United Way of Metro Chicago

STRONG NEIGHBORHOODS IMPACT FUND
2020/2021 GRANT GUIDELINES
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I. Introduction

For more than 80 years, United Way of Metro Chicago has mobilized caring people to invest in the communities where resources are needed most. We partner with community stakeholders and organizations to harness all of our resources to support individuals and families in four key issue areas: Education, Financial Stability, Health, and Basic Needs, which we believe are essential to building strong households and strong neighborhoods.

In the 2020-2021 grant cycle, United Way will support our priority funding areas through three grant strategies, as outlined below. These guidelines are designed to help you understand how we plan to fund these strategies, our priorities, expectations, and the full application process. Information here is applicable for both current and non-current United Way grantees.

United Way will invest our resources in three grant strategies: Integrated Services, Single Program Services, and Single System Collaboration. These grant strategies each employ different approaches to achieving United Way’s ultimate goal of improving the economic mobility of individuals and households throughout the region. Applications to each of the grant strategies must be anchored in one of United Way’s priority funding areas (see below).

<table>
<thead>
<tr>
<th>Issue Area</th>
<th>Priority funding areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>• Early Learning</td>
</tr>
<tr>
<td>Financial Stability</td>
<td>• Workforce Development</td>
</tr>
<tr>
<td>Health</td>
<td>• Behavioral and Mental Health</td>
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<tr>
<td>Basic Needs</td>
<td>• Housing</td>
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<td>• Safety from Abuse</td>
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<td>• Legal Assistance</td>
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<td></td>
<td>• Food Assistance</td>
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<tr>
<td></td>
<td>• Tax Preparation</td>
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</tbody>
</table>

In the Integrated Services grant strategy, we will invest in programs that provide integrated, cross-system services that wrap around an individual or household. These services must be anchored around one of United Way’s priority funding areas (see below), but may include any additional services that will assist the household in achieving their goals. This strategy can follow one of two models – a single agency may provide the continuum of services entirely in-house, or a collaborative of two or more agencies may work together to wrap services around shared client households.

In the Single Program Services strategy, United Way will invest in high quality, individual programs that are aligned to a United Way priority funding area. These programs must show strong track records of success, be data-informed in their practices, and utilize promising- or evidence-informed practices.

In the Single System Collaboration strategy, United Way seeks to support collaboratives that are aligned to one of United Way’s priority funding areas and are focusing on systems change to impact the region on a large scale level, building up opportunities to serve people more efficiently and effectively in the long term.

Application Support

In the last application cycle, United Way received hundreds of proposals for funding. We appreciate the time organizations put forth in preparing applications and understand that applying for a grant can be a complicated
and onerous process. United Way staff is available to answer questions about the process. We believe that you will likely find many of the answers to your questions here, along with a Frequently Asked Questions (FAQ) document. If you would like to speak with a United Way staff member, please email communityimpact@LIVEUNITEDchicago.org and include the nature of your question. We will gladly connect you the appropriate person from our team.

II. How We Make Grants

United Way runs a competitive application process to support high quality programs serving individuals and families in our geographic footprint – Cook County, DuPage County, the City of Chicago and the City of Elgin, or communities that touch their borders. Those that are selected for funding align precisely with our areas of focus, follow evidence-informed, promising practices for service delivery, demonstrate effectiveness with data-rich results, and utilize United Way’s published and updated performance measurement frameworks (see Appendix C).

We invest both hyper-locally and across the community, bringing programs and systems change to scale. Our programming may align with a neighborhood, align with an issue, or be scalable to region-wide impact.

United Way funding is unrestricted and can be used to support programmatic, administrative, and/or organizational overhead costs. Grantees are responsible for reporting on the outcomes in their funded strategies, but the dollars may be used however the organization deems fit, in compliance with all non-profit state and federal regulations.

A. What We Seek to Achieve in Grantmaking

United Way is driving towards a regionwide goal of improving economic mobility, and believes that we can achieve this goal by focusing in on our priority funding areas. Each priority area has set goals for outcomes which will guide our investment in programs and partners.

<table>
<thead>
<tr>
<th>Priority Funding Area</th>
<th>Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early Learning</td>
<td>• Infants, toddlers, and children access high quality services and grow their skills across developmental domains</td>
</tr>
<tr>
<td></td>
<td>• Parents/caregivers of young children are engaged in their child’s learning.</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>• Increase employability of prospective workers</td>
</tr>
<tr>
<td></td>
<td>• Secure employment for prospective workers</td>
</tr>
<tr>
<td></td>
<td>• Advance the employment of workers</td>
</tr>
<tr>
<td>Behavioral and Mental Health</td>
<td>• People access behavioral and mental health care</td>
</tr>
<tr>
<td></td>
<td>• People overcome barriers to care</td>
</tr>
<tr>
<td></td>
<td>• People are connected to insurance in order to access care</td>
</tr>
<tr>
<td></td>
<td>• People achieve their behavioral and mental health goals</td>
</tr>
<tr>
<td>Basic Needs - Housing</td>
<td>• Provide shelter for individuals experiencing homelessness or rental assistance to prevent homelessness</td>
</tr>
<tr>
<td></td>
<td>• Provide case management services to individuals to mitigate the likelihood of future homelessness</td>
</tr>
<tr>
<td></td>
<td>• Increase access to benefits via screening and assistance in benefit enrollment</td>
</tr>
<tr>
<td>Basic Needs - Safety from Abuse</td>
<td>• Provide crisis services to victims of abuse</td>
</tr>
</tbody>
</table>

4
• Provide case management services to individuals to mitigate the likelihood of future abuse
• Increase access to benefits via screening and assistance in benefit enrollment

Basic Needs - Food Assistance
• Provide food assistance
• Increase access to benefits via screening and assistance in benefit enrollment

Basic Needs – Legal Assistance
• Provide legal services/representation and information to individuals

Basic Needs – Tax Preparation
• Provide opportunities for households to access no-cost tax preparation
• Provide opportunities for households to access tax related benefits and credits

B. How Our Application Process Works

<table>
<thead>
<tr>
<th>Application and Grant Cycle overview</th>
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</thead>
<tbody>
<tr>
<td>December 2-16, 2019</td>
<td>Pre-Registration online for application process</td>
</tr>
<tr>
<td>December 3-11, 2019</td>
<td>Agency Forums take place</td>
</tr>
<tr>
<td>January 6-24, 2020</td>
<td>Online application submission period</td>
</tr>
<tr>
<td>February-June 2020</td>
<td>Application review process</td>
</tr>
<tr>
<td>June 2020</td>
<td>Funding notifications</td>
</tr>
<tr>
<td>July 1, 2020- December 31, 2021</td>
<td>Award period</td>
</tr>
</tbody>
</table>

December 2–16, 2019: Pre-Registration

To be considered for 2020-2021 funding, you must pre-register no later than December 16, 2019. New users will have to register their agency, then complete the Pre-Registration form. Current grantee that already have access to eCImpact can find the Registration form under the “Apply/Report” section on the home page. Instructions on how to complete the eCImpact registration and access the electronic forms are available on our website.

December 3–11, 2019: Agency Forums

United Way will host a series of in-person meetings to present our grant guidelines and strategies to all interested organizations. The information shared at each meeting will be the same, and materials will be available on the United Way website. These sessions are open to all organizations and are not limited to United Way’s current partners. Each session will consist of a review of United Way’s approach, grant making guidelines, and time for questions and answers. A forum will be held in each of United Way’s geographic areas (North-Northwest Suburban, West Suburban, South-Southwest Suburban and City of Chicago) as well as an additional online session.

January 6–24, 2020: Online Application submission period is open.

All organizations may submit applications for funding in as many strategies as they see fit. Only one application is necessary per program, regardless of the number of United Way regions and issue areas included...
(United Way has four regions: Chicago, West Suburban, North-Northwest Suburban, and South-Southwest Suburban).

Applications will be accepted electronically through our web-based grants management system, e-CImpact. Hard copies or emailed versions will not be reviewed. **Pre-registration is required in order to submit an application.**

**February-June 2020: Volunteer committees make allocations decisions.**

United Way staff review applications that are submitted by the deadline for completeness, and to ensure that basic funding prerequisites are met. Proposals are then scored by staff and volunteer reviewers. Some collaboratives may be asked to meet with United Way staff in person from March-April 2020 to further discuss their proposals. Final reviews and recommendations are then presented to local volunteer advisory committees. The local volunteer advisory committees in each region are made up of residents and stakeholders who are knowledgeable about local community conditions and charged with designing high-quality investment portfolios that uniquely build upon the assets within those communities. Each local committee then recommends a set of grantees for funding to be reviewed and approved by the United Way Board of Directors in June 2020. Decisions made by the United Way Board of Directors are final.

**June 2020: Funding notification.**

Following United Way Board of Directors’ approval in June 2020, United Way promptly notifies all applicants of final decisions. Award notifications to organizations selected for funding include information about the grant contract and funding commencement. Organizations that are not selected for funding will receive information about how to contact United Way staff for constructive feedback on the proposal, if desired.

**July 1, 2020 – December 31, 2021: Award Period**

Contracts are for 18 months of funding, from July 1, 2020 through December 31, 2021.

**C. Application Criteria**

Before you consider submitting an application, please read the following sections carefully and answer three key questions, each of which is explained in detail below:

1. **Basic Criteria**: Is your organization/program able to meet the basic funding criteria?
2. **Geography**: Does your programming align with one of the regions within United Way’s geographic footprint?
3. **Grant strategies**: Do your programs and services align to one of United Way’s primary funding areas, and does it fit exactly within one or more of United Way’s grant strategies?

1. **Basic Criteria: Funding Prerequisites**

Before submitting a grant application, all organizations should verify that they are able to comply with United Way’s basic funding criteria, as listed below:

- Exempt from federal income tax as a 501(c) 3 and in compliance with regulations and requirements of the Illinois Charitable Trust Act, Illinois Solicitations Act and Internal Revenue Code.
- Demonstrable history of, or significant commitment to, local collaboration in the areas of service delivery and community change.
- Incorporated as a non-profit organization and has been delivering services from an appropriate facility for at least two years at the time of submission.
- Request as % of budget: Your total request should not exceed 30% of the agency’s annual budget. For collaboratives, the total request for all agencies in the collaborative may exceed 30% of the lead agency’s annual budget.
- Licensed by all appropriate licensing authorities (if applicable).
Does not discriminate based upon actual or perceived age, race, color, religion, sex, gender, sexual orientation, gender identity/expression, veteran or marital status, national origin, ancestry, citizenship, disability, or health status in any area of board or organizational operations.

Operate with a minimum of one full-time staff equivalent

Governed by an all-volunteer board of directors; board members are not compensated for their involvement.

Agree to run a United Way campaign among agency staff, if selected for funding.

Agree not to solicit donor designations on behalf of the agency through the United Way campaign.

The organization has proof of current directors’ and officers’ liability insurance and maintains compliance with all applicable legal and licensing requirements and maintains appropriate insurance coverage.

Organization has written personnel policies and procedures that are in compliance with federal, state and local laws governing employment and working conditions

2. Geography: Where we fund

United Way’s regional approach

United Way is comprised of four regions: Chicago, West Suburban, North-Northwest Suburban (including the City of Elgin), and South-Southwest Suburban. While all regions use the same application and guidelines for funding, applicants must specify to which regions they are requesting funding. An organization serving clients across multiple regions may apply to more than one region through a single application. Funding decisions, however, are made separately and independently by the volunteer advisory committees that represent each region. Those local groups are interested in how providers meet the needs, leverage assets, and engage and serve local communities.

Communities in Need

United Way is interested in supporting programs and collaboratives that are serving communities across the region that are facing high needs as well as offering a high potential for change. While United Way has selected ten partner communities as part of our Neighborhood Network strategy (see below), potential partners in the Impact Fund strategies are not limited to these ten communities. United Way does encourage programs that are located in the Neighborhood Network and are aligned to the work of those Networks to apply. Within the City of Chicago, we acknowledge a greater need for services in the South and West Side neighborhoods, and will prioritize applications for programs serving those communities. All applicants will be asked to make the case for why the community they will be serving qualifies as a high need, high potential community.

Neighborhood Networks

The Neighborhood Network Initiative is United Way of Metro Chicago’s place-based strategic approach to addressing local challenges by supporting focused, community-led collaboration. Launched in 2015, United Way works with a lead partner in the community, United Way funds and supports the efforts of Neighborhood Network coalitions toward achieving their collective goals.

United Way Neighborhood Network communities have been selected based on both level of need and their capacity to improve lives for their residents. In each community, with United Way funding and technical assistance, stakeholder coalitions have identified broad-based community visions that incorporate social service delivery, investment in the built environment, and resident leadership development. United Way’s Neighborhood Network communities are:

• Auburn Gresham
• Austin
• Blue Island-Robbins
• Brighton Park
3. Grant strategy model(s): United Way Impact Alignment

Organizations interested in submitting an application may request funding for one or more grant strategy model. At the application review phase, each review team of United Way staff and volunteers will review its set of applications independently of the applications to determine fit within the grant strategy model selected. Some organizations selected may receive funding in more than one grant strategy model.

An organization’s application(s) may request funding from multiple regions across multiple grant strategy models. For example, an application may request funding for Single Program Services with funding for City of Chicago and South-Southwest Suburban, as well as Integrated Services funding in West Suburban. Organizations are welcome to submit applications in multiple strategies, but are encouraged to consider strategies in which they would be most competitive. United Way selects grantees based on alignment with criteria, ability to report on outcomes, and potential for impact.

When applying for funding under United Way grant strategy models, organizations must be prepared to:

1. Review Grant Guidelines (this document) and the United Way measurement frameworks (see Appendix C) to determine if your organization’s programs fit exactly within United Way’s funding priorities.
2. Select which issue areas are an exact fit for your organization. As United Way funding is highly competitive, you should consider only applying for areas where there is strongest alignment.
3. Prepare an application that clearly articulates the best practices, partnerships, and impact of your organization’s services.

Inclusion of High Barrier Populations

While United Way believes it is important to provide services related to our goals in Education, Financial Stability, Health, and Basic Needs to all members of our community, we acknowledge that certain individuals face more systemic and structural barriers to success than others. We are committed to the inclusion of high barrier populations and the programs specifically tailored to meet their needs. Programs in ANY of our strategies that are designed specifically to provide services for and target high barrier populations in their work, are given special consideration during the review process.

In order to make a compelling, competitive, case for funding, agencies must be prepared to detail how the program is designed specifically to meet the needs of the high barrier population, document the needs and barriers of the population(s) served, outline the agency’s expertise and track record for serving this population, describe the best practice service model(s) employed, and highlight the partnerships employed to support impact for this population. Programs that are designed for general use and have found themselves serving a significant number of individuals from one or more high barrier populations will not be considered a high barrier population program for the sake of this application.

D. Results: Impact Fund Semi-Annual Reporting

Organizations selected for funding are required to measure performance against priority funding area metrics and report results using United Way’s online reporting system. Reporting includes: projections of annual outcomes at the start of the award period; mid-cycle performance; grant cycle end performance; comprehensive financial information; participant demographics; communities served; program site locations; narrative descriptions of program progress and challenges; and a success story. Continued funding is contingent upon
timely and complete reporting. United Way also conducts site visits of all our grantees once funded. In some cases, United Way may request an additional site visit for non-compliance issues. Non-compliance may result in a disruption or termination of funding.

**Priority funding area indicators:** United Way has identified key indicators of progress and success for each strategy. The indicators drive toward specific outcomes in each of our grant areas. A complete list of the indicators and corresponding definitions can be found by priority funding area at the end of the grant guidelines.

Partner agencies are required to report data for **all** the indicators in each strategy for which funding is received. Organizations that fail to submit complete reports will be considered non-compliant.

**Projections:** Shortly after awards are announced, grantees will be required to submit projected numbers for each of the indicators within their funded strategy or strategies. The projections represent the educated guess for how the funded program(s) will perform during the upcoming grant year, based on the program’s past enrollment and participant success. United Way recommends that projections be as realistic as possible based on the information agencies have available, as both under- and over-projecting services may raise concerns.

**Six-month Report:** Approximately six months into the program year, funded agencies will submit a brief report about activities to date. The report will include selected strategy indicators, as well as narrative descriptions of program progress and the ongoing challenges program participants face in their everyday lives. The qualitative information allows United Way to better understand how agencies deliver programs and the context in which programs are being done. Partner agencies are also required to submit comprehensive financial information about the prior two fiscal years at this time.

**Twelve-month Report:** Approximately 12 months into the program year, funded agencies will submit a report about activities to date. The report will include selected strategy indicators, as well as narrative descriptions of program progress and the ongoing challenges program participants face in their everyday lives. The qualitative information allows United Way to better understand how agencies deliver programs and the context in which programs are being done.

**18-month final Report:** At the end of the grant period, partner agencies will submit a full report of their program’s activities. The report will cover the time period from July 1, 2020 through December 31, 2021 and include the following components: all funded strategy indicators and narratives; participant demographics; communities served; site locations; and at least one success story.

- **Strategy Indicators:** All quantitative indicators listed under a strategy within the Measurement Framework.
- **Strategy Narratives:** Qualitative questions associated with specific strategies.
- **Demographics:** Program participants’ race/ethnicity, age, gender, economic status, disability status (if available), sexual orientation (if available), veteran status (if applicable), homelessness (if applicable), wards of the state/youth in foster care (if applicable), female heads of household (if applicable), immigrant or refugee status (if applicable), criminal background/re-entry population (if applicable). Reported by agency, not program.
- **Communities Served:** Number of people served living in each Chicago Community Area or suburban municipality within United Way’s footprint. Reported by agency, not program.
- **Site Locations:** Name and address of locations where United Way-funded programs are conducted.
- **Success Story:** The story of one client who has successfully utilized the agency’s United Way-funded program.

All of the above components must be submitted in order for a partner agency to be deemed compliant.

**Additional Reporting Notes:**
United Way funding is unrestricted and designed to be a part of a diverse funding stream for programs. Therefore, organizations will report on the full outcomes of the supported programs, rather than a prorated portion of the clients served.

United Way utilizes outcome data to gauge the performance of an agency throughout the program year. We may reach out for clarification if an agency’s report does not reflect what was projected at the start of the grant cycle, or if there is missing or unsatisfactory data. We encourage grantees to contact United Way’s Impact Grants staff when circumstances arise that may affect performance rather than wait until year-end reporting.

E. Grant Requests and Allocations

Throughout all United Way documents, all grant requests and award amounts are for the full 18-month grant period. Grant awards will be paid in 18 equal monthly installments over the grant period.

Your total organization’s application request may not exceed $750,000, nor can it exceed 30% of your organization’s overall budget. This maximum request may be spread across multiple regional offices.

<table>
<thead>
<tr>
<th>Grant Strategy Model</th>
<th>Maximum grant cycle award</th>
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<tbody>
<tr>
<td>Integrated Services (single agency)</td>
<td>$375,000</td>
</tr>
<tr>
<td>Integrated Services (collaboration)</td>
<td>$750,000</td>
</tr>
<tr>
<td>Single Program Services</td>
<td>$375,000</td>
</tr>
<tr>
<td>Single System Collaboration</td>
<td>$750,000</td>
</tr>
<tr>
<td>Total Agency Award</td>
<td>$750,000</td>
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</table>

United Way grant size varies widely by organization. We recognize that some program strategies require a greater investment for impact than others, and given that we ask for outcome data on all program participants, we do not have a specific dollar amount “per client served” benchmark. In determining the appropriate fund level to request, United Way asks that your request be reasonably proportionate to the programming described. A large grant request that appears disproportionate to the program may jeopardize the application.

While United Way collects program level data, United Way funding is unrestricted and can be used to support agency costs at the discretion of our grantees.

III. What We Look For: Selection Criteria

United Way invests in partners that align with our four priority funding areas and grant strategy models, show promise, and have a proven track record of advancing the impact or scale of their work. When determining potential, United Way seeks partners that demonstrate organizational capacity for impact, high quality service delivery, and a strong track record for achieving desired outcomes. Proposals that demonstrate a compelling need for the program and close alignment with our strategic framework will be favorably looked upon.

A. Organizational Capacity for Impact

When considering the organization or collaborative that is submitting a proposal, United Way reviews the following to assess the health and capacity of each partner.

- **Experience & Community Standing:** The organization must have significant experience in the area for which it has submitted an application. The organization has standing in the community and develops relationships to affect community change.
• **Fiscal Health, Reporting & Sustainability**: The organization must be in good financial standing, have staff and resource capacity to successfully apply for funding, regularly report on outcomes, and work with United Way to improve issue area and community outcomes.

• **Diversity & Inclusion**: The organization should seek out, welcome, and build upon the diversity and the positive attributes that exist within the communities served. This is demonstrated by: services that are accessible to all individuals regardless of disability, sex, ethnicity, religion, gender identity, sexual orientation or language proficiency; and an understanding of, respect for, and responsiveness to the home culture and language of the individuals and families served.

**B. Program Model**

Programming must be aligned with our grant making framework and strategies, deliver on the goals, and report on outcomes as defined by measurement frameworks. Organizations that demonstrate the ability to track program outcomes and a strong track record in achieving the desired result will be favorably reviewed. The program must offer services to a target population that is aligned with United Way’s priority funding areas and defined grant models and their desired outcomes. The strongest applications will speak to each outcome of the priority funding area as well as the goals of the program model and tie all elements together in a cohesive manner that best serves clients.

**C. Service Delivery**

Competitive proposals will illustrate high-quality service delivery based on evidence-informed, promising practices. Appendices A and B provide details on the factors and program elements that United Way considers fundamental for each program model and priority funding area, which will be used to determine the strength and potential for programming delivered in high-need communities. Programming that demonstrates all of the required factors are most competitive. Appendices A and B also includes other favorable features or program elements that may earn additional points.

**D. Geography**

There must be a convincing case that there is a high-quality service demand and that United Way funds could support much needed services. These services must directly address the needs of **low-income individual and families** (at or below 200% FPL) residing in communities with high need and high capacity to absorb these resources. Successful proposals will demonstrate that the organization has a good understanding of the problems and needs of their clients and the communities that they serve. We aim to make an impact in the areas of greatest need in Chicagoland. Therefore, we favor programs whose design and recruitment are intentionally matched with the largest challenges and/or most at risk population(s).

**E. Outcomes and Measurements**

Programming must have a history of regular evaluation using practical evaluation tools and methods to assess the features of the program integral to delivering high quality services. Information should be used by staff to design and operate the best possible services for clients served. Applicants should provide evidence of how this information has been used to improve services. All programs will need to be able to track and measure the required metrics or have a well-articulated plan to do so.

**F. Service Integration**

Programs should seek to serve clients in a holistic manner, even when the additional services needed are not offered as part of the defined programming. Programs that effectively screen clients for their whole person needs, connect them to additional services and seek to improve the overall human service system will be prioritized.
Please note the programs for which you are requesting funding must be in operation for at least two years. United Way grants may supplement existing programming or support expansion (e.g., new sites, hours, slots, staff). United Way does not provide program seed funding.

**G. Application Scoring**

Applications will be given a score for each of the above criteria, as well as any additional scoring needed for the specific program model. Full details of the scoring rubric will be available.
Appendix A: Grant Strategy Models

Integrated Services

Partners in this strategy will provide an integrated, holistic continuum of services that can address the multiple needs of an individual or household, ultimately improving their ability to access the resources and tools necessary to change the household’s economic trajectory. This strategy is encompassing of integrated services that are housed in a single agency partner, as well as those that are provided by multiple agencies who are acting in collaboration to help individuals and households succeed.

Model – Individual agencies:

- Variety of services offered in-house
- Demonstrated system of care provided in-house
- Demonstrated ability to be able to connect clients to multiple in-house programs
- Single location for services not required

Model – Collaboratives:

- A group formed with a Lead Applicant, which may include partners who are providing services but not requesting United Way funding, or would not be eligible for United Way funding (example: non-501c3s)
- To receive funding as a collaborative, all members will be required to enter into a formalized partnership and allocation agreement within the first year of the grant
- Be able to provide qualitative information on the status of the collaboration and its function among participants
- Strong collaborations will have preexisting work wrapping services around clients together and will make the case for why United Way investment will advance the work that the collaborative has accomplished to date.

United Way is interested in supporting the necessary continuum of services to provide for multiple needs of the community. Funded agency partners will have discretion of how to best support their programming, either by investing in a single element of the continuum, multiple elements or in general agency infrastructure needed to support the success of the proposed programming.

United Way is interested in supporting collaboratives that are already established, even if the collaborative is operating on an informal basis. All collaboratives will also be asked to provide information on the history and accomplishments of the collaborative. While United Way encourages new groups to consider collaboration, grants will not be made at this time to new collaboratives.

Elements of a successful program

These integrated programs must be centered around the goal of improving overall household outcomes, but anchored in one of United Way’s four priority funding areas: Early Learning, Workforce Development, Mental and Behavioral Health Services, and Basic Needs. Specific outcomes related to each priority area are detailed in Appendix B.

This model requires the intentional paring of one of United Way’s Priority Funding Areas with at least one additional service. Each agency or collaborative will need to make a strong case in their application why the additional service or services are needed to support the priority funding area and improve its outcomes. For example, a workforce development program that targets individuals who did not graduate high school could make a compelling case for the need for a GED program as one of the additional services being offered to their clients.
United Way recommends several additional service areas, and will provide metrics for those recommended services. Other services that are not listed below will be considered. Agencies/collaboratives submitting an application for services that are not included below will be asked to propose 3-5 potential metrics for those services.

<table>
<thead>
<tr>
<th>Types</th>
<th>Priority Funding Areas</th>
<th>Recommended Services</th>
<th>Other Services</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Early Learning</td>
<td>• Middle School services</td>
<td>• To be requested by partners in application</td>
</tr>
<tr>
<td></td>
<td>• Workforce Development</td>
<td>• Financial Empowerment services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Mental and Behavioral Health Services</td>
<td>• Primary Care services</td>
<td></td>
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<td></td>
<td>• Basic Needs – Housing</td>
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<td>• Basic Needs – Safety From Abuse</td>
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<td>• Basic Needs – Food Assistance</td>
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<td>• Basic Needs – Legal Assistance</td>
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<td></td>
<td>• Basic Needs – Tax Preparation</td>
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</tr>
<tr>
<td>Metrics</td>
<td>See Appendix C</td>
<td>See Appendix D</td>
<td>To be recommended by partners in application</td>
</tr>
</tbody>
</table>

**Favorable Elements**

Integrated services can include programming that is:

- Holistic and cross-disciplinary
- Highly coordinated and intentionally integrated
- Asset-based and client driven
- Supported by blended funding with interagency agreements (for collaboratives)
- Intentionally organized around high quality programmatic elements which ensure a wraparound experience for clients

A single agency can provide the entire service continuum, or a collaborative of agencies can create/execute this system together. To succeed in this strategy, agency partners will need to demonstrate that there are multiple programmatic touchpoints on a single client/household. An integrated continuum of services includes intake, assessment, referral, care plans, case management, and evaluation, as well as provides effective linkage to services and cross-agency care coordination. This may include models that address a single individual in multiple service provision or take a two (or more) generation approach to addressing social and economic mobility barriers.

United Way recognizes that while many factors can contribute to a household’s success, we must remain focused on key areas that we believe our partners can have the greatest impact. While all investments in this strategy must align to United Way’s four priority funding areas, the additional services offered are at the discretion of the partners themselves, based upon what they have determined are the critical complimentary services needed to achieve success.

**Single Program Services**

United Way of Metro Chicago will build strong communities with continued Impact Fund support for the provision of quality education, financial stability, health and basic needs services by agencies throughout our region. Partners in this strategy will provide high-quality, evidence informed services related to a single United Way Priority Funding Areas. Grants in this program model will be awarded to individual agencies with a track record of providing the given service to their community.

United Way’s priority areas are as follows:

- Early Learning
- Workforce Development
• Mental and Behavioral Health Services
• Basic Needs – Housing
• Basic Needs – Safety from Abuse
• Basic Needs – Food Assistance
• Basic Needs – Legal Assistance
• Basic Needs – Tax preparation

For each Priority Funding Area, the specific elements of successful programming are defined in detail in Appendix B.

To be considered a competitive application, agencies should connect the services being provided to the context of the larger systems impacting clients.

**Single System Collaboratives**

United Way recognizes that all human services exist within systems, with many individual providers working towards unifying goals of helping children to develop, connecting workers to high quality jobs, assisting those in need of care, and providing for basic needs. While these individual providers may have significant impact on the lives of their clients, collaboratives can fill the important role of improving the system in which this work takes place. We believe partnerships and collaboration between diverse stakeholders have the potential to achieve greater impact than any organization could generate on its own. These alliances exist along a broad spectrum of approaches, ranging from loosely incorporated associations and coalitions to highly integrated joint programming.

**Elements of a successful program**

United Way will support collaboratives with clearly defined goals and dedication to strengthening the architecture of their system. Collaboratives in this area will be able to demonstrate systems change that furthers the priority funding area’s goal(s). In addition, programs must demonstrate the ability to bring significant changes to scale, provide more efficient and effective methods of client level service provision and community service, and eliminate duplication in systems and processes. These changes can be via policy or programmatic avenues, but all partners in the collaborative must be aligned to achieve the same outcome. Strong applications will be able to reflect how the collaborative can better serve the community than individual agency efforts can and will make the case for why United Way investment will advance the work that the collaborative has accomplished to date.

**Favorable program elements**

We are especially interested in investing in programs that distinguish their impact with the following program elements or characteristics:

• Track record of collaboration
• Policy and advocacy agenda
• Strategic plan for system impact
• Set goals for systems change
Appendix B: Priority Funding Area Guidelines

Early Learning
We will fund well-rounded, high-quality early learning programs that serve 0-5 year olds and accomplish two main goals:

- Infants, toddlers, and children access high quality services and grow their skills across developmental domains
- Parents/caregivers of young children are engaged in their child’s learning and development.

In addition, programs must result in the outcomes outlined in the Measurement Framework (Appendix C). Below we outline our priorities for the types of program models and program elements we will fund in Early Learning.

Elements of a Successful Program
We expect to see the following program elements or characteristics in a well-rounded, high-quality early learning program. All of these elements are required for funding:

- **Program Purpose:** While it is expected that parents and other family members will be engaged in key aspects of the program, we will fund only programs whose primary purpose is direct service to children 0-5. Funded programs may serve any range of age within 0 to 5, so long as the service delivery is age appropriate. Funded organizations should also be able to articulate how they chose a particular program model – what identified community needs is it meeting, who the target participants are and why, what organizational or community assets and strengths contribute, etc.
- **Parent/Caring Adult Engagement:** Parents, caring adults, and extended family members are engaged in meaningful ways, making them integral to early learning. High quality programs have multiple strategies to encourage family involvement and support a variety of avenues for that participation.
- **Parent Social Capital:** We seek partners who not only engage parents in the program and with the child’s learning, but that also intentionally provide opportunities for parents to create relationships with one another.
- **Comprehensive Screening & Developmental Domains:** The program addresses all domains of learning and development, including physical, social, and emotional approaches to learning, as well as cognitive development. Comprehensive developmental screenings are done at regular intervals (at least quarterly) to ensure that children and families are receiving appropriate supports and services.
- **Whole Child Approach:** Children learn best when their basic needs are identified and met. High quality programs should regularly screen for special learning needs, and for concerns with health or other basic needs. Programs should facilitate referrals and/or access to supportive services for families.
- **Transition planning:** There are several key transitions for a family in the early years of the child’s life. Funded programs should facilitate smooth and successful transitions at those moments relevant to the age they’re serving (e.g. - from hospital to home, from a prevention program into a more intensive intervention program, from a program for birth to three-year-olds into a program designed for three to five-year-olds, or from preschool into kindergarten).

Workforce Development
We will fund well-rounded, high-quality workforce development programs that serve job seekers and accomplish three main goals:

- Increase employability of prospective workers
- Secure employment for prospective workers
- Advance the employment of workers

Ideal programs will support skills development and access to viable career pathways providing training, occupational exposure, placement, and retention support in order to prepare individuals for success in a variety of jobs and careers. Programs must demonstrate a focus on connecting job seekers to the skills and opportunities needed to secure employment with in-demand sectors and jobs, with a focus on family-sustaining
wages. Below, we outline our priorities for the types of program models and program elements we will fund in focusing on workforce development.

**Elements of a Successful Program**

We expect to see the following program elements or characteristics in a results-oriented, high-quality workforce development program. While not required, all of the elements below represent components of a strong program:

- Training for in-demand industry sectors and jobs.
- Connection to employers within in-demand sectors or jobs, including written agreements of partnership and formal structures for matching and connecting participants to employment opportunities with those employers.
- Tracking and monitoring of length of time participants spend after program completion prior to accessing employment.
- Tracking and monitoring of participants’ retention of jobs at 30 day, 90 day, and 1 year marks.
- Tracking and monitoring of wages earned by participants after securing employment.
- Provision of hard and soft skills job readiness to prepare individuals for success in a variety of employment positions.
- Dynamic use of a variety of interventions, such as job shadowing, upskilling, or apprenticeships that holistically serve individuals with pronounced barriers to their achievement.
- Providing 1:1 coaching and support to participants as well as group settings when needed.
- Access to wrap-around supports, including access to public and private financial and self-sufficiency benefits, career goaling and planning.

**Behavioral and Mental Health:**

We will fund providers of mental and behavioral health services that work with clients across the lifespan and accomplish our goal of improving access to mental health services and stabilizing clients. In addition, programs must result in the outcomes outlined in the Measurement Framework (Appendix C). Below we outline our priorities for the types of program models and program elements we will fund in Behavioral and Mental Health Services.

Funding for behavioral and mental health programs will be directed to agencies that demonstrate the ability to make the desired impact. While we do not require funded agencies to employ any particular program model, below are some examples of program models and elements that are a good fit for the Behavioral and Mental Health impact goals. While this is not an exhaustive list, it illustrates our intention to fund promising practices that are informed by evidence.

- Individual, Couple, or Family Counseling (approaches may include Dialectical Behavior Therapy [DBT], Motivational Interviewing, peer services, or others)
- Crisis Intervention
- Group Therapy, including peer support programs
- Substance Abuse Treatment and Recovery Coaching
- Psychiatric Services (including breadth of services; including but not limited to services provided by a psychiatrist)
- Counseling that intermingles talk therapy and medication solutions
- Wellness programs created within the behavioral health setting to utilize proven methods and materials developed for engaging individuals in managing their health conditions, with peers serving as group facilitators

**Elements of a Successful Program**

High quality Behavioral and Mental Health programs may incorporate one or more of the following promising practices, as appropriate for the program:

- Assist individuals in identifying and connecting to long term Behavioral and Mental Health provider, if needed.
- Screen and refer clients to treatment utilizing such tools as Screening, Brief Intervention, and Referral to Treatment (SBIRT).
• Co-locate mental health clinicians in primary care facilities to provide mental health services in the primary care setting.
• Reduce stigmatization of mental and behavioral health care

Basic Needs – Housing
We will fund high quality housing programs that provide services to ensure basic housing needs are met. In addition, programs must result in the outcomes outlined in the Measurement Framework (Appendix C). Below, we outline our priorities for the types of program models and program elements we will fund in housing.

Elements of a Successful Program
We expect to see the following program elements or characteristics in a well-rounded, high-quality housing program. All of these elements are required for funding:

- Wraparound case management, including assistance in accessing other resources such as legal advocacy, financial education, adult education, child tutoring or employment supports.
- Benefit screening and assistance in benefit enrollment.
- Housing First approaches and low barrier programming models that allow clients in need of assistance to access services regardless of their participation in programming or other substance abuse or behavioral concerns.
- Trauma informed lens used to deliver services in a way that understands, recognizes and responds to the effects of all types of trauma.
- Active membership in good standing with local Continuum of Care or relationships with similar groups for those assisting individuals exit institutional settings.

Basic Needs – Safety from Abuse
We will fund high quality safety from abuse programs that provide services to address the immediate safety needs of individuals or families facing abuse (including domestic violence, child abuse, elder abuse, vulnerable adult abuse, and sexual assault). Programs will provide services in the aftermath of abuse or work to prevent future abuse from taking place. In addition, programs must result in the outcomes outlined in the Measurement Framework (Appendix C). Below, we outline our priorities for the types of program models and program elements we will fund in Safety from Abuse.

Elements of a Successful Program
We expect to see the following program elements or characteristics in a well-rounded, high-quality Safety from Abuse program. All of the following elements are required for funding:

- Focus on the needs of victims of abuse
- Provide services, including two or more of the following:
  - Crisis line
  - Safety planning
  - Abuse investigation
  - Accompaniment to hospital, police report, court proceedings or other pertinent systems
  - Emergency shelter
  - Personal protective order assistance
  - Ongoing case management
  - Counseling services
  - Support groups
  - Legal advocacy
  - Transitional housing
  - Financial capability services
- Wraparound case management including assistance in accessing other resources such as legal advocacy, financial education, adult education, child tutoring or employment supports
Benefit screening and assistance in benefit enrollment
- Trauma-informed lens used to deliver services in a way that understands, recognizes and responds to the effects of all types of trauma.

Please note, this strategy is NOT intended to support community violence prevention efforts.

Basic Needs – Food Assistance

We will fund high quality food access that provides services to individuals or families facing food insecurity to allow them to meet their basic food needs. Below, we outline our priorities for the types of program models and program elements we will fund in food access.

Elements of a Successful Program

We expect to see the following program elements or characteristics in a well-rounded, high-quality food access program. All of these elements are required for funding:

- Client screening and assessment, with case management services (or referrals) offered as appropriate
- SNAP benefit enrollment assistance
- Relationship with a regional food bank

Basic Needs – Legal Assistance

We will fund high quality legal assistance programs that ensure equal access to justice for individuals or families in need of civil legal aid. In addition, programs must result in the outcomes outlined in the Measurement Framework (Appendix C). Below we outline our priorities for the types of program models and program elements we will fund in Legal Assistance.

Elements of a Successful Program

We expect to see the following program elements or characteristics in a well-rounded, high-quality legal assistance program.

- Legal services that prevent individuals and families from experiencing crisis (homelessness, safety, etc.) or address barriers to long-term stability such as:
  - Tenants facing eviction and potential homelessness
  - Legal representation during domestic violence disputes
  - Access to public benefits
  - Record expungement for employment
  - Immigration issues
  - Barriers to education for wards of the state or enforcing Individualized Education Plans (IEPs)

- Trauma-informed lens used to deliver services in a way that understands, recognizes and responds to the effects of all types of trauma.

Basic Needs – Tax Preparation

Free tax preparation programs allow individuals and households access no-cost tax preparation and household stabilizing supportive services. These programs build client awareness of tax credits for which they may be eligible to claim such as the Earned Income Tax Credit (EITC) and the Child Tax Credit (CTC). In addition, programs must result in the outcomes outlined in the Measurement Framework (Appendix C). Below, we outline our priorities for the types of program models and program elements we will fund in tax preparation.

Elements of a Successful Program

We expect to see the following program elements or characteristics in a high quality, results-oriented, comprehensive tax preparation program. While not required, all of the elements below represent components of a strong program that increases access to public benefits:
Tax Preparation program models will use all or most of the following key elements for effective delivery of services to increase access to public benefits:

- Programs provide targeted financial services (tax preparation) in concert with related financial supports.
- Partnerships to facilitate volunteer income tax assistance (VITA) for lower-income families to receive those work supports/tax credits that are built into the tax code as a work incentive.
- Marketing and outreach plans should effectively reach those in need of tax assistance in their community. Particular attention should be paid to vulnerable or high-barrier populations such as non-English speakers, people with disabilities, and/or low-income residents.
Appendix C: Measurement Frameworks

MEASUREMENT FRAMEWORK OVERVIEW

United Way has identified key indicators of progress and success for each strategy that drive toward specific outcomes. The following pages contain a complete list of indicators, arranged by grant strategy model, as well as detailed definitions of terms. Partner agencies are required to report data for all of the indicators in each strategy for which funding is received. United Way utilizes outcome data to gauge the performance of an agency throughout the program year.

<table>
<thead>
<tr>
<th>Grant Strategy Model</th>
<th>Required Metrics</th>
</tr>
</thead>
</table>
| Integrated Services (single agency)         | • Integrated Services metrics  
                                            | • Metrics aligned to Priority Funding Area                                     |
|                                              | • Metrics aligned to additional services                                        |
| Integrated Services (collaboration)         | • Integrated Services (collaboration) metrics  
                                            | • Metrics aligned to Priority Funding Area                                     |
|                                              | • Metrics aligned to additional services                                        |
| Single Program Services                      | • Metrics aligned to Priority Funding Area                                      |
| Single System Collaboration                  | • Metrics in this strategy will be co-created by United Way and grantees, based on the focus of the collaborative and the impact it seeks to achieve on systems and clients. |

United Way does not fund on a fee-for-service basis, but rather funds programming that will deliver on identified outcomes. Therefore, organizations must agree to report on outcomes and indicators for all participants in United Way-funded programs, rather than some portion of client population served.

In addition to the strategy indicators, partner agencies will also be required to report annually on the following elements:

- **Strategy Narratives**: Qualitative questions associated with specific strategies.
- **Demographics**: Program participants’ race/ethnicity, age, gender, economic status, disability status (if available), sexual orientation (if available), veteran status (if applicable), homeless (if applicable), wards of the state/youth in foster care (if applicable), female heads of household (if applicable), immigrant or refugee status (if applicable), criminal background/re-entry population (if applicable). Reported by agency, not program.
- **Communities Served**: Number of people served living in each Chicago Community Area or suburban municipality within United Way’s footprint. Reported by agency, not program.
- **Site Locations**: Name and address of locations where United Way-funded programs are conducted.
- **Success Story**: The story of one client who has successfully utilized the agency’s United Way-funded program.
## STRATEGY: INTEGRATED SERVICES
Households receive comprehensive wraparound services to increase their self-sufficiency

### OUTCOMES: Clients increase their self-sufficiency in at least one major area of need

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>DEFINITION</th>
</tr>
</thead>
</table>
| This agency is reporting as a: | • Multi-Service Organizations provide services across multiple categories such as housing, education and mental health.  
• Collaboratives may exist across agencies of similar service type and/or across multiple service types |

<table>
<thead>
<tr>
<th># of clients improving in the following domain(s). Agency must select at least one:</th>
<th># of clients improving in the following domain(s). Agency must select at least one:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Household Income</td>
<td>• Household Income can be improved via obtaining or improving job, reducing debt, increasing savings, decrease in rent burden, etc.</td>
</tr>
<tr>
<td>• Housing Stability</td>
<td>• Housing Stability can be improved via a transition in housing status (i.e. homeless to temporary housing, temporary to permanent), increase in bedrooms per household members, decrease in rent burden, etc.</td>
</tr>
<tr>
<td>• Mental Health</td>
<td>• Mental Health improvement can be determined via client self-report, client meeting goal(s) set by self or therapist/facilitator, and/or therapist/facilitator determining improvement in behavior/mental health and/or skills learned to address mental health concerns</td>
</tr>
<tr>
<td>• Household Interaction</td>
<td>• Household Interaction is defined as the ability to communicate, support and enhance relationships among household members. Its improvement or change can be determined via client self-report or report of outside observer (i.e. case worker, therapist).</td>
</tr>
</tbody>
</table>

### Multi-Service Organization

<table>
<thead>
<tr>
<th># of households receiving multiple services</th>
<th>These are services that may include those for which the agency is funded and/or additional services beyond the purview of the grant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please describe the types of services that households most often need and how your agency addresses those needs.</td>
<td>Qualitative response to prior question</td>
</tr>
</tbody>
</table>

### Collaborative

<table>
<thead>
<tr>
<th># of clients referred to collaborative partner(s)</th>
<th>Anytime a client is referred to another member of the collaborative for a service unavailable at the agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please describe the most frequent service categories needed by clients that you are referring to other collaborative partners.</td>
<td>Qualitative response to prior questions</td>
</tr>
<tr>
<td># of clients referred to agency by collaborative partners</td>
<td>The sum of all clients referred to agency by partners in collaborative; these should not be distinguished by collaborative partner</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Please describe the most frequent service categories needed by clients that are referred to you by other collaborative partners.</td>
<td>Qualitative response to prior questions</td>
</tr>
</tbody>
</table>
## PRIORITY FUNDING AREA: EARLY LEARNING

Children and families build a strong foundation for the start of school

<table>
<thead>
<tr>
<th>OUTCOMES: Infants, toddlers, and children access high quality services and grow their skills across developmental domains; parents/caregivers of young children are engaged in their child’s learning</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INDICATOR</strong></td>
</tr>
<tr>
<td># of infants/toddlers/children receiving regular, comprehensive, developmental screening across domains</td>
</tr>
<tr>
<td># of infants/toddlers/children showing growth across developmental domains</td>
</tr>
<tr>
<td># of parents/caregivers reporting more positive interactions with their infants/toddlers</td>
</tr>
<tr>
<td># of households receiving additional services beyond early learning intervention</td>
</tr>
</tbody>
</table>

Please describe the outcomes above in greater detail, including information about program successes, challenges, and other data that demonstrates the strength of your work.

Qualitative response to prior questions
### PRIORITY FUNDING AREA: WORKFORCE DEVELOPMENT

Prepare individuals for success in a variety of jobs and careers

<table>
<thead>
<tr>
<th>OUTCOMES: Increase employability; secure and/or advance employment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INDICATOR</strong></td>
</tr>
<tr>
<td># of participants who become job ready</td>
</tr>
</tbody>
</table>
| # of participants placed in jobs during the program year | • In order to be “placed in a job,” a participant must obtain and maintain paid employment at the same job for a minimum of 30 days.  
• “Paid employment” can include paid internships, subsidized employment, transitional jobs and apprenticeships, or part-time work. |
| # of participants placed during the program year who retain their jobs for a minimum of 90 days | • In order to be “retained,” a client must be continuously employed for 90 days, either in the same job, a comparable/better job in the same organization, or another comparable job in the community.  
• “Comparable” means a similar position, better work hours, schedule, wage, or benefits.  
• “Continuously” means working, uninterrupted, all weeks at least part-time for the 90 day period. |
| # of participants who improve their job quality during the program year | In order to “improve job quality,” participants must experience one or more of the following:  
• Increase in wages/earnings  
• Receipt of new/improved employer-sponsored benefits (e.g., vacation/sick time, insurance, 401k, pre-tax transportation, childcare, medical programs, or tuition reimbursement).  
• Improvements to work schedule, including sufficient hours to meet basic needs, predictability of shift, flexibility to promote work-life balance, and increased social connections.  
• Improvement in role or job function through a recognized promotion  
• Improvement in role or job function by obtaining a position with another employer |
| # of households receiving additional services beyond workforce development intervention | • This refers to a participant’s household receiving additional wraparound services, which could include early childhood education, financial literacy, mental/physical health care, stable housing, access to government benefits, legal assistance, etc. |
Please describe the outcomes above in greater detail, including information about program successes, challenges, and other data that demonstrates the strength of your work.

<table>
<thead>
<tr>
<th>Qualitative response to prior questions</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Test Metric for FY20-21 – Required</th>
</tr>
</thead>
<tbody>
<tr>
<td># of participants receiving services prior to workforce development intervention to remove barriers to success</td>
</tr>
</tbody>
</table>

- Examples of services for overcoming barriers could include ESL classes, citizenship services, computer classes, soft skills training, GED, mental health counseling, wraparound services, etc.
<table>
<thead>
<tr>
<th>OUTCOME: People access behavioral and mental health care; people overcome barriers to care</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INDICATOR</strong></td>
</tr>
<tr>
<td># behavioral and mental health screenings/referrals to treatment</td>
</tr>
<tr>
<td># of participants in behavioral and mental health sessions</td>
</tr>
<tr>
<td># of households receiving additional services beyond behavioral and mental health intervention</td>
</tr>
<tr>
<td># of youth/adults assisted with gaining health insurance during the program year</td>
</tr>
<tr>
<td># of youth/adults assisted with retaining health insurance during the program year</td>
</tr>
<tr>
<td>Please describe the outcomes above in greater detail, including information about program successes, challenges, and other data that demonstrates the strength of your work.</td>
</tr>
</tbody>
</table>

**Test Metric for FY20-21 – Required**

| # of participants in behavioral and mental health sessions demonstrating improvement | • “Improvements” can be determined via client self-report, client meeting goal(s) set by self or therapist/facilitator, and/or therapist/facilitator determining improvement in behavior/mental health and/or skills learned to address mental health concerns |
### PRIORITY FUNDING AREA: BASIC NEEDS - HOUSING

Ensure basic housing needs are met

**OUTCOME:** Provide shelter for individuals experiencing homelessness or rental assistance to prevent homelessness; provide case management services to individuals to mitigate the likelihood of future homelessness

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>DEFINITION</th>
</tr>
</thead>
<tbody>
<tr>
<td># of individuals provided with case management services</td>
<td>• “Case management” is a method of service delivery in which a qualified case manager conducts assessments of clients and their families. Based on the needs identified in an assessment, a case manager then arranges, coordinates and monitors multiple services from different providers to serve client needs.</td>
</tr>
<tr>
<td># of individuals eligible to leave program-supported housing with a permanent, stable destination</td>
<td>• Eligible clients are those who have the potential to achieve a permanent housing destination through housing programming (i.e. not those who require long-term supportive housing).</td>
</tr>
<tr>
<td># of individuals who leave program-supported housing with a permanent, stable destination</td>
<td>• “Permanent” housing is community-based housing (i.e. private residence, group home) not supported by the partner agency (i.e. not long-term agency-supported housing).</td>
</tr>
<tr>
<td>% of individuals who leave program-supported housing with a permanent, stable destination</td>
<td>• # of individuals leave divided by # of individuals eligible</td>
</tr>
<tr>
<td># of individuals screened for benefits</td>
<td>• “Benefit screening” is using a web or in person tool to determine an individuals’ eligibility for public or private benefits. • “Benefits” include: TANF, tax credits, SSI/SSDI, SNAP/LINK, WIC, subsidized housing (public, Section 8), LIHEAP, weatherization, utility, eviction prevention, subsidized fare cards and vouchers, childcare subsidies, Medicaid, Medicare, and All Kids.</td>
</tr>
<tr>
<td># of individuals assisted in applying for and/or maintaining benefits</td>
<td>• “Assistance” in applying for benefits is using a web or in person tool to assist clients in completing the application(s) for public or private benefits. • “Assistance” in maintaining benefits can include assisting the individual in reapplying for benefits after they have expired, or assisting in maintaining benefits program eligibility. • “Benefits” include: TANF, tax credits, SSI/SSDI, SNAP/LINK, WIC, subsidized housing (public, Section 8), LIHEAP, weatherization, utility, eviction prevention, subsidized fare cards and vouchers, childcare subsidies, Medicaid, Medicare, and All Kids.</td>
</tr>
<tr>
<td># of households receiving additional services beyond housing intervention</td>
<td>• This refers to a participant’s household receiving additional wraparound services, which could include early childhood education, financial literacy, mental/physical health care, access to government benefits, legal assistance, etc.</td>
</tr>
<tr>
<td>Please describe the outcomes above in greater detail, including information about program</td>
<td>Qualitative response to prior questions</td>
</tr>
</tbody>
</table>
successes, challenges, and other data that demonstrates the strength of your work.

<table>
<thead>
<tr>
<th>Test Metric for FY20-21 – Required</th>
</tr>
</thead>
<tbody>
<tr>
<td># of participants exiting program that have increased financial resources</td>
</tr>
</tbody>
</table>
**PRIORITY FUNDING AREA: BASIC NEEDS – SAFETY FROM ABUSE**

Address immediate safety needs

<table>
<thead>
<tr>
<th>OUTCOME: Provide crisis services to victims of abuse; provide case management services to individuals to mitigate the likelihood of future abuse</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INDICATOR</strong></td>
</tr>
<tr>
<td># of individuals accessing safe, stable living situation</td>
</tr>
<tr>
<td># of adults provided with case management services</td>
</tr>
<tr>
<td># of individuals screened for benefits</td>
</tr>
<tr>
<td># of individuals assisted in applying for and/or maintaining benefits</td>
</tr>
<tr>
<td># of households receiving additional services beyond safety from abuse intervention</td>
</tr>
</tbody>
</table>

Please describe the outcomes above in greater detail, including information about program successes, challenges, and other data that demonstrates the strength of your work.

Qualitative response to prior questions
## PRIORITY FUNDING AREA: BASIC NEEDS – FOOD ASSISTANCE

Meet basic food needs

### OUTCOME: Provide food assistance

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>DEFINITION</th>
</tr>
</thead>
<tbody>
<tr>
<td># of individuals receiving food assistance</td>
<td>• “Food assistance” includes food pantries, congregate meals, at home deliveries for individuals who would struggle to attend a food distribution site, and food banks</td>
</tr>
<tr>
<td># of meals served</td>
<td>• Agencies may use pounds-to-meals conversion rate as recommended by Feeding America if they distribute food via pantry model</td>
</tr>
</tbody>
</table>
| # of adults screened for benefits | • “Benefit screening” is using a web or in person tool to determine an individuals’ eligibility for public or private benefits  
  • “Benefits” include: TANF, tax credits, SSI/SSDI, SNAP/LINK, WIC, subsidized housing (public, Section 8), LIHEAP, weatherization, utility, eviction prevention, subsidized fare cards and vouchers, childcare subsidies, Medicaid, Medicare, and All Kids |
| # of individuals assisted in applying for and/or maintaining benefits | • “Assistance” in applying for benefits is using a web or in person tool to assist clients in completing the application(s) for public or private benefits  
  • “Assistance” in maintaining benefits can include assisting the individual in reapplying for benefits after they have expired, or assisting in maintaining benefits program eligibility  
  • “Benefits” include: TANF, tax credits, SSI/SSDI, SNAP/LINK, WIC, subsidized housing (public, Section 8), LIHEAP, weatherization, utility, eviction prevention, subsidized fare cards and vouchers, childcare subsidies, Medicaid, Medicare, and All Kids |
| # of households receiving additional services beyond food assistance intervention | • This refers to a participant’s household receiving additional wraparound services, which could include early childhood education, financial literacy, mental/physical health care, stable housing, access to government benefits, etc. |

Please describe the outcomes above in greater detail, including information about program successes, challenges, and other data that demonstrates the strength of your work. Qualitative response to prior questions

### Test Metric for FY20-21 – Required

<p>| # of individuals accessing nutrition education opportunities | This should include items such as attending nutrition education classes, grocery store tours, cooking |
| demonstrations, etc. This should NOT include providing literature without active education component. |</p>
<table>
<thead>
<tr>
<th>INDICATOR</th>
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</tr>
</thead>
<tbody>
<tr>
<td># of clients receiving brief legal services</td>
<td>• Brief services refers to legal counsel and advice and/or other brief services including drafting of simple legal documents for clients to use on a pro se basis</td>
</tr>
</tbody>
</table>
| # of clients receiving extended legal representation           | “Extended legal representation” may include the following:  
• Representation without litigation – Extensive research, preparation of complex letters or other legal documents, negotiations with third parties, extensive transactional work  
• Administrative hearings – Representation in formal proceedings and/or hearings before an administrative agency  
• Litigation – Representation in court proceedings              |
| # of households receiving additional services beyond legal assistance intervention | • This refers to a participant’s household receiving additional wraparound services, which could include early childhood education, financial literacy, mental/physical health care, stable housing, access to government benefits, etc. |

Please describe the outcomes above in greater detail, including information about program successes, challenges, and other data that demonstrates the strength of your work.

Qualitative response to prior questions

<table>
<thead>
<tr>
<th>Test Metric for FY20-21 – Required</th>
</tr>
</thead>
<tbody>
<tr>
<td># of clients achieving positive outcome via legal services</td>
</tr>
</tbody>
</table>
## PRIORITY FUNDING AREA: BASIC NEEDS – TAX PREPARATION
Access no-cost tax preparation and household stabilizing supportive services

<table>
<thead>
<tr>
<th>OUTCOME: Make ends meet</th>
</tr>
</thead>
<tbody>
<tr>
<td>INDICATOR</td>
</tr>
<tr>
<td>Total cost of Volunteer Income Tax Assistance (VITA) program</td>
</tr>
<tr>
<td>Total amount of tax refunds received by participants</td>
</tr>
<tr>
<td>Total amount of Earned Income Tax Credit (EITC) received by participants</td>
</tr>
<tr>
<td>Total number of tax returns completed</td>
</tr>
<tr>
<td># of households receiving additional services beyond tax preparation intervention</td>
</tr>
</tbody>
</table>

Please describe the outcomes above in greater detail, including information about program successes, challenges, and other data that demonstrates the strength of your work.  

Qualitative response to prior questions
Overview:

As part of our Integrated Services model, United Way has outlined a series of Recommended Services to supplement the Priority Funding Area services provided to clients. For these recommended services, United Way has identified key indicators of progress and success for each service strategy that drive toward specific outcomes. The following pages contain a complete list of indicators, arranged by program strategy, as well as detailed definitions of term. If an Integrated Services partner or collaborative wishes to utilize other services, United Way will work with the partner to establish appropriate metrics for those services.

Partner agencies are required to report data for all of the indicators in each strategy for which funding is received. United Way utilizes outcome data to gauge the performance of an agency throughout the program year.

### RECOMMENDED SERVICE: MIDDLE SCHOOL
Youth and families build a strong foundation for success in high school

<table>
<thead>
<tr>
<th>OUTCOMES: Youth are prepared for high school success; # of parents/caregivers reporting confidence in supporting their child</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INDICATOR</strong></td>
</tr>
<tr>
<td># of middle school students promoted to the next grade on time</td>
</tr>
<tr>
<td># of middle school students with satisfactory school attendance</td>
</tr>
<tr>
<td># of middle school students with satisfactory grade performance</td>
</tr>
<tr>
<td># of middle school students meeting social-emotional learning standards</td>
</tr>
<tr>
<td># of households receiving additional services beyond middle school intervention</td>
</tr>
</tbody>
</table>

**Please describe the outcomes above in greater detail, including information about program successes, challenges, and other data that demonstrates the strength of your work.**

Qualitative response to prior questions

**Test Metric for FY20-21 – Required**

| # of youth participating in an ongoing leadership and/or volunteerism opportunity | This should refer to consistent involvement in an opportunity, rather than one-off events. Opportunities could |


include tutoring, club leadership, volunteering time with an agency partner, leading afterschool programming, etc.
## RECOMMENDED SERVICE: FINANCIAL EMPOWERMENT SERVICES
Build financial knowledge and improve financial practices

**OUTCOMES:** People increase financial capability; people convert knowledge into practice; access environments that support advancement

<table>
<thead>
<tr>
<th>INDICATOR</th>
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</tr>
</thead>
</table>
| # of participants establishing financial baseline/creating financial plan | To “establish their financial baseline,” each client must successfully complete at minimum the following three key assessment activities:  
  • Identify and document in writing at least one SMART (Specific, Measurable, Achievable, Realistic, and Time-Bound) financial goal to achieve in the next year  
  • Complete a baseline budget  
  • Complete a baseline balance sheet |
| # of participants improving financial position                  | To “improve financial position,” each client must show progress on at least one of the following:  
  • Increasing net worth – e.g. reducing debt or increasing household income  
  • Improve credit score (FICO®)  
  • Develop a relationship with a mainstream banking institution or credit union  
  • Claim the EITC, CTC, and other tax credits designed to support low-income filers |
| # participants working toward reducing debt                     | To reduce debt, clients will:  
  • Work with a coach/qualified staff person to “pull” credit report(s) and develop a plan to address any adverse findings, including submitting disputes for all errors and negotiating debt settlement  
  • Develop a spending plan or budget focusing on strategies for managing finances |
| # of participants receiving new or maintaining public/private benefits | • A participant “receives a new benefit” when it is processed and usable, for example, when they receive their first check, housing subsidy, or medical card.  
  • “Benefits” include: TANF, tax credits, SSI/SSDI, SNAP/LINK, WIC, subsidized housing (public, Section 8), LIHEAP, weatherization, utility, eviction prevention, subsidized fare cards and vouchers, childcare subsidies, Medicaid, Medicare, and All Kids |
<table>
<thead>
<tr>
<th># of households receiving additional services beyond financial capability intervention</th>
<th>• This refers to a participant’s household receiving additional wraparound services, which could include early childhood education, mental and physical health care, stable housing, access to government benefits, legal assistance, etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please describe the outcomes above in greater detail, including information about program successes, challenges, and other data that demonstrates the strength of your work.</td>
<td>Qualitative response to prior questions</td>
</tr>
</tbody>
</table>

**Test Metric for FY20-21 – Required**

| # of participants improving their financial literacy | Improvements can be measured via pre- and post- program tests, client self-report of learning new skill(s), instructor or case manager evaluation of progress, etc. |
RECOMMENDED SERVICE: PRIMARY CARE SERVICES
Improve coverage and utilization of health services; promote and enhance health access

<table>
<thead>
<tr>
<th>OUTCOME: People increase their utilization of preventive care; people are connected to health insurance in order to access care</th>
</tr>
</thead>
</table>

<table>
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</thead>
<tbody>
<tr>
<td># people connected to a health provider/primary care physician/regular care</td>
<td>This may include researching, identifying, and/or contacting a primary care physician, specialist, or behavioral and mental health provider</td>
</tr>
<tr>
<td># people who report their physical health has improved</td>
<td>Determined by self-report; potential to substitute physician evaluation of patient</td>
</tr>
<tr>
<td># of youth/adults assisted with gaining health insurance during the program year</td>
<td>This refers to clients who enter agency without health insurance and are given assistance/ navigation services by agency staff to apply for and receive health insurance</td>
</tr>
<tr>
<td># of youth/adults assisted with retaining health insurance during the program year</td>
<td>This may include renewing coverage or assisting clients with redeterminations</td>
</tr>
<tr>
<td># of households receiving additional services beyond health access intervention</td>
<td>• This refers to a participant’s household receiving additional wraparound services, which could include early childhood education, financial literacy, mental health care, stable housing, access to government benefits, legal assistance, etc.</td>
</tr>
</tbody>
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Please describe the outcomes above in greater detail, including information about program successes, challenges, and other data that demonstrates the strength of your work. | Qualitative response to prior questions |