



Strategic Investment Funding LOI Invitation and Application Process

December 2011

United Way of Lane County is accepting Letters of Intent (LOI) from Lane County service providers as the first qualifying step in its Strategic Investment grant process for the funding cycle beginning January 1, 2013 and extending through December 31, 2015. All LOIs must be submitted to UWLC **by January 20, 2012** to be considered for an invitation to submit a full application in April. Guidelines for preparing Strategic Investments Letters of Intent (LOI) and other necessary documents will be available starting on **December 13, 2011** either by attending one of the United Way LOI trainings or online at www.unitedwaylane.org.

Screening committees, comprised of individuals from UWLC Leadership Teams and content area experts, will review all LOIs submitted to select those organizations who will then be invited to submit a full application. Organizations selected to submit full applications have only one month to complete their forms. Investment panels comprised of community volunteers, civic leaders and content experts will then review the completed applications, meet with candidate programs, select programs for funding, and make their funding recommendations to the UWLC Board of Directors for final approval in September.

Dates for Letters of Intent (LOI) and Invitations to Apply

December 2, 2011	UWLC announces LOI guidelines for Strategic Investments
December 13, 2011	LOI Guidelines Released and Available on www.unitedwaylane.org
December 13, 2011	LOI Training for Agencies
December 15, 2011	LOI Training for Agencies
January 20, 2012	Agency LOI due at UWLC to be considered for 2013-2015 Strategic Investments
March 2, 2012	UWLC issues Strategic investments Invitations to Apply
March (middle)	Grant Application Training for Agencies
April 2, 2012	Applications Open
May 7, 2012	Agency Strategic investment full proposals due to UWLC
September 6, 2012	UWLC announces funding decisions
January 1, 2013	UWLC begins funding distributions

Please review the following PRIOR to developing your LOI

- ~ **Attachment A** – LOI Cover Page (**To be completed by Agency and submitted with your LOI**)
- ~ **Attachment B** – 2013–2015 Strategic Funding Specifications for **EDUCATION, INCOME, and HEALTH**
- ~ **Attachment C** – Strategic Investments LOI Evaluation form (Sample)
- ~ **Attachment D** – Required Compliance Documentation that will be necessary *if you are invited* to submit a full application (**Please do not send these documents with your LOI**)

Guidelines for Developing your Letters of Intent

NOTE: Your LOI should not exceed two pages, not counting the **LOI Cover Page** (Attachment A) LOIs cannot be prepared using a type size smaller than 11 points.



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Your LOI must include the following:

1. Mission:

The mission of your organization (Include your Mission Statement if you have one).

2. Goal Alignment:

How the proposed program will make a meaningful difference in supporting United Way's **EDUCATION**, **INCOME** or **HEALTH** goals (see Attachment B)

3. Description of the proposed service and the Strategic outcomes and program strategies it will address:

Briefly describe the program and how it will support the Outcome(s) and program Strategy(s) in one of the Strategic Interest Areas (Attachment B). Indicate the amount of United Way grant funds you intend to apply for and what portion of the program's overall annual operating cost this represents.

4. Need and Target Population:

A brief statement of the need or problem the program address, and the target population to be served. Indicate the size of this target population within your service area.

5. Collaboration/Innovation:

Describe any collaborative or partnership opportunities you intend to pursue, including the use of non-UWLC resources, in the delivery of the service. Describe any creative or innovative aspects of the program which might make it more effective or efficient.

Submit your LOI with LOI Cover Page to: LOI@unitedwaylane.org. Subject line should read: LOI plus the area you are applying for (For example, "LOI-Education" " LOI-Basic Needs").

You can also send your LOI to:

Chris Pryor, Director Community Impact
United Way of Lane County
3171 Gateway Loop
Springfield, Oregon 97477

For questions please contact cpryor@unitedwaylane.org



Attachment A
2013/2015 Strategic Letter of Intent (LOI) Cover Page

Contact Information

Organization Name: _____

Mailing Address: _____

City/State: _____ Zip: _____

Contact Name: _____ Title: _____

Phone: _____ Email: _____

Website: _____ Fax # _____

Who and /or what position is responsible for updating agency information on 211:

Contact Name: _____ Title: _____

Contact Email: _____

Organizational Information

Mission Statement: _____

No. of Employees: _____ FTE: _____

No. of Volunteers (annually)/ Volunteer Hours (annually) _____ / _____

Name of Executive Director: _____

Name of Board President: _____ Term Ends: _____

Number of members on Board of Directors: _____

Total Agency Budget: _____ Fiscal Year End: _____

Geographic Service Area _____

Unduplicated Lane County Residents Served Last Year: _____

Has your organization been previously funded by UWLC? No Yes (Most Recent Year) _____

Proposed Service

Name of Service: _____

Attachment B

Strategic Investment Specifications 2013-2015

Education Specifications

- Vision:** All children in Lane County are safe, healthy, cherished and enter school ready to learn.
- Action:** Preparing children for success in school and life.
- Goal(s):** By 2020, the majority of children entering public school in Lane County demonstrate basic literacy proficiency and adequate social/emotional development.

For proposals to be considered you must address one (1) or more outcomes, program strategies and the target population listed below. Please make your selection(s) below. Preferred components are not mandatory, but will receive special consideration.

Outcome	Evidence Based Strategies	Target Population(s)	Preferred/Required Components
<ul style="list-style-type: none"> <input type="checkbox"/> Children entering kindergarten demonstrate age appropriate early literacy/language skills <input type="checkbox"/> Children entering kindergarten demonstrate age appropriate social/emotional development <input type="checkbox"/> Parents understand the importance of their role and have the tools to ensure their child's optimal development 	<ul style="list-style-type: none"> <input type="checkbox"/> Parenting Education Programs that build skills to support early childhood development outcomes. <input type="checkbox"/> Childcare Improvement Programs that build skills and capacity to support early childhood development outcomes. <input type="checkbox"/> Early Learning Programs that build skills to support early childhood development outcomes. 	<ul style="list-style-type: none"> <input type="checkbox"/> Children under age 6 and their families in Lane County 	<p>Preferred:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Services provided for families in the Fairfield/Malabon neighborhood <input type="checkbox"/> Services provided for families in the Brattain/Maple neighborhood <input type="checkbox"/> Services provided in rural communities <input type="checkbox"/> "Baby University"-type project in the Promise Neighborhoods <input type="checkbox"/> Sustainability beyond UWLC funding <input type="checkbox"/> Use of the Ages and Stages Questionnaire <input type="checkbox"/> Use of a common database <p>Required:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Agency utilization and maintenance of agency profile on 2-1-1 <input type="checkbox"/> Use or promotion of the Parent HelpLine

Strategic Investment Specifications 2013-2015

Income Specifications

- Vision:** Working families and individuals between 100% and 250% of Federal Poverty Level (FPL) become self sufficient.
- Action:** Moving families from poverty to financial stability.
- Goal(s):** By 2020, an increase in the % of lower-income working families who are earning greater than 250% of FPL.
By 2020, an increase in the % of lower-income working families with greater than or equal to three months of emergency savings to cover living expenses.

For proposals to be considered you must address one (1) or more outcomes, target population and program strategies below. Please make your selection(s) below. Preferred components are not mandatory, but will receive special consideration.

Outcome	Evidence Based Strategies	Target Population(s)	Preferred/Required Components
<input type="checkbox"/> Increase high school graduation rates and/or career training certifications among high risk youth	<input type="checkbox"/> Services that enroll and retain youth in career certification or high school graduation <input type="checkbox"/> Youth pregnancy prevention	<input type="checkbox"/> Youth at high risk of a life in poverty	<input type="checkbox"/> Adoption of prosperity center model or practice <input type="checkbox"/> Use of https://www2.prosperityplanner.org/ <input type="checkbox"/> Use of 'Understanding Poverty' trainings for staff and volunteers
<input type="checkbox"/> Increased income <input type="checkbox"/> Increased savings and assets <input type="checkbox"/> Increased financial management knowledge and skills	<input type="checkbox"/> Increase use of free tax sites by target population <input type="checkbox"/> Help target population identify and develop family-sustaining career and/or training path <input type="checkbox"/> Enroll target population in affordable financial products and systems including Individual Development Accounts (IDA), homeownership or other savings or asset building strategies, tools and resources <input type="checkbox"/> Increased number of tax site users who open bank accounts or link returns to savings/asset building opportunities <input type="checkbox"/> Financial literacy classes, workshops or coaching that increase financial management skills (may include programs that help reduce debt and improve credit scores) <input type="checkbox"/> Enroll target population in affordable financial services	<input type="checkbox"/> Families and individuals with incomes between 100%- 250% of Federal Poverty Level	<input type="checkbox"/> Use of Family Financial Stability Benchmarks or equivalent to track consumer progress (see attached) <input type="checkbox"/> Financial literacy training/education for clients <input type="checkbox"/> Delivery of services in the Promise Neighborhoods Required: <input type="checkbox"/> Agency utilization and maintenance of agency profile on 2-1-1

* Note: The FSP Strategic Investment Taskforce recommends reserving __% of the budgeted strategic funds for training and capacity building

**Dedicated funds may be available specifically for financially vulnerable women and children

Strategic Investment Specifications 2013-2015

Health Specifications

- Vision:** A connected system of healthcare that is easily and readily accessible for all residents of Lane County.
- Action:** Mobilization of the community to ensure people have access to basic healthcare.
- Goal(s):** By the year 2020, the healthcare needs of Lane County’s most vulnerable residents will be met through the community’s system(s) of care.

For proposals to be considered you must address one (1) or more outcomes, program strategies and the target population listed below. Please make your selection(s) below. Preferred components are not mandatory, but will receive special consideration.

Outcomes	Evidence Based Strategies	Target Population(s)	Preferred/Required Components
<input type="checkbox"/> Vulnerable populations have access to basic healthcare <input type="checkbox"/> Vulnerable populations demonstrate improved health status <input type="checkbox"/> Improved connectivity of health systems	<input type="checkbox"/> Outreach, screening and enrollment of vulnerable populations into mental health, chemical dependency, primary care, reproductive and/or dental health programs <input type="checkbox"/> Connect vulnerable populations to services to improve social determinants of health. <input type="checkbox"/> Intervention with uninsured Emergency Department (ED) users to connect with system of care (primary care, care coordination, etc.) to prevent/intervene in non-emergent use of the ED <input type="checkbox"/> Engage patients in own personal health management, such as enrollment in Chronic Disease Self Management programs <input type="checkbox"/> Utilization of technology solution to track, refer and connect vulnerable populations to care	Vulnerable residents: <input type="checkbox"/> Un- or underinsured <input type="checkbox"/> Complex health needs (complicated chronic conditions, mental illness, chemically dependent, medically fragile)	Preferred: <input type="checkbox"/> Demonstrate effective tracking and referral of clients’ medical needs <input type="checkbox"/> Utilization of a common database or tool for tracking clients <input type="checkbox"/> Sustainability beyond UWLC funding Required: <input type="checkbox"/> Agency utilization and maintenance of agency profile on 2-1-1 <input type="checkbox"/> Utilization of self-reported health status survey for all UW funded clients <input type="checkbox"/> Standardization and dissemination of best practices



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Attachment C - SAMPLE LOI SCORING FORM
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Strategic Investments LOI Scoring Form - EDUCATION

Organization Name _____

Proposed Service Name _____

Annual and Total Amount Requested: \$ _____

Criteria	Description	Possible Score	Rating
1	Mission	Does the proposed service fit within the organization's mission statement?	NA <input type="checkbox"/> Yes <input type="checkbox"/> No
2	Goal Alignment	The proposed service aligns with or supports the United Way Education Goal ----- Rationale:	NA <input type="checkbox"/> Yes <input type="checkbox"/> No
3	Outcomes	Which outcomes does the proposed service address? <input type="checkbox"/> Children entering kindergarten, demonstrate age appropriate early literacy/language skills. <input type="checkbox"/> Children entering kindergarten demonstrate age appropriate social/emotional development. <input type="checkbox"/> Parents Understand the importance of their role and have the tools to ensure their child's optimal development. ----- Comments:	NA <input type="checkbox"/> Yes <input type="checkbox"/> No
4	Impact on Goal, Outcome, Target Population	Which strategies does the proposed service address? <input type="checkbox"/> Parent Education <input type="checkbox"/> Childcare Improvement <input type="checkbox"/> Early Learning Programs The strategies and service and as described will make a meaningful difference in the goal, community outcomes, and/or for the target population. The amount requested is reasonable based on the scope of the proposed service. ----- Rationale:	50
5	Need Target Population	The need is compelling as described. The proposed service reaches our intended target population and is appropriate to the need. <input type="checkbox"/> Children under age 6 and their families in Lane County ----- Rationale:	25
6	Collaboration/Innovation	The service model attracts additional resources and/or partners to the work. It suggests an innovative approach to the need and/or target population. It complements and magnifies existing community efforts and momentum. ----- Rationale:	25
Total Points		100	
Should UWLC invite the submitter to complete a full application? ----- Rationale:			<input type="checkbox"/> Yes <input type="checkbox"/> No
If no, should we explore future partnerships with the submitter?			<input type="checkbox"/> Yes <input type="checkbox"/> No

Reviewer Signature/Date _____

Attachment D Required Compliance Documentation

UWLC policy requires all applicants to provide copies of the following documents along with their full application (Please do NOT include with your LOI):

- **Documentation of Tax Exempt Status – Commonly IRS Determination of 501(c)(3)**
 - **Audited Financial Statements** for the most recently completed fiscal year.
If no audit exists, submit a complete set of statements reviewed or compiled by a third party.
 - **Management Letter/Auditor Recommendations**
When a management letter has been issued, submit the formal response from your Board of Directors. If a management letter was not issued, a letter from the auditor stating that no management letter was issued should be submitted.
 - **Current Year Organization Budget**
 - **Prior Year Organization Budget Compared to Actual Results**
 - **Board of Directors’ Roster**

- **UWLC Best Organizational Practices and Management Inventory – Exhibit A**
A completed copy of Best Organizational Practices and Management Inventory.

- **UWLC Policies and Certification Documents – Exhibit B**
Agency signed agreement to adhere to the following:
 - **Non-Discrimination Certification**
 - **USA Patriot Act Anti-Terrorism Compliance Measures**
 - **Agency Direct Fundraising Policy**
 - **Donor Designation Policy**

For Funded Organizations

Once funding has been awarded, the organization must also:

1. **Sign an Agreement for United Way Service Providers**

2. **Annually submit the following:**
 - **Board of Directors’ Roster**
 - **Budget-to-actual comparison report for current year**

3. **As requested by UWLC on an interim basis:**
 - **Program Specific demographic information**
 - **Progress on output or outcome measures as listed in application and proposal**