
- Anticipated Award Announcements:...February 28, 2019
- Funding Begins:...July 1, 2019
- Funding Ends:..June 30, 2021

UNITED WAY FOCUS AREA: CONNECTIONS

What do we mean by connections?

There is inherent value in the connections that exist between individuals. Many relationships are valuable because they provide support—either unidirectional or reciprocal—to the individuals maintaining them. Other relationships derive much of their value from the informational exchanges that take place between individuals.

United Way of Olmsted County supports programs whose models leverage peer or near-peer relationships and connections in order to produce improved outcomes for the individuals engaged in the relationship. Improved outcomes may be found in the areas of health, education, or financial stability. In particular, many programs that leverage interpersonal relationships see improved outcomes in physical and mental health.

Why are we talking about connections?

Social isolation is considered a threat to physical health and in many studies is considered a risk factor comparable to smoking or obesity. This is particularly true for health outcomes affected by the stress response, such as coronary heart disease, stroke, high blood pressure, cognitive decline, and dementia (Holt-Lunstad, Smith, & Layton, 2010). The relationship between physical health and social isolation can be cyclical, with a physical health challenge resulting in a lack of social connectedness due to decreased mobility, which often leads to mental health challenges and exacerbates physical health challenges (Osborn, 2001).

Lack of social connectedness has been correlated to poor mental health, especially for vulnerable populations such as seniors, teenagers, and individuals of color. For seniors, the aging process often reduces mobility, resulting in increased isolation from family, friends, and the wider community (York Cornwell & Waite, 2009). Teenagers will often self-isolate while sorting through an identity crisis, removing them from their emotional support system (Matthews et al., 2016). Individuals of color may feel socially isolated from the wider community due to identity differences, despite being active employees, citizens, and family members (World Health Organization, 2012).

Connectedness in Olmsted County

Regardless of income, age, or neighborhood, many Olmsted County residents feel disconnected from their neighbors. Through United Way's listening activities, we understand that community members feel as though social groups—defined by race, income, or geography—are segregated from one another. There is also a pervasive feeling of alone-ness that seems to arise from weak or nonexistent support networks. People commonly report not knowing their neighbors, lacking a sense of community in their neighborhoods, and wishing for a common bond with others (United Way Staff, 2016). This feeling of social isolation makes people feel less physically safe; they wonder if they can count on their neighbors to respect their property or keep an eye out when they are away from home.

People are not satisfied with the social segregation and isolation they experience; United Way frequently hears people expressing a desire to connect with others. People tell us that they want feel heard, to know their neighbors, to feel like part of a community, to support each other, to volunteer, to learn about other cultural traditions, and to feel their own identity honored by others. People have hope that community members can unite across difference and decrease feelings of isolation. Moreover, people are willing to contribute to increasing social connectedness and building a community that is welcoming and safe for all (Listening Team, 2017).

PEER AND NEAR-PEER SUPPORT

Learning from someone who has 'been there, done that' can help us make informed decisions in our own lives. As young children we learn from our parents, leaning on them for advice and guidance. As adults, we often adopt formal or informal mentors in our profession to help establish our careers. Peer support is a model that is based on this concept: a person who has demonstrated success –whether in health, education, or financial stability – undergoes training to assist others facing a similar condition. Peer support indicates that individuals are facing the same challenges and act simultaneously as 'student' and 'teacher'. Peer and near-peer supports may act as mentors, listeners, navigators, or mediators, while their 'students' learn through conversation, observation, or more formal educational series ("Peer Services," 2013).

Often, the peer support acts as a credible role model for others, particularly when they have lived through a unique experience such as substance abuse, domestic violence, or imprisonment. In these cases, students will often learn from the experience of their peer support in order to make informed decisions in their own lives (Schubert & Borkman, 1994). This process can be considered a form of social comparison, in which someone learns more about themselves by learning about others (Festinger, 1954).

Not insignificantly, the peer support benefits from what is called the helper-therapy principle: by helping others, they feel more competent and feel that they have 'given back' or 'paid it forward' in their community (Riessman, 1965; Skovholt, 1974). Peer supports often report a greater sense of self-understanding, greater sense of purpose, and tend to consider the personal relationships to be highly significant (Salzer & Shear, 2002).

How does peer support impact health outcomes?

Because the care provider is viewed as a peer, patients are often more comfortable discussing sensitive topics in this setting than in a more formal or medical setting, particularly in cases involving culturally taboo subjects such psychiatric illness, suicide, or domestic violence. By interacting with someone who has been in a similar situation but is experiencing improved outcomes, many patients experience activation – the increased engagement in self-help activities (Ashenden, 2016).

Peer support can be particularly impactful and cost effective when the care provider and patient are from similar underrepresented ethnic, racial, or socioeconomic backgrounds – especially for culturally-taboo subjects. This value-add is true in case management, in which a peer care provider (rather than a nurse) helps patients navigate the health care system and access needed services (Findley & Maros).

For senior populations, the peer support model has been demonstrated to impact both physical and mental health outcomes. In addition to addressing chronic health conditions such as diabetes, chronic pain, arthritis, and cancer, peer support groups can help seniors cope with aging-specific issues such as fall prevention, dementia, and end-of-life planning. Peers are also valuable in providing emotional support for caregivers, those recently bereaved, and those at risk of social isolation. Across senior peer support models, similar improvements in health outcomes are seen, along with large gains in self-perceptions of health, sense of self, and quality of life.

From a systems perspective, peer supports can be an efficient way to reduce costs on the healthcare system as a whole. As many peer supports are focused on wellcare, the improved physical and mental health outcomes help prevent emergency room visits, thus reducing costs. In many cases, a peer will take the place of a nurse and reduces costs on the healthcare system by providing their work at little or no cost.

How does peer support impact educational outcomes?

In the education realm, near-peer support is termed 'peer teaching' or 'peer-assisted learning.' This is a method by which one student instructs another student in material on which the first is an expert and the second is a novice (Topping, 2008). The mechanisms by which peer teaching improves outcomes are much the same as health – it increases the time available for individual learning, increases active learning, reinforces what the 'teacher' already knows, and increases comfort levels for the 'student' (Fuchs, Fuchs, & Burish, 2005; Kunsch, Jitendra, & Sood, 2007). The benefits of peer teaching look similar from a systems perspective to those of health-focused peer support. There is less pressure on resources, particularly on the classroom teacher's time. Peer teaching is also less costly than hiring additional staff.

The ideal setting for peer teaching is a mixed-ability grouping, in which there are both struggling and excelling students. Peer teaching may be unidirectional or reciprocal. Similar benefits can be seen when a student at higher level of educational attainment mentors or supervises a student working towards the same outcome (such as a Master's students supervising or mentoring a Bachelor's student). In peer teaching, just as in peer support, care must be taken in selecting which students will act as peer teachers. Low of self-esteem, negative motivation, or lack of concept mastery on the part of the student teacher can eliminate any benefits one would hope to see from peer teaching.

Peer teaching and peer tutoring are also noted for having positive outcome for both partners, similar to health-focused peer support. The student is likely to experience academic growth, while the teacher is more likely to have improved academic outcomes (including reduced drop-out rates), increased self-esteem, and an improved attitude towards school and learning (Gartner & Riessman, 1994). While most research is focused on academic learning, a similar model can be leveraged for teaching life skills for both youth and adults, whether those skills are work-related, centered around running a household, or softer skills such as self-presentation and future planning.

Successful Models in Health and Education

Alcoholics Anonymous is one of the oldest and most well-known peer support programs active in the United States and is the prototype for 12-step programs across the country. It is built on the helper-therapy principle, meaning each member is both a care provider and patient. The primary purpose is for alcoholics to stay sober and to help other alcoholics achieve sobriety. While research does not indicate that the program is more effective than others at helping alcoholics achieve initial sobriety, it has been demonstrated that members who attend consistently are far more successful in maintaining sobriety over the long term (Kaskutas, 2009).

The National Diabetes Prevention Program is run by a lifestyle coach and meets biweekly over the course of a year. The purpose is to equip and encourage individuals at high risk of diabetes to make sustainable lifestyle changes. Across the nation, this program reduces the progression of pre-diabetes to diabetes by 58%, outperforming multiple types of medication. This program is especially effective for Latino, African American, and senior populations when the lifestyle coach comes from a similar background ("National Diabetes Prevention Program Clinician Evidence Summary and Discussion Aid").

The Senior Companion Program is a program run through Olmsted Medical Center by Lutheran Social Services. This program matches a senior at high risk of emergency room utilization with a companion to help them stay physically and emotionally well. This has been demonstrated to reduce emergency room visits and to increase perceived heath status, supporting patients in maintaining a positive attitude, finding purpose and meaning in daily life, and becoming aware of resources to address health and isolation issues (Schilling, 2016).

The Coca-Cola Valued Youth Program is a cross-age tutoring program that has served tens of thousands of students since 1984. Tutors in the program are secondary students who are considered at risk of dropping out of school. They are matched with elementary school students whom they tutor individually throughout the school year. When compared to a control group, tutors are more likely to stay in school, have improved reading grades, increased self-esteem, and an improved attitude towards school (Cardenas, Harris, del Refugio Robledo, & Supik, 2003).

The University of Adelaide matches first-year medical students with students in their sixth year of medical school to learn clinical skills. The first-year students, when compared against a control group, demonstrated higher levels of content mastery, better ability to take accurate patient history notes, and perform physical examinations (Khaw & Raw, 2016).

Beyond any doubt, there are countless other innovative and effective means for improving outcomes by fostering healthy peer relationships. The above are provided as suggestions and models of programs that have been effective in other places but do not replace local innovations or ingenuity in developing solutions to local problems. United Way of Olmsted County welcomes proposals from programs that represent new innovations and concepts in supporting peer and near-peer support.

For a deeper exploration of early success and related research, visit www.uwolmsted.org/connections.

If you wish to speak with a United Way staff member about this research, this request for proposals, or ask questions about a proposal idea, please contact Kelsey Zubke at KelseyZ@uwolmsted.org or 507-287-2000.

GRANT DETAILS & REQUIREMENTS

Investment Information:

United Way anticipates making approximately $200,000 in annual investments in connections through this RFP. Investments will begin in July, 2019, and end in June, 2021. We anticipate 5-6 total successful proposals.

Reporting & Milestones:

- Key performance measure(s): Number of individuals who receive peer or near-peer support.
- Additional performance measures to be co-developed by program and United Way

Budget Requirements:

Proposals that advance in the review process will be expected to include a program budget that provides both income and expense details. Program budgets may be submitted in your own preferred format; if you do not have a budget template of your own, we are happy to provide you with a sample you may work from.

While United Way wants to understand your program as clearly as possible in order to establish a positive partner relationship, we know that programs and program plans change and evolve over time. We anticipate that there will be changes to program budgets and designs over the life of the program and ask that you consult us when such changes are warranted.

United Way knows that all programs require foundational organization support for administrative and fundraising functions. Combined administration and fundraising costs of 10%-25% of the total program cost are anticipated.

Similarly, any capacity-building (such as program evaluation systems, equipment, or training) needed to enact or sustain the program should be reflected in the program budget.

United Way funding is provided for programs, rather than organizations. Connections investments will not be restricted to specific line items within a program's budget (such as an individual staff member, volunteer training, or a capital purchase). These awards are made to the overall program budget and are not restricted to specific kinds of program-related expenses.

Audit/Financial Reports:

United Way of Olmsted County policy requires that partners and prospective partners required by state law to conduct an independently prepared financial audit annually (all those with annual revenues greater than $750,000) maintain the most current audit available on file with United Way of Olmsted County (UWOC) at all times.

All other partners and prospective partners (those with annual revenues less than $750,000) must submit and maintain on file with UWOC a current financial audit independently prepared by an outside firm and completed within the past three program agency fiscal periods. For each year between audits, partners must submit to UWOC a financial compilation that is in GAAP format. For purposes of this proposal process, **at a minimum, a compilation will need to be on file with United Way prior to February 15,**

2019, and a completed audit must be submitted no later than June 30, 2019.

Proposal review criteria:

Proposals will be evaluated in consideration of the following criteria, which will inform United Way's investment decisions:

- *Alignment:* Program fits UWOC values and strategies, as well as the investment goals identified in this RFP.

- *Priority Populations:* Program is intentionally designed to serve vulnerable and/or low-income populations living at or below 185% of federal poverty guidelines.

- *Performance Measurement:* Program demonstrates commitment to data-driven reporting and continuous improvement efforts.

- *Program Design:* Program is intentionally designed, with high likelihood of achieving goals.

- *Budget:* Program budget includes administrative costs, any capacity-building needs, and meets United Way's overall investment criteria.

Additional consideration may be given to programs that demonstrate the ability to partner effectively with United Way and others and which are able to advance UWOC programs and strategies.

EXPECTATIONS OF PARTNERS:

- **Attend quarterly partner cohort meetings:**

  Each quarter, for the length of this award period, representatives of partner organizations will gather with United Way staff to discuss programming, relevant challenges and opportunities, and emerging trends in the field. These meetings will sometimes be intended for executives and other times for program staff contacts. This is an important part of United Way's ongoing knowledge-building plan.

- **Update your organization's 2-1-1 listing annually:**

  United Way sponsors 2-1-1, our local affiliate of the nation-wide information and referral service, available by phone, mobile-responsive web platform, and live internet chat. It is critical that this service maintain the most up-to-date information possible about community supports and services. All United Way partners are required to update their service information at least one time each year.

- **Participate in developing client success stories:**

  It is to the mutual benefit of United Way and its partners that we develop compelling stories of the success of individual clients, with appropriate permissions and media releases. These stories help to illustrate the value of our partnership and enhance United Way's ability to continue providing financial support for programs throughout the community.

- **Submit annual program and performance reports on time:**

  For the length of the award period, partner programs must submit program and performance reporting on an annual basis. Metrics reported will include the Key Performance Measure(s), referenced above, and other performance measures mutually determined by your program and United Way staff

- **Make volunteer engagement opportunities available:**

  While it is not required of any program that it engages volunteers in its work, United Way asks that partners assist in finding and developing opportunities to engage United Way's stakeholders (volunteers, donors, corporate partners, etc.) in volunteer service opportunities.

- **Integration with United Way programming:**

  Also not a requirement, United Way asks partners to consider the ways in which other United Way programming can be promoted through the partner's work (e.g. providing FamilyWize prescription discount cards to program participants, etc.).

PROPOSAL & REVIEW PROCESS

- **Public Information Session:** ....**September 18, 2018 at 3:00pm**

An optional public session, during which United Way staff will provide an overview of the investment opportunity, the program requirements, and the proposal and review process. There will be a brief time for questions and answers. Individual follow-up discussions may also be arranged.

- **Initial Proposals Due:** ....**October 16, 2018**

All initial proposals must be completed by 12:00pm on Tuesday, October 16, 2018. Proposals are intended to be brief (questions included here as Appendix A) and should be submitted through UWOC's online grants portal at www.uwolmsted.org/grants. For assistance with the online tool, please contact Zeni Aly at 507-287-7877 or zenia@uwolmsted.org.

- **Initial Meetings:** ....**October 29-31, 2018**

A brief initial meeting will be scheduled with select prospective partners. These initial meetings are informal and require no specific preparation. In most cases, it's advised to include a key program contact in these conversations. This time allows for dialogue that will help our team become familiar with your program plans.

- **Full Proposals Due:** ....**November 30, 2018**

Programs invited to complete a full proposal should submit their completed proposal by 12:00 pm on Friday, November 30, 2018. The full proposal (questions included here as Appendix B) will request additional details related to your requested funding level and the details of your program budget. Your own program budget format will be accepted. If you don't have a program budget already, a template can be provided to assist you.

- **Additional Program Meetings:** ....**December 17-19, 2018**

Select prospective partners will be invited to have further dialogue with United Way's review team. This meeting is intended to clarify any remaining questions our team has about your program and address any remaining questions or concerns your organization has about partnership with United Way of Olmsted County.

- **Performance Measurement:** ....**January 2-February 1, 2019**

Finalists will work together with UWOC staff to develop the performance measures to be reported during the funding cycle. These measurements will be co-created and specific to the program. Performance measures should align with Results Based Accountability measures and focus primarily on measurements of "how much and how well" (outputs). Programs funded under the Connections RFP will be required to report on at least one "better off" measure (outcomes).

- **Awards Anticipated:** ....**February 28, 2019**

Prospective partners can anticipate being notified of the status of their request on or before February 28, 2019, after United Way's Board of Directors has approved its final decision.

- **Funding Begins:** ....**July 1, 2019**

First disbursements of Connections grants will be made in July, 2019.

- **Funding Ends:** ....**June 30, 2021**

Final disbursements of Connections grants will be made in June, 2021.

UNITED WAY'S ONLINE GRANTS PORTAL:

All proposals must be submitted through United Way of Olmsted County's online grants portal. In your web browser, type in www.uwolmsted.org/grants to learn more about UWOC's funding priorities. The grants portal works best in Google Chrome.

To submit a proposal, click on "Funding Opportunities" to access the most up-to-date listing of funding opportunities. Select the opportunity that interests you, and click on apply. You'll be asked to log in or create a new user account in order to access the proposal materials.

For technical support with the proposal process, you may contact Zeni Aly, Community Impact Administrative Assistant, at 507-287-7877 or ZeniA@uwolmsted.org.

For previous UWOC partners – this is a new system and all partners will need to create a new account.

FREQUENTLY ASKED QUESTIONS

Can one organization submit proposals for multiple programs?

Yes. United Way of Olmsted County makes awards to programs, rather than to organizations. In the event that a single organization has more than one program that meets the goals of the RFP, multiple proposals will be considered.

Organizations may also be eligible to submit proposals to multiple RFPs within United Way's overall investment portfolio.

My program has been funded under one of UWOC's impact areas in the past. Is this RFP for me?

That depends. This RFP is intended to make investments in programs that leverage peer or near-peer supports toward improved outcomes in the areas of education, health, or financial stability.

My program already receives United Way funding. Can I submit a proposal to this RFP as well?

Yes. There is no rule limiting a single program from receiving United Way support through more than one funding stream, nor is there any promise that any eligible program will necessarily be selected for investment.

Will you accept joint proposals?

Yes. Joint proposals involving multiple organizations are welcome to submit their proposals but are limited to programs that are being jointly delivered. In practical terms, that requires all organizations to be serving the same individual clients toward a single, shared outcome over a sustained period of time.

We recognize this is a change of practice, which may produce fewer joint proposals. We prefer to reserve this practice for situations that require shared proposals, shared reporting, and shared program planning. We encourage community-serving organizations to develop robust cooperation and partnerships wherever possible, even where they aren't able to jointly submit their proposal.

I represent a [faith-based organization] / [unincorporated group] / [government agency]. Is my organization eligible?

Yes. Government agencies/units are eligible.

Faith-based organizations are eligible, provided they can demonstrate that there will be no explicitly faith-related content included in their programming and that there are no discriminatory restrictions (age, race, gender identity, ethnicity, sexual orientation, religion, ability, or otherwise) on service recipients.

Unincorporated community groups are eligible, provided they can document their relationship with a proper fiscal sponsor.

Can I save and edit my progress on the online proposal?

Yes. Our online proposal management system requires a login to be created, which allows you to create, save, edit, and submit your proposal online.

When can I expect to hear back from you?

You should expect to receive an automated notification that your proposal has been received shortly after submitting it. If you believe you've successfully submitted your proposal, but you haven't received an acknowledgement, please contact Zeni Aly (zenia@uwolmsted.org or 507-287-7877) for assistance.

After submission, you should anticipate hearing about the progress of your proposal during the week of November 5, 2018. We anticipate notifying final awardees around February 28, 2019.

APPENDIX A - INITIAL PROPOSAL

Organization Information:

Organization's Legal Name: Program/Project Name:

Organization's Common Name, if different from above: Proposal Contact Name:

Organization Address: Proposal Contact Address/Phone/Email:

Organization Phone: Executive Director/CEO:

Organization Email: ED Address/Phone/Email:

                                                               Employer Identification Number:

Joint proposals involving multiple organizations are welcome to submit their proposals, but are limited to programs that are being jointly delivered. That requires all organizations to be serving the same individual clients, toward a single, shared outcome, over a sustained period of time.

Is this a joint proposal? Y/N

How many Collaborating Organizations are involved? (1,2,3)

Proposal Overview

    1. Describe your proposed program: (200 word limit)

    2. What are the goals of your proposed program? (100 word limit)

    3. We're funding programs and initiatives whose models leverage peer and near-peer support in order to produce improved outcomes in the areas of health, education, or financial stability. Tell us how your program achieves one of these things: (300 word limit)

Equity

    4. UWOC's goal with this investment is to serve people and/or households living at or below 250% of the federal poverty guidelines OR people and/or households facing systemic barriers (including but not limited to people of color, new

arrivals, LGBTQ+ individuals, seniors, people with disabilities). Tell us how your program is designed to be responsive to one of these populations. (300 word limit)

Continuous Improvement

> **5.** For this funding opportunity, the "Key Performance Measure" is the number of individuals who access peer and near-peer support. Do you measure, or are you willing and able to measure, the Key Performance Measure? (Yes/No)

United Way is not asking your requested funding amount at this time. If your program proceeds to the full proposal, you will be asked provide your requested funding amount, program and organizational budgets, and recent financial statements.

APPENDIX B - FULL PROPOSAL

Equity

> **1.** Describe the demographic make-up of the people you serve or intend to serve through this program (this could include household income, race, ethnicity, age, etc...): (300 word limit)

Continuous Improvement

> **2.** Describe your proposed program's evaluation and/or continuous improvement plan(s). We understand that some programs don't yet have one in place. If you don't have a plan in place already, describe your current approach to data collection and how you'll develop a continuous improvement plan (400 word limit).

> **3.** How many people do you expect to serve annually during the grant period?

Program Design

> **4.** Describe your program in detail (500 word limit).

> **5.** Tell us how your program a) aligns to an evidence-based program or best-practice, AND/OR b) responds in an innovative or unique way to local conditions: (500 word limit)

Attachments/Org Documents

Program Budget

- Program Budget. Your budget should:

    o show all projected income streams for this project, including your organization's in-kind support and your requested funding from United Way

    o include management and fundraising costs

    o include and indicate any capacity-building needed to enact the program

If you desire technical assistance in preparing your budget, please click here to access United Way's budget help page

> **6.** United Way of Olmsted County intends to invest up to $200,000 annually in Connections programming, through fewer than 7 programs in the community. What dollar amount are you requesting from United Way of Olmsted County? (this should match the number reflected in your program budget).

> **7.** Use this space to provide any explanations, descriptions, or other narrative that should accompany your program budget.

Other attachments

- IRS Determination Letter

- Most recent IRS Form-990

- Contact list of current Board of Directors (name, mailing address, email, phone)

- Most recent audited financial statements*

- Your current organization budget

*For applicants and partners that are required by state law to conduct an independently prepared financial audit annually (all those with annual revenues greater than $750,000), the most current audit available will be on file with United Way of Olmsted County (UWOC) at all times.

All other applicants (those with annual revenues less than $750,000) must submit and maintain on file with UWOC a current financial audit independently prepared by an outside firm and completed within the past three program agency fiscal periods. For each year between audits, partners must submit to UWOC a financial compilation that is in GAAP format. At a minimum, a compilation will need to be on file with United Way prior to February 15, 2019, and a completed audit must be submitted no later than June 30, 2019.

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