

2018
Request for Proposal

Proposal Due Date: March 16, 2018

www.uwnns.org



Release Date: February 2, 2018
Attachment to this document: 2018Budget_Form.xls

United Way of Northern Nevada and the Sierra
639 Isbell Rd. Suite 460
Reno, NV 89509
775-322-8668

United Way of Northern Nevada and the Sierra (UWNNS) is pleased to announce the availability of grant funding for a two-year cycle beginning July 1, 2018.

Thank you for your interest in working with UWNNS as we focus on our intent to change the lives of children through positively affecting key early literacy interim (intervening) outcomes. Although UWNNS' ultimate goal is to have three out of four children reading proficiently at the conclusion of third grade the outcomes to be achieved by funded programs specifically target interim outcomes that result in *early literacy and kindergarten readiness* – predictors of third grade reading success. Through this funding cycle, our funded programs will work to ensure families are equipped to support the development of their children and support early learning environments that nurture and stimulate growth and early literacy.

UWNNS is committed to working with a broad range of organizations. Success in this application process will depend on an applicant's ability to address key program components, pre-established deliverables, realistic and measurable outcomes, and demonstration of sustainable, collaborative relationships throughout the designated geographic area of northern Nevada.

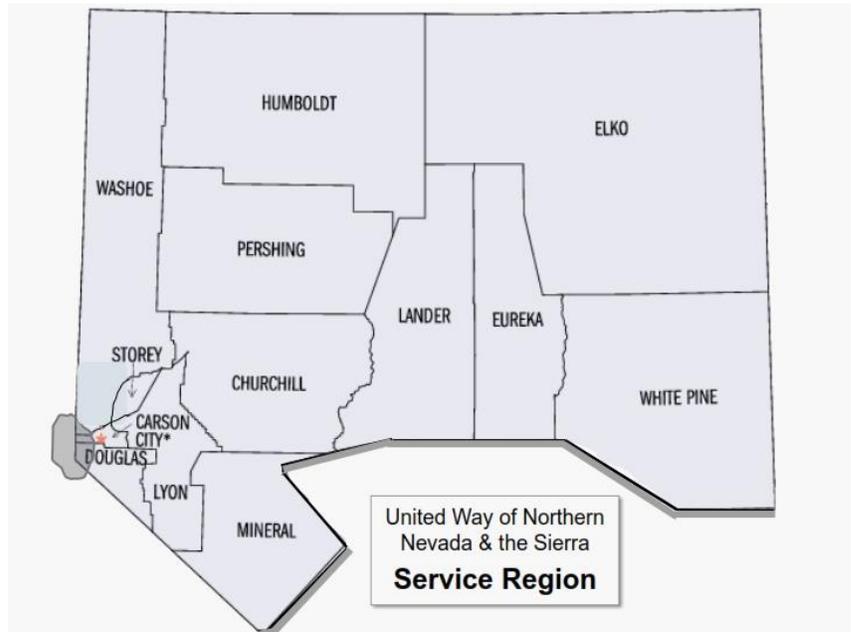
As you consider the development of a proposal in response to this Request for Proposal (RFP), please contact Kelsey Piechocki with any questions: Kelsey.Piechocki@uwnns.org.

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INTRODUCTION

During the previous three-year funding cycle UWNNS focused funding on programs and supports proven to improve third grade reading proficiency. There is a direct correlation between third grade reading scores and the predictability of high school graduation. The overall goal is to have three out of four children reading proficiently at the conclusion of third grade, by 2020.



Kindergarten readiness is a predictor of success in early reading and literacy. This two-year funding cycle (2018-20) will narrow the target focus somewhat from the previous grant cycle to serve children aged birth to five (and their parents / caregivers), capitalizing on the opportunity to affect change with the youngest learners.

In addition to providing funding through this funding process, UWNNS has spearheaded a formal, community-wide planning process and coalition which has developed a Northern Nevada Campaign for Grade-Level Reading 'Community Solutions Action Plan,' based on a successful national model, (<http://www.uwnns.org/literacy-cure>). It takes entire communities working together more collaboratively than ever before to co-create community-based, comprehensive solutions that support children from birth. Applicants in this funding process will describe how their proposed program aligns with this overall community process in specific strategic areas.

UWNNS will also place value on the formulation of strategic partnerships to accomplish these community literacy goals and will support collaborative funding applications in which multiple organizations capitalize on the unique strengths and expertise of each partner.

REQUEST FOR PROPOSAL

AVAILABILITY OF FUNDS

Funding is anticipated to be available from United Way of Northern Nevada and the Sierra to fund programs as specified in this document. Final funding availability and final awards will be determined by the Board of Directors at its May, 2018 meeting.

ELIGIBILITY

MINIMUM QUALIFICATIONS:

In order for a proposal to be accepted, an applicant must meet the following Minimum Qualifications:

- 501(c)(3) organization
- In business for a minimum of two (2) years
- Applicant attended the Orientation (page 4)
- Passed the Better Business Bureau's Wise Giving Alliance standards for nonprofits.
→ <http://www.give.org/for-charities/starting-the-free-accreditation-process/>

GRANT REQUEST RANGE

Applicants may request funding within the range of \$25,000 to \$100,000.

- A lead (or fiscal) organization that is applying on behalf of a group of entities (or 'partnership') will apply for a grant within this range. The budget submitted with the proposal will explain the budget breakdown of this amount into a lesser amount for each organization in the partnership that is to receive a portion of the full grant amount.

GRANT PERIOD

UWNNS will award a grant for a two (2) year period beginning July 1, 2018. The grant year following the first year will be funded subject to satisfactory performance, and compliance with program terms and conditions as mutually agreed to in a post-award Memorandum of Agreement, to be executed upon notice of grant award.

In addition, continued funding is subject to the continued availability of funds.

MATCHING FUNDS REQUIREMENT

There is a matching funds requirement for the second year of this grant. In order to receive the second grant payment for year two in June 2019, the grantee must provide documentation of having funding commitments representing 20% of the year one grant by December 31, 2018. No more than 25% of the matching funds may be in kind.

OUTCOMES

This RFP addresses funding of programs that identify and address specific outcomes to be achieved. Unrelated programs or outcomes will not be considered. See the section in this RFP on *Strategic Outcomes and Measurable Results* for detail.

PROPOSAL DOCUMENT

Proposals must be no longer than 15 pages, not including the required attachments. The document font is to be Times New Roman, 12 point, single spaced, with a page margin of 1 inch. The pages must be numbered.

REQUIRED ATTACHMENTS

In order for an application to be complete, the required attachments must be submitted with the Proposal (as attachments in the submission email). For the full list of required attachments, see the section on *Required Proposal Elements*.

NOTE: Each attachment to the proposal MUST be named with the Applicant Organization name and short description.

PARTNERSHIPS: ADDITIONAL REQUIRED ATTACHMENT

An Applicant organization that is applying on behalf of a group of organizations ('Partnership') is required to submit an MOU (Memorandum of Understanding) at the time of submission (signed by all organizations in the partnership), along with the other required attachments. For more detail on the type of elements that must be contained in a MOU, please see the section on *Guidelines for Developing a Partnership Memorandum of Understanding* in the Appendices.

PROPOSAL SUBMISSION: DUE DATE

Proposals are due to United Way of Northern Nevada and the Sierra staff by 5 p.m. on March 16, 2018. Proposals are to be submitted via email to:

Kelsey Piechocki, Senior Vice President Kelsey.Piechocki@uwnns.org

No late submissions will be accepted. Incomplete submissions will be considered late and not accepted.

PROPOSAL REVIEW PROCESS

Following submission, an initial review will determine if the Minimum Requirements have been met for proposal acceptance.

If it is determined that the minimum qualifications have not been met, staff will notify the applicant organization and the proposal will be removed from consideration.

If the Minimum Requirements have been met and a proposal has been accepted, it will be reviewed and evaluated by the UWNNS Community Impact Volunteers. This may include (but is not limited to) questions of the applicant, meetings with multiple partners of the applicant, and site visits.

In early May, 2018, the reviewers will formulate recommendations to be presented to the UWNNS Board of Directors, which will, in turn, determine the final funding for 2018. All decisions of the UWNNS Board of Directors are final.

TIMELINE: KEY DATES

RFP release	February 2, 2018
<i>Please select one:</i>	
<p><u>APPLICANT ORIENTATION IS MANDATORY.</u></p> <p>Please email RSVP to kelsey.piechocki@uwnns.org; state session applicant will be attending.</p> <p><i>Teleconference attendees will be provided with call-in information once their RSVP is received, in advance of the call.</i></p>	<p>February 12, 2018: 1:00 – 2:00 p.m. <i>(Teleconference)</i></p> <p>February 13, 2018: 1:30 – 3:00 p.m. UWNNS Office – 639 Isbell Rd., Ste. 460, Reno NV. 775-322-8668</p> <p>February 14, 2018: 8:00 – 9:00 a.m. <i>(Teleconference)</i></p>
Proposals due to UWNNS	March 16, 2018
Review process (including site visits)	March 19 – April 20, 2018
Funding announcements	May 17 -- 18, 2018
Grantee meetings, funding Memorandums of Agreement	June, 2018
Grant period begins	July 1, 2018

TECHNICAL ASSISTANCE

Technical assistance is available during the proposal / partnership development process, and communication with UWNNS is encouraged as needed:

Kelsey Piechocki, Senior Vice President
 (775)333-8287
Kelsey.Piechocki@uwnns.org

REPORTING

Grant recipients will be required to complete and submit quarterly and year-end reports by required dates. Reporting will be one of several criteria used to determine eligibility for grant continuance over multiple years.

REQUIRED PROPOSAL ELEMENTS

Any proposal selected for funding must contain the following nine (9) key components.

- Program activities
- Timeline/Implementation plan
- Geographic impact
- Program budget
- Matching funds requirement
- Strategic outcomes and measurable results
- Alignment with Northern Nevada Campaign for Grade-Level Reading Community Solutions Action Plan (CSAP)
- Evaluation
- Required attachments

1. **Program activities:**

- Explain the activities of your program including who will perform and conduct each function and in what sequence they will occur; provide detail as to how each partner will contribute to the strategic outcomes and measurable results. Please describe client selection and composition and if volunteers will be utilized, how many and in what capacities.

2. **Timeline/Implementation Plan:**

- Provide a specific timeline for each program activity stating when each will begin and when it will be concluded.

3. **Geographic impact:**

- UWNNS serves Washoe, Lyon, Carson City, Storey, Churchill, Pershing, Mineral, Douglas, Lander, Humboldt, Eureka, White Pine, and Elko Counties, and the Lake Tahoe Basin area. The degree to which a program and its activities are able to demonstrate impact within a region or multiple counties will be strongly considered in the application review process. Applicants are encouraged to explore potential partnerships that increase geographic participation or increase the likelihood of greater impact.

4. **Program budget:**

- The budget is composed of two parts: the narrative and the budget form.
- The narrative will explain each line item in sufficient detail as to justify the need for the expenditure and its correlation with program activities and achievable outcomes. The narrative must also demonstrate the agency or partnership's financial capacity to conduct the proposed program and achieve measurable outcomes. The narrative

must also include the lead agency's committed and/or pending sources of revenue including the timeframes for these sources and their conclusions. When listing personnel, include position titles, the compensation for the position(s), and the taxes and fringe benefits for each.

- The budget form will be submitted separately as an Attachment to the Proposal Form. Use the correct worksheet within the budget template form and note that there are numerous tabs at the bottom that should be used, depending on the number of organizations in the partnership.
- Enter the revenue and expenses for only the specific program for which funds are requested in the application.
- Revenue: list all sources; in the column for "Other Income", list program service fees (if applicable) and include gifts, contributions, sponsorships, events, and other income that will be attributed solely to the program. List the number of "in-kind" volunteers and support as well as the value. Enter all committed (approved) and pending sources of revenue.
- Expenses: list all salary, wages, benefits, and taxes for those employed specifically for this program. Operating expenses such as rent/mortgage, utilities, phone, general liability insurance and office equipment must be listed and prorated specifically for this program. List any materials and supplies training materials, postage, etc. related specifically to the program. List any other program-related expenses that do not fit into the above categories such as travel, conference attendance, and food. Each lead agency of a partnership may charge a maximum of 6% of the total funding request to Indirect/Administrative Cost. A Memorandum of Understanding (MOU) between the partners must designate the lead agency.

5. Matching Funds Requirement:

- Applicants must present their plan to meet the matching funds requirement for the second year of the grant.

6. Strategic outcomes and measurable results:

Literacy is a life-long process that begins at birth. In the early years, a child's literacy skills develop hand-in-hand with their speaking, listening, and writing skills. The foundation for literacy starts well-before a child enters formal schooling. The first five years of a child's life are instrumental to future social, emotional, and cognitive development. It's clear from substantive research that parents, in particular, play a primary role in a child's early learning process; they are a child's first teacher and the first to influence a predisposition to learning since 90% of each child's brain development occurs before age five. UWNNS will expect applicants to consider parental engagement as contributors to stated outcomes.

UWNNS will direct its financial resources to support programs that are considered likely to achieve successful results in the area of "**Children enter school ready to succeed.**" **The target individuals to be served by these programs will be children aged birth to five, and their parents (or caregivers).**

Proposals must include at least one of the two following **Strategies, along with at least one corresponding Approach, below. *Proposals are not required to address every Approach within a Strategy.***

Using the suggested Related Metrics, proposals should describe the outcome being addressed and related outputs / activities, as well as the tool used for measurement (discussed below the charts).

1. Strategy: Ensure families are equipped to support the optimal development of their children.

Approaches	Related Metrics	
	Outcomes	Outputs
<ul style="list-style-type: none"> Equip families with knowledge and skills to support child development Ensure families have timely access to and are utilizing quality services Ensure home environments support early development 	<ul style="list-style-type: none"> Number / percentage of families gaining knowledge of early childhood development and parenting strategies Number of families reading with their children at least 15 minutes per day 	<ul style="list-style-type: none"> Number / percentage of family members attending workshops, trainings Number / percentage of families receiving information or resources to support their child's success Number / percentage of families receiving children's books (number of) or other resources to support early learning / development at home.

2. Strategy: Children are in early learning environments that nurture and stimulate growth along developmental domains.

Approaches	Related Metrics	
	Outcomes	Outputs
<ul style="list-style-type: none"> Improve the quality of early learning environments, formal and informal (FFN)* Improve the training and qualifications of teachers and caregivers Increase availability of high quality program for at-risk children 	<ul style="list-style-type: none"> Number / percentage of children meeting developmental milestones Number / percentage of children identified with developmental delays are achieving developmental goals Number / percentage of teachers obtaining credentials or degree Number / percentage of FFN implementing / improving quality practices Number / percentage of accredited /highly rated early learning programs 	<ul style="list-style-type: none"> Number / percentage of children identified as having developmental delays are connected to support services Number / percentage of children enrolled in accredited / highly rated early programs Number / percentage of teachers participating in professional development Number / percentage of FFN receiving training or resources to increase quality of care

* FFN: Family, friend and neighbor providers include grandparents, aunts and uncles, elders, older siblings, friends, neighbors, and others who help families take care of their kids on an informal basis.

The proposal must describe the tool (or standard) to be used for measuring interim program outputs and outcomes.

Examples include (but are not limited to):

- Measuring developmental milestones: Ages and Stages Questionnaire (including ASQ, ASQ-SE-2, and ASQ-3; follow-up by Nevada Early Intervention Services (NEIS). (<https://agesandstages.com/>)
- Measuring teacher classroom skills in fostering social-emotional development and / or child development of social-emotional skills: Technical Assistance Center on Social Emotional Intervention (TACSEI), Pyramid Model. (<http://nvtacsei.com/the-pyramid-model/>)
- Measuring kindergarten readiness: Nevada Pre-K Standards and the Brigance III Kindergarten Entry Assessment. (<http://www.nevadaregistry.org/department-of-education-office-of-early-learning-and-development/pre-k-standards.html>); http://www.doe.nv.gov/Assessments/Brigance_Early_Childhood_Screens/

Proposal evaluators must be able to understand the targeted population that will be affected by the positive outcomes and in what time period the outcomes will be produced, (e.g. in year one or two of the funding cycle).

Note: Ensure that any proposal language with program or evaluation tool efficacy claims are fully substantiated with relevant research, sources and cites.

7. Alignment with the Northern Nevada Campaign for Grade-Level Reading Community Solutions Action Plan (CSAP):

In addition to proposing at least one strategy described in #6 above, the proposal should address strategies to align with the ‘**Supporting Family Engagement**’ and ‘**Ensuring Children Benefit from Strong Early Support Systems**’ strategies in the Northern Nevada Campaign for Grade-Level Reading *Community Solutions Action Plan, September, 2017 (CSAP)*. The applicant should describe ways in which the proposed activities align with, complement, expand, or enhance the objectives outlined in the CSAP plan strategies.¹ These strategies specifically address support services for parents and children birth-to-five, (as with the strategies outlined in #6, above).

8. Evaluation:

The evaluation should correlate directly to both the Outputs (Activities) and Outcomes. Include an explanation of how a skilled evaluator will conduct regular, methodical processes to determine if the program’s outputs/activities are on track to achieve the anticipated outcomes and if not, what corrective measures will be taken.

Listed below are questions to address in the application:

- Who or what entity will be responsible for conducting the evaluation process?
- How often will evaluation occur?

¹ Northern Nevada Campaign for Grade-Level Reading CSAP, September, 2017, <http://www.uwnns.org/literacy-cure>, specific strategies, pages 8-12.

- If evaluation occurs at intervals, describe what will be evaluated, methodology, and rationale.
- Describe the source of data and how it will be collected.
- Describe any testing instruments or questionnaires to be used.
- Describe the process of data analysis.
- Provide a plan for determining the degree to which evaluation methods are followed.

9. Required Attachments:

- Annual Report of the lead agency
- Financial Documents
 - Detailed operating budget for current and prior fiscal year
 - If annual gross revenue:
 - exceeds \$500,000 -- attach current year-end audit report
 - is between \$200,000 and \$499,999 -- attach current year-end financial review
 - is less than \$199,999 -- attach complete year-end financial statement. This must include a Profit & Loss Statement and Balance Sheet.
 - Current IRS Form 990 (if applicant files a 990EZ or 990PF, pages 1 and 2 of the standard Form 990 must be included)
- Partnership Memorandum of Agreement (MOU)
- Budget Form: 2018 Budget_Form.xls

APPENDICES

GUIDELINES FOR DEVELOPING A PARTNERSHIP MEMORANDUM OF UNDERSTANDING (MOU)

If Applicant is applying on behalf of a Partnership, an MOU is required to be submitted as an Attachment to the Proposal

This MOU must clearly outline the nature of the partnership and roles and responsibilities of each organization with respect to the proposed program.

The MOU helps to:

- Delineate client flow;
- Specify services to be provided by a provider to clients;
- Specify types of clients and how referrals are to be made (if applicable);
- Facilitate communication by defining a process for regular meetings, phone contact or data exchange;
- Protect all parties against differing interpretations of expectations;
- Enhance status of all partners within the community through formalized relationships;
- Reduce friction over ‘turf issues’ by specifying responsibilities.

PARTNERSHIP MOU – KEY ELEMENTS	
PERIOD OF AGREEMENT	<ul style="list-style-type: none"> • List the period of time the agreement will be effective
PARTIES	<ul style="list-style-type: none"> • List all of the partners in the collaboration
COMMON OBJECTIVE	<ul style="list-style-type: none"> • Summarize the partnership’s shared goals
PARTNERSHIP BACKGROUND	<ul style="list-style-type: none"> • Describe the history of the collaboration and specific contributions each partner brings to the partnership
DISTRIBUTION OF FUNCTIONS	<ul style="list-style-type: none"> • Clearly state which functions will be performed by which organization
FISCAL AGENT (‘LEAD PARTNER’) FUNCTIONS	<p><i>Must include:</i></p> <ul style="list-style-type: none"> • Procedures for reporting to UWNNS on behalf of the partners • Procedures for monitoring usage of funds by all partners • Procedures for withholding funds for non-performance of MOU-defined functions of a Partner • Procedures for tracking progress towards goals • Reporting of overhead percentage of each <u>partner</u> (although only the fiscal agent is required to submit financial documents)

<p>COMMUNICATION</p>	<ul style="list-style-type: none"> • State how members of the partnership will communicate, how often and for what purposes, and where communication relates to client-level issues and where communication relates to partnership-level issues • State circumstances where communication is mandatory, time-sensitive or other situation • Define responsibilities and functions for communications about the partnership and program to the public (outreach and marketing). Who will talk about the program and how will it be presented?
<p>DATA REPORTING/ RECORDKEEPING</p>	<ul style="list-style-type: none"> • Describe data collection methods • Describe situations where data may be shared and compiled • State which data will be collected and tracked by which agency and for what purposes • Describe situations where certain data may be collected/tracked for an individual agency's purposes • Describe how data will be reported, to whom and for what purposes
<p>CONFIDENTIALITY</p>	<ul style="list-style-type: none"> • Describe how the confidentiality of client records and other information will be respected within the partnership • Explain how the confidentiality needs of each organization will be maintained within the partnership
<p>PROCEDURE FOR RESOLVING DISPUTES BETWEEN PARTNERS</p>	<ul style="list-style-type: none"> • Should disagreements arise within the partnership, explain what steps will be taken to resolve them
<p>AMENDMENT</p>	<ul style="list-style-type: none"> • Describe the procedures for making changes to this Memorandum of Understanding (MOU) <i>(Please note that UWNNS must be notified in advance of any changes to take place within this MOU.)</i>
<p>SIGNATURES</p>	<ul style="list-style-type: none"> • MOU must be signed by Authorized Signer of each party to the agreement. (Applicant should sign in accordance with the By-Laws or Policies and Procedures of applicant organization.)