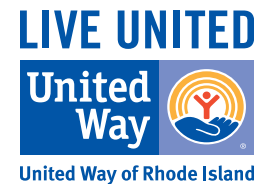


**Request for Proposals
Providing Operational Supports
Grant Cycle: July 2016 – June 2019
Maximum Annual Grant Amount: \$50,000**



Introduction

For 89 years, United Way of Rhode Island (UWRI) has been helping Rhode Islanders help themselves by connecting them with the resources and tools that not only improve their lives, but can change them. We believe that Rhode Islanders want to do better for themselves and their families, and that by working together with our partners and investing in proven programs that work over the short-term and are scalable over the long-term, we can strengthen our communities.

In 2014, UWRI launched a new strategic plan, LIVE UNITED 2020, with the goal of changing the lives of 250,000 Rhode Islanders by 2020. As part of this comprehensive strategy to provide stability and security to Rhode Islanders and their families, UWRI offers grants to organizations that deliver basic supports and lifelong learning opportunities that provide the skills and resources Rhode Islanders need to be successful. To accomplish the goals of the strategic plan, UWRI will fund promising ideas or programs designed to improve the lives of Rhode Islanders and collaborations of organizations that are advancing cross-sector work. For more information on our plan, visit www.LIVEUNITEDri.org.

Theory of Change

LIVE UNITED 2020 focuses on three main areas to help change the lives of Rhode Islanders: lifelong learning, basic needs, and community engagement. More specifically, UWRI is focused on achieving the following results:

Goal: Lifelong Learning

- Children are prepared for success in school.
- Young adults are prepared for college and careers.
- Adults are prepared for careers.

Goal: Supports to Learn and Earn

- Adults are employed and earning family-sustaining wages.
- Rhode Islanders are in stable, safe, and affordable housing.
- Rhode Islanders are financially secure.
- Rhode Islanders are healthy.

Each result has corresponding indicators for success that will help UWRI determine the success of its work and the work of its partners. For more information, and to view UWRI's theory of change logic model including our seven results and corresponding indicators, please visit the Grant Opportunities page of our website.

UWRI Community Investments

This request for proposals (RFP) is one of three that UWRI is releasing as part of the LIVE UNITED 2020 investment strategy. Funds include:

- Piloting Promising Practices
- Providing Operational Supports
- Scaling Up for Success

The total amount of funding to be awarded for Piloting Promising Practices, Providing Operational Supports, and Scaling Up for Success is \$4,000,000 per year.

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**Request for Proposals
Providing Operational Supports
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These RFPs provide the guidelines for UWRI's July 2016 – June 2019 program investments. UWRI looks forward to receiving a diverse group of proposals that:

- Respond to the goals and desired results outlined in LIVE UNITED 2020.
- Reflect a results-driven, collaborative approach to serving Rhode Island communities.
- Provide a clear vision for how the applying organizations will provide Rhode Islanders with effective, critical services and supports.

Grant Period

The grant cycle for this RFP is July 1, 2016 – June 30, 2019. Grant awards will be made on an annual basis, renewable for years two and three, dependent on fund availability and grantee performance. Grantees must demonstrate successful achievement of performance indicators and be in sound fiscal standing to be eligible for grant renewals.

Information Sessions

UWRI will hold information sessions for the nonprofit community at its office at 50 Valley Street in Providence. It is highly recommended that each applying organization or consortium send one or more staff members to an RFP information session. Information sessions will be held on the following dates and times:

- Monday, September 14, 2015, at 9:00 a.m.
- Friday, September 18, 2015, at 1:00 p.m.
- Thursday, September 24, 2015, at 9:00 a.m.
- Thursday, October 1, 2015, at 4:00 p.m.

**Providing Operational Supports
Grant Description**

In recognition of the fact that solutions to our state's challenges are ever-evolving, UWRI has developed this RFP to provide opportunities to organizations that are working to contribute to one or more of the seven results identified above by sustaining critical, evidence-based programs or projects.

The purpose of UWRI's fund for Providing Operational Supports is to sustain the operations directly attributable to critical, evidence-based programs or projects. Supported programs will integrate quality improvement efforts, collaboration, and service coordination to increase efficiency and reach. Each of these components is considered crucial to the sustainability and long-term success of programs or projects. Additionally, proposals will be scrutinized for their ability to demonstrate that the program or project has clearly yielded positive and desirable results in the community, and are critical to the future development and success of Rhode Island families.

UWRI will entertain proposals for Providing Operational Supports up to \$50,000 per year.

Applying agencies are required to submit a proposal that:

- Integrates quality improvement efforts, collaboration, and service coordination.
- Describes how the program or project fits the category of funding.

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Request for Proposals
Providing Operational Supports
Grant Cycle: July 2016 – June 2019
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- Uses data and provides evidence that the program or project proposed has been successful over time.
- Provides adequate explanation, using data and research, for why the program or project cannot or should not be scaled at this time.
- Delivers examples of how the program or project will continuously improve the delivery of services over the course of the grant.
- Describes how client satisfaction will be measured and assessed.
- Includes a clear plan for addressing issues or challenges in the delivery of service.
- Provides description of how the program or project will share best practices with similar programs throughout Rhode Island.
- Demonstrates strategic thinking on how the organization will diversify funding sources for the program or project over the course of the grant.
- Provides clear description of how funding will also help the organization build capacity of staff to better deliver services to its clients.

Key expectations for grantees receiving funding will include: a commitment to high-quality data collection, evaluation, active participation in a learning community, attendance at UWRI-organized trainings, and ongoing partnership with UWRI to advance common goals. Performance metrics for agencies funded under this RFP will evolve over time to reflect UWRI's intention that grantees demonstrate greater sustainability and stability at the end of the three-year grant cycle.

Grant Eligibility Criteria

Individual organizations and consortiums are invited to apply if they can meet the following requirements:

Results-Based Accountability: The program or project must be able to advance one or more of UWRI's identified goals and results. Applying organizations or consortiums must be able to measure, collect, and report on key performance measures linked to one or more of UWRI's identified results.

Collaboration: The organization must collaborate with partners to achieve shared goals. Applying organizations or consortiums must be able to identify potential partners that will help advance their mission, as well as any current partnerships or collaborations that would be strengthened with UWRI support.

If awarded Providing Operational Supports grant, grantees are required to implement the partnership that was built or strengthened over the first eighteen months of the three-year grant cycle. The partnerships will be evaluated midway through the grant cycle. Although not a requirement, UWRI also encourages applying agencies to commit to implementing common data collection and evaluation strategies with partners in order to remain aligned and accountable to one another. Successful proposals will articulate:

- (1) A common agenda in which all participants have a shared vision for change, including a common understanding of the problem or challenge and a joint approach to addressing it through agreed-upon actions;

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**Request for Proposals
Providing Operational Supports
Grant Cycle: July 2016 – June 2019
Maximum Annual Grant Amount: \$50,000**



- (2) Mutually reinforced initiatives in which participants' differentiated actions are coordinated through a mutually reinforcing plan of action; and
- (3) A strategy for continuous, consistent, and open communication between/among all entities to build trust, ensure mutual objectives, and create common motivation.

Sustainability: The organization must demonstrate a sustainable funding plan for current and proposed levels of services, including anticipated sources of funding and any efforts to ensure the long-term fiscal health of the program or project. This includes the need for organizations to contribute a portion of their own resources to the proposed program, outside of any current or requested United Way funding.

Demonstrate Success: The organization must have a successful track record in projects of similar nature and demonstrate the capacity, competency and qualifications to plan, implement, and manage this project.

Documentation: Applicants must provide the following documentation.

- A letter of determination of 501(c)[3] status from the IRS or have a fiscal agent that has 501(c)[3] status;
- A current Form 990 and the Form 990 from the prior year; and
- A copy of their most recent audit/review and management letter.
 - UWRI expects that the most recent audit/review will have been completed nine months after the end of the applicant's fiscal year. If on a calendar year, the most recent audit/review should be for the year ending December 31, 2014. If on a fiscal year ending June 30, 2015, the most recent audit/review should be for the year ending June 30, 2014.
 - An agency with annual expenditures over \$500,000 must have an audit prepared by an independent certified public accountant. An agency with annual expenditures under \$500,000 must have a review prepared.

Questions to address in a letter of intent of no more than three pages in length:

Accompanying this RFP is UWRI's letter of intent scoring rubric. UWRI provides this information so that organizations applying for UWRI grant funding are aware of the scoring criteria that UWRI will use to evaluate letters of intent. The questions to respond to include:

- Who are the organizations/partners applying for funding? Please include the lead agency and a brief description of that agency's purpose and programs.
- What is the program or project being proposed?
- How does that program or project connect to United Way of Rhode Island's strategic plan and its implementation plan?
- Which of United Way's results and indicators does the project propose to address?
- How does the program or project specifically respond to the request for proposal for which you are applying?

Process and Timeline

UWRI invites Rhode Island-based nonprofit organizations to submit Letters of Intent (LOI) by October 8, 2015 in order to be eligible to submit full proposals for one of three funds: Piloting Promising

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**Request for Proposals
Providing Operational Supports
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Practices, Providing Operational Supports, and Scaling Up for Success. LOIs will be reviewed using the attached rubric by UWRI Community Investment staff to determine alignment to UWRI's Theory of Change and eligibility to submit full proposals for funding.

Staff recommendations will be shared with and approved by UWRI's Community Investment Committee. Applicants will be notified of review decisions in early November, and selected applicants will be invited to submit full proposals due December 15, 2015.

Full proposals, limited to 10 pages in length, will be reviewed by UWRI's Volunteer Grant Review Committee. Using a scoring rubric provided by UWRI to applicants and volunteers, the Volunteer Grant Review Committee will evaluate proposals and submit their funding recommendations to UWRI's Board of Directors for final approval. Applicants will be notified of UWRI's funding decisions in March 2016, and awards to successful applicants will be distributed in July 2016.

Timeline

September 8, 2015	UWRI requests for proposals released to public.
October 8, 2015	Deadline for applicants to submit Letters of Intent.
October 1 – November 4, 2015	UWRI staff and Community Investment Committee review Letters of Intent.
November 9, 2015	Applicants are notified of Letter of Intent review decisions. Selected applicants are invited to submit a full proposal.
December 15, 2015	Deadline for invited applicants to submit full proposals for funding.
January 11 – March 16, 2016	UWRI's Volunteer Grant Review Committee reviews proposals and submits recommendations for funding to UWRI's Board of Directors for final approval.
April 1, 2016	Applicants are notified of proposal funding decisions.
March 27 – June 15, 2016	Contracts are developed and sent to funded organizations.
July 1, 2016	Payments are disbursed to UWRI grantees.

Submission Directions

To begin the application process, please visit our website at <https://uwriweb.org/agencyportal> to submit a letter of intent no later than October 8, 2015. Applicants who are invited to submit a full proposal will receive additional directions on November 9, 2015, and will be required to submit their full proposals no later than December 15, 2015.

For questions or further information, please contact Diana Perdomo at diana.perdomo@uwri.org. Thank you for your interest in partnering with United Way of Rhode Island and helping to strengthen our communities, together.

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**United Way of Rhode Island Letter of Intent Scoring Guidelines
2015**

PROVIDING OPERATIONAL SUPPORTS

1. Who are the organizations/partners applying for funding? Please include the lead agency and a brief description of that agency's purpose and programs.

Poor – 0 Points	Fair – 5 Points	Strong – 10 Points
<ul style="list-style-type: none"> • Does not answer the question in a way that provides any detail on how an organization plans to partner with other agencies. • Does not answer the question in a way that discusses past partnerships. • Does not include a description of the lead agency. 	<ul style="list-style-type: none"> • Provides a description of the lead agency, including a history of past partnerships and work relevant to this project. • Provides a description of potential partnerships in this project. • Names other agencies involved in project and describes how they will be involved. • Clear understanding of how partnership will improve conditions for those being served by the project. 	<ul style="list-style-type: none"> • Provides a description of the lead agency, including a history of past partnerships and work relevant to the proposed project. • Provides a history of success doing work similar to the proposed project, with cited outcomes data from that past success. • Cites other agencies involved in the proposed project, mission alignment and how they will be involved. • Describes a history of past work with partners in the proposal and how the partnership/partnerships have improved conditions for shared clients. • Clear description of how the partnership/partnerships will strengthen over the course of the grant, including the strategy for continuous, consistent, and open communication; proposed outcomes; and performance measurements to assess the relationship(s).

**United Way of Rhode Island Letter of Intent Scoring Guidelines
2015**

PROVIDING OPERATIONAL SUPPORTS

2. What is the program or project being proposed?

Poor – 0 Points	Fair – 10 Points	Strong – 20 Points
<ul style="list-style-type: none"> Description does not provide enough information to understand the type of program being proposed. 	<ul style="list-style-type: none"> Provides a description of the project being proposed. Provides research that describes the need for the project in the specific community it will serve. Provides research that describes the need for this type of intervention. Provides examples of similar interventions that have worked elsewhere. 	<ul style="list-style-type: none"> Provides a description of the project being proposed. Provides research that describes the need for the project in the specific community it will serve. Provides research that describes the need for this type of intervention. Provides examples of similar interventions that have worked elsewhere. Provides evidence that this intervention has a high likelihood of success for the population and community served. Provides a cost-benefit analysis demonstrating cost-effectiveness of the intervention. Proof that program will balance quality of programming with a need and desire to serve as many people as possible. Project has a clearly outlined plan for measuring performance on the services provided through the grant. Outlines a plan to achieve sustainability of work over time.

**United Way of Rhode Island Letter of Intent Scoring Guidelines
2015**

PROVIDING OPERATIONAL SUPPORTS

3. How does that program or project connect to United Way of Rhode Island's strategic plan and its implementation plan? What results and indicators does the project propose to address?

Poor – 0 Points	Fair – 8 Points	Strong – 15 Points
<ul style="list-style-type: none"> Proposal does not address any of the goals in United Way of Rhode Island's (UWRI) strategic plan or any of the results outlined in UWRI's implementation plan. 	<ul style="list-style-type: none"> Proposal identifies the UWRI strategic plan goal that it will impact. Proposal identifies one to two results that the project will address. Proposal identifies specific indicators within those results that it will address. Proposal describes how the project will address those goals, results, and indicators. 	<ul style="list-style-type: none"> Proposal addresses more than one of UWRI's strategic plan goals. Proposal addresses multiple results from UWRI's implementation plan. Proposal identifies specific indicators from UWRI's implementation plan that it will address (at least three). Proposal clearly articulates the intersection between the results the project is seeking to address, with research and data to support working on the multiple elements. Proposal describes organization(s) history of success addressing the various results. Proposal describes how organization(s) will work with UWRI to accomplish larger policy goals related to the goals, results, and indicators chosen.

**United Way of Rhode Island Letter of Intent Scoring Guidelines
2015**

PROVIDING OPERATIONAL SUPPORTS

4. How does the program or project specifically respond to the request for proposal for which you are applying?

Poor – 0 Points	Fair – 5 Points	Strong – 15 Points
<ul style="list-style-type: none"> Does not describe why project falls into the Providing Operational Supports Category. 	<ul style="list-style-type: none"> Describes how the project fits the category of funding. Describes why organization chose to apply for funding in this category rather than in the other categories. Uses data and provides evidence that the project proposed has been successful over time. Provides adequate explanation for why project or program cannot or should not be scaled. 	<ul style="list-style-type: none"> Describes how the project fits the category of funding. Uses data and provides evidence that the project proposed has been successful over time. Provides adequate explanation, using data and research, for why project or program cannot or should not be scaled. Provides examples of how project will continuously improve service delivery over the course of the grant. Describes how client satisfaction will be measured and assessed. Includes a clear plan for addressing issues or challenges in service delivery. Provides description of how program will share best practices with similar programs throughout the state. Demonstrates thinking about how organization will seek to diversify funding sources for project or program over the course of the grant. Clear description of how funding will also help organization to build capacity of staff to better deliver services to clients.

**United Way of Rhode Island Letter of Intent Scoring Guidelines
2015**

PROVIDING OPERATIONAL SUPPORTS

Theory of Change Alignment Charts

Poor – 0 Points	Fair – 10 Points	Strong – 20 Points
<ul style="list-style-type: none"> • Project does not align to any of the results desired by UWRI. • At least one section is not completed. 	<ul style="list-style-type: none"> • Section is filled out completely. • Project meets at least one result desired by UWRI and includes the indicators the project focuses on. • Clear connection between the results, indicators, and strategies. • It is logical that the project can successfully connect the results. • Outcomes are reasonable and performance measures will provide clear picture of whether project is successful. 	<ul style="list-style-type: none"> • Section is filled out completely out. • Project addresses multiple results. • Clear connection between the results, indicators, and strategies. • Outcomes are ambitious, but realistic. It is clear that they could be achieved. • Performance measures provide a clear understanding of whether or not objectives are met. • It is clear that organization will be able to collect the information necessary to measure the performance. • Activities described will provide a high likelihood that outcomes will occur. • Activities clearly connect to outcomes. • Activities seamlessly address the results described. It does not feel like the project is trying to do two or more separate things at once.

**United Way of Rhode Island Letter of Intent Scoring Guidelines
2015**

PROVIDING OPERATIONAL SUPPORTS

Budget and Budget Narrative

Poor – 0 Points	Fair – 13 Points	Strong – 20 Points
<ul style="list-style-type: none"> Budget request is not appropriate to accomplish the project outlined in the narrative. 	<ul style="list-style-type: none"> Budget amounts seem appropriate to accomplish the project outlined in the narrative. Budget narrative is clear and gives further understanding and justification of the costs for the project. It is clear from reading the budget narrative that the amount of funding requested is appropriate. 	<ul style="list-style-type: none"> Budget amounts seem appropriate to accomplish the project outlined in the narrative. It is clear from reading the budget narrative that the amount of funding requested is appropriate. Staffing costs are appropriate to accomplish the activities described in the narrative and theory of change alignment. Other sources of funding for the project have been identified. It is clear from budget narrative that organization is addressing the capacity of its staff to improve the project by providing funding for this work. Budget includes diversified funding, and does not rely on any one source (i.e. foundations or government) or one type of source (i.e. grant funding).