



**United Way of North Central Florida  
2008/2009 Success By 6  
Request for Proposals**

**Success By 6 Vision:**

To ensure children are healthy, safe, and prepared to learn when they enter school

**Focus: *Supporting Parents and Families***

December 21, 2007

**Proposals submitted by facsimile or electronically, as well as proposals received after the deadline, will NOT be considered for funding. Addendums received after the deadline will not be considered as part of this application.**

**The original proposal and 15 hard copies should be delivered to the address below by January 25, 2008, 5 p.m. EST.**

United Way of North Central Florida  
Success By 6 RFP  
Stage 1: Brief Proposal  
6031 NW 1<sup>st</sup> Place  
Gainesville, Florida 32607-2025  
Attention: Leah Zissimopulos, Community Impact Coordinator

**Questions should be addressed to  
Leah Zissimopulos at (352) 333-0857 or [lz@unitedwayncfl.org](mailto:lz@unitedwayncfl.org)**

**Success By 6 RFP  
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## I. Community Impact: Background Information

### United Way of North Central Florida

In 2004, United Way adopted a new strategic direction to focus on issues and build solutions that improve lives. United Way's goal is to focus on the most pressing issues identified by our community and collaborate with partners to build solutions and mobilize resources to make measurable and sustainable change in community conditions. United Way is focused in four impact areas: supporting children and families; meeting immediate human needs; promoting health and wellness; and improving quality of life. In each impact area, indicators of need and strategies for creating impact have been identified. Success By 6 is an initiative in the Supporting Children and Families impact area.

### Indicators of Need

Following are key indicators of need in the impact area Supporting Children and Families

- 2,400 juvenile arrests a year.
- 1,650 youth in Juvenile Justice System.
- 230 teen births annually.
- 78 percent regional graduation rate.
- 69 percent of children classified as "Ready to Learn" when they enter kindergarten.
- 400 children on waiting list for subsidized child care.
- 2,100 domestic violence arrests a year.
- 3,300 children abused or neglected a year.
- 13 percent of families living below poverty level.
- 46.9 percent of students on free/reduced lunch.

### Success By 6

Research shows that children thrive and flourish when raised in stable, nurturing families and United Way wants to strengthen initiatives that help parents recognize their role as their child's first and foremost teacher.

United Way Success By 6 initiative was launched in North Central Florida in April 2005 with the overall vision of **ensuring that all children are healthy, safe, and prepared to learn when they enter school**. In the last two years, United Way has strategically focused its Success By 6 resources on *Supporting Parents and Families of Young Children*. \$800,000 has been given to programs that help to meet this vision and strategic focus. In the 2008/2009 grant cycle, United Way will continue to fund programs, services, and activities that help children prepare for success in school by *Supporting Parents and Families of Young Children*.

Along with focused and sustained community change comes a necessity to clearly and accurately benchmark current community conditions as well as the short-term, intermediate and long-term changes in these conditions brought about by United Way and its grantees. ***As such, a requirement for reporting measurable outcomes has been implemented for all programs receiving funding from United Way.***

*Availability of grant funding is contingent upon annual revenue and is subsequent to change at any time.*

## **II. Grant Objectives and Goals**

United Way is seeking proposals from qualified organizations for programs/services that will enable providers to address the **Success By 6 Vision statement of ensuring all children are healthy, safe, and prepared to learn when they enter school** with specific emphasis on **Supporting Parents and Families** outlined in Section I of this RFP. The primary objective of this grant is to ensure that young children living in North Central Florida are school-ready by mobilizing resources to create sustained changes in specific community conditions.

This Request for Proposal (RFP) is being issued by United Way and its Board of Directors.

Activities and services that grantees can propose to meet the Success By 6 Vision by Supporting Parents and Families include but are not limited to the items listed below:

- Neighborhood based parent and family support programs, activities, services, or initiatives
- Systems, models, programs, services, or activities that link parents and families of young children with needed community resources
- Screening and/or assessment services for children and their caregivers conducted in the context/framework of parent and family support programs, services, and/or activities
- Parenting education classes (center-based, community-based or in-home) using research based curriculum
- Address family literacy (both child and adult) as defined by federal legislation and supported by the National Center for Family Literacy
- Prevention services to target families at risk for abuse, neglect, juvenile delinquency, teen pregnancy, and/or illiteracy
- Parenting Home Visitation Services

*Grantees' applications do not necessarily need to address all the above activities or services to be awarded.*

**United Way is not currently interested in funding through this process the following programs, activities, and/or services:**

- Contracted external evaluation of Success By 6 programs, services, and/or activities by private evaluation specialists
- Programs, activities, or services conducted on a one-time basis such as fairs, print information, stand-alone meetings, exhibitions, and/or trade events
- Trainings and/or education classes that do not have a direct parenting and/or family support curriculum and that do not directly serve parents and/or families

## **Organizations Eligible to Apply for Success By 6 Funding**

The United Way Impact Partner Agreement defines the basic level of expectations for organizations receiving Success By 6 funds. Any organization seeking Success By 6 affiliation with United Way must comply with one the following:

1. Maintain its recognition by the Internal Revenue Service as an organization exempt from Federal income tax under Section 501 (c)(3), Internal Revenue Code, and as a publicly supported organization of this type described in Section 170 (b)(1)(A)(vi) and be incorporated or chartered under appropriate state or federal statutes, and registered with the Department of State, State of Florida, under Chapter 496, Florida Statutes, as a charitable organization, or have a letter of exemption from the Department of State.
2. Be a program under the auspices of a School District, Library District, Community College, and/or State University.

All organizations are eligible to apply for Success By 6 funding that meet the above requirements and provide services in any of the following counties: Alachua, Bradford, Dixie, Gilchrist, Levy and/or Union.

### **III. Stages of the Application Process**

There are two stages in the application process as outlined below.

#### Stage 1: Brief Proposal

Stage 1 includes submission of the following items to United Way:

- Section 1: Coversheet: Organizational Profile (completed and signed)
- Section 2: Application Checklist
- Section 3: Letter of Interest signed and dated by CEO/COO/Program Director
- Section 4: Brief Concept Paper
- Section 5: Preliminary Budget
- Section 6: Additional Questions

#### Stage 2: Full Proposal

Applicants selected for Stage 2 will be invited to submit a full proposal. The reviewers will seek additional information regarding measurable outputs and outcomes, plans for evaluation, detailed financial information, and overall organizational information through Stage 2: Full Proposal process.

Specific details regarding the Stage 2: Full Proposal requirements will be provided to those who are chosen to proceed in the application process. United Way will hold a Technical Assistance Training to assist organizations with the application for Stage 2: Full Proposal. Participation in

the Technical Assistance Training is required of applicants in order to proceed with Stage 2 of the application process.

As part of Stage 2: Full Proposal application process, applicants are required to present their programs to the Vision Council Members.

**Applicants invited to participate in Stage 2: Full Proposal process must turn in an application for Stage 2 that is consistent with the concepts and budget presented in Stage 1: Brief Proposal.**

A list of all applicants invited to participate in the Stage 2: Full Proposal process will be made available upon request of the United Way contact person.

#### **IV. Important Dates to Remember**

The process involved in soliciting proposals, evaluating proposals and selecting the grantees is a multi-step process. This process is highlighted by the following milestones:

##### **Stage 1: Brief Proposal**

December 21, 2007	Release of Stage 1: Brief Proposal RFP
January 8, 2008	Technical Assistance Training, 10:00 a.m. - 12:00 p.m. United Way Conference Room Attendance is NOT Required
January 25, 2008	Stage 1: Brief Proposals due to United Way office by 5:00 p.m. LATE PROPOSALS WILL NOT BE ACCEPTED

##### **Stage 2: Full Proposal**

February 29, 2008	Letter mailed to applicants notifying of advancement/non-advancement to Stage 2: Full Proposal
March 11, 2008	Technical Assistance Training for Stage 2: Full Proposal Applicants, 9:00 – 11:30 a.m. United Way Conference Room ATTENDANCE IS REQUIRED
April 1, 2008	Stage 2: Full Proposal due to United Way by 5:00 p.m. LATE PROPOSALS WILL NOT BE ACCEPTED

April 30 – May 1, 2007	Presentation to Success By 6 Vision Council
May 20, 2008	Vision Council Recommendations presented to United Way Board of Directors
May 23, 2008	Letter mailed to applicants notifying of award/non-award status
June 25, 2008	Grantee Orientation and Media Award Luncheon Lunch, 12:00 – 1:00 p.m. Grantee Orientation, 1:30 – 3:30 p.m. United Way Conference Room ATTENDANCE IS REQUIRED

**IMPORTANT NOTE:**

**Grantees who are invited to participate in Stage 2: Full Proposal of the application process will be required to:**

- Attend the March 11, 2008 Technical Assistance Training, 9:00 - 11:30 a.m. at United Way Conference Room.
- Make a presentation to the Success By 6 Vision Council either on April 30, 2008 or May 1, 2008. Applicants will have approximately 25 minutes to present the basic tenants of their proposal. The remaining 15 minutes will be a general “Question and Answer” session where the Vision Council members will ask specific questions, request clarification, and address concerns about the proposal. Applicants who do not participate in this presentation and/or who do not attend as assigned will be disqualified from the application process. Available presentation times will be given to the applicants with the invitation to apply for Stage 2: Full Proposal.
- Attend a mandatory MEDIA AWARD LUNCH AND GRANTEE ORIENTATION on Wednesday, June 25, 2008 from 12:00 – 3:30 p.m. Any staff responsible for grant objectives will be required to attend. Failure to attend may result in loss of Success By 6 funding.

## V. Contact Person

This Request for Proposal (RFP) is being issued by United Way and its Board of Directors. Copies of all application materials are available for download at [www.unitedwayncfl.org](http://www.unitedwayncfl.org) (see *Success By 6 Request For Proposals* link).

The individual below can be contacted with any questions regarding this RFP:

***Leah Zissimopulos, Community Impact Coordinator***  
lz@unitedwayncfl.org  
(352) 333-0857

United Way of North Central Florida  
6031 NW 1<sup>st</sup> Place  
Gainesville, Florida 32607-2025  
(352) 331-2800

## VI. Required Proposal Submission Format

United Way is seeking to impact the community of North Central Florida through the convening of partners under the Success By 6 banner. This Request for Proposal (RFP) is designed to secure proposals from collaborative programs and service providers which will directly contribute to measurable and sustainable positive community impact.

### Formatting Requirements

Complete Stage 1: Brief Proposals and Stage 2: Full Proposals will include a signed original single-sided proposal and 15 single-sided copies on plain white, letter-sized paper with black lettering. Applicants must separate each section of Stage 1: Brief Proposal either with labeled tabs or with a colored sheet of paper with the appropriate section name listed. Font size should be 12 point using Times New Roman or Arial, with all page margins set at one inch (1”). The original proposal and 15 copies are to be three-holed punched and each copy is to be clipped with a binder clip. The submitted proposal **MUST** follow the format. Specific instructions for completing sections one through five are included in the application.

### Application Contents

#### **Stage 1: Brief Proposal**

- Section 1: Coversheet: Organizational Profile (completed and signed)
- Section 2: Application Checklist
- Section 3: Letter of Interest signed and dated by CEO/COO/Program Director
- Section 4: Brief Concept Paper
- Section 5: Preliminary Budget
- Section 6: Additional Questions

## **Stage 2: Full Proposal**

Specific application requirements will be provided to applicants at the time they are invited to apply for Stage 2: Full Proposal.

## **VII. Grant Review Criteria**

### **Stage 1: Brief Proposal**

Each proposal will be reviewed by a committee of volunteers. The volunteer committee will invite applicants to Stage 2: Full Proposal process based upon the merits of each proposal. There are a total of 100 points available for Stage 1: Brief Proposal applications. These points are distributed as follows:

#### **Application Appendices** – up to 15 points

Points will be awarded based on the extent to which the organization has included all items requested in Sections 1-5. Points will also be awarded for following all required formatting conditions as outlined in Section VI.

#### **Brief Proposal Content Review** – up to 85 points

Points will be awarded based upon the extent to which the organization has clearly addressed all the requirements and questions in Sections 3-5 of the application.

### **Stage 2: Full Proposal**

**Proposals will be judged on the quality of activities/services offered, as well as the evaluation of measurable outcomes resulting from the activities/services provided.**

Points will be awarded based upon the applicants' alignment of the budget with program goals and activities, collaborations with other organizations, and clarity and detail of information presented in the logic model. The volunteer review committee will be concerned with not only the quality of the proposed program and the ability of the applicant's organization to carry out the proposal, but also the applicant's explanation and soundness of the plan to identify and measure program outcomes. Points will also be awarded based on the applicant's description of the impact the program activities will have on the community served. More detailed information on scoring will be provided to applicants invited to apply for the Stage 2: Full Proposal.

Success By 6 grantees must demonstrate the capacity for performance evaluation and provide an evaluation plan that encompasses the required logic model components including inputs, activities, outputs, outcomes, indicators, measurement approach, sampling strategy, frequency of data collection, resources to be assigned to support the evaluation plan, and a reporting mechanism for dissemination of performance measures. ***Each proposal must clearly outline how the grantee will measure the short-term outcomes of the program activities/services offered.***

**Detailed information regarding Outcome Measurement will be available to applicants invited to apply for the Stage 2: Full Proposal. However, all applicants must be aware that demonstration of the applicant's ability to successfully measure outcomes is a necessary component of all applications.**

**Programs selected to receive Success By 6 grants will also be required to collect additional Success By 6 data. This data collection will involve analyzing program collaboration and using a Success By 6 pre-and-post test instrument. 2007/2008 Success By 6 grantees implemented two Success By 6 surveys. One measured the collaboration between the grantees and other community agencies. The other pre/post survey assessed home literacy for families participating in Success By 6 programs. *These surveys are subject to change in the 2008/2009 grant cycle and are mentioned only for example.* United Way is sensitive to the fact that this data collection will require additional time for the grantees and is committed to provide the needed technical assistance.**

**United Way has plans to collect long-term data on the families and children served by Success By 6 programs. 2008/2009 grantees will be asked to help with this data collection but will not be responsible for leading this process.**

**Grantees will also be required to attend no more than 12 Success By 6 group grantee meetings throughout the grant cycle. These meetings will be an opportunity to receive assistance with the grant process and also collaborate and share with the other programs addressing critical needs. Individual meetings with grantees will be scheduled as necessary.**

#### **Applicants Who Were Previously Awarded Success By 6 Money**

Applicants who have previously received a Success By 6 Grant from United Way and are invited to participate in the Stage 2: Full Proposal process will also be required to submit their First and Second Quarter Reports that were submitted to United Way as a part of the 2007/2008 Success By 6 Grant Cycle. In addition, applicants will be required to submit the First and Second Quarter Disbursement/Concern Letters that were provided to the grantees by United Way and the applicant's responses to these letters.

### **VIII. Other Elements and Requirements**

#### **Structure of Proposals**

In the spirit of the Success By 6 Vision, United Way encourages creativity and collaboration in the proposal design process. Proposal structures can take any of the forms described below, although this is not an exhaustive listing. Please feel free to direct any questions or ideas regarding proposal structure to the United Way Contact Person.

**Individual Agency:** A single service provider may submit a proposal requesting funding for a specific program. All documentation outlined under “Required Proposal Submission Format” is required.

**Partnership:** Two agencies may submit a proposal for program funding together. For Stage 1: Brief Proposal, the two agencies will submit one coversheet, one application checklist, and one brief concept paper as a combined effort. Each agency in the partnership will be responsible for supplying an individual letter of interest and an individual budget that shows how each agency will utilize their specific portion of the Success By 6 grant. Programs that apply together as a partnership will only be awarded grants based upon this partnership, not as individual agencies.

**Coalition:** Three or more agencies may submit a proposal together. For Stage 1: Brief Proposal, the coalition agencies will submit one coversheet, one application checklist, and one brief concept paper as a combined effort. Each agency in the coalition will be responsible for supplying an individual letter of interest and an individual budget that shows how each agency will utilize their specific portion of the Success By 6 grant. Programs that apply together as a coalition will only be awarded grants based upon this coalition, not as individual agencies.

## **Terms of the Agreement**

The contract resulting from this RFP will be in effect between **July 1, 2008 and June 30, 2009.**

Funding for this initial contract period will be approximately \$650,000. While Success By 6 funding is not guaranteed beyond one year, United Way and its Board of Directors may approve funding for another year beginning on July 1, 2009. All grantees will be required to submit another Success By 6 RFP Application for the 2009/2010 Grant Cycle.

Funding is awarded on a one year basis and is contingent upon annual revenue. It is subject to change at any time. All funds awarded will be disbursed by Electronic Funds Transfer (EFT). Grantee’s bank information will gathered upon the awarding of the grant.

Formal performance documentation will be submitted by the grantee on a quarterly basis by way of the “Quarterly Success By 6 Reporting Form.” Detailed explanation of the information required in these forms and the method to submit them will be provided to all grantees in the Grantee Orientation held on June 25, 2008.

## **Grantees Performance**

The performance of the Success By 6 grantees will be assessed throughout the life of the 2008/2009 grant contract.

Grantees must submit Quarterly Reports to United Way. These reports will document grantee’s progress in meeting proposed outputs and outcomes. These reports will be reviewed by United

Way's Success By 6 Vision Council, a group of volunteers who are charged with ensuring the highest level of program and service delivery for Success By 6. Upon approval of these reports, the grantee will receive the next quarter installment of its awarded grant amount.

Specific reporting requirements, timelines, and general grantee expectations will be explained at the Stage 2 Technical Assistance on March 11, 2008 and at the Grantee Orientation on June 25, 2008.

**This Success By 6 contract is a “pay for performance” contract. Money is not guaranteed to the grantee every Quarter. Grantees must demonstrate performance consistent with agreed upon deliverables. Once reasonable assurance is provided to the Success By 6 Vision Council that the grantee is meeting all proposed outputs, outcomes and requirements each quarter, money will be disbursed.**

All United Way Success By 6 Impact Partner agreement standards and conditions must be met by the grantee.

### **Default**

Failure by a grantee to perform according to the terms of this RFP or to produce the contract deliverables at the appropriate dates and times shall be cause for finding the organization in default of the Success By 6 contract or agreement and grounds for withholding future payments.

### **Acceptance of Proposals**

Stage 1: Brief Proposal hard copies must be received by United Way at 6031 NW 1<sup>st</sup> Place, Gainesville, Florida 32607 by 5 p.m. EST on January 25, 2008. Packets must include the original proposal and 15 copies. Proposals may be sent by U.S. mail, Express Mail or hand delivered. Proposals submitted by any other manner will be automatically rejected without review or consideration. Proposals must follow the format specifically outlined under “Required Proposal Submission Format.”

Applicants invited to participate in the Stage 2: Full Proposal Application process, will be required to submit their proposals to United Way at 6031 NW 1<sup>st</sup> Place, Gainesville, Florida 32607 by 5 p.m. EST on April 1, 2008. Packets must include the original proposal and 15 copies. Proposals may be sent by U.S. mail, Express Mail or hand delivered. Proposals submitted by any other manner will be automatically rejected without review or consideration. Proposals must follow the format specifically outlined under “Required Proposal Submission Format.”

### **Withdrawal of Proposals**

Any proposal submitted by January 25, 2008 in response to this RFP may be withdrawn for consideration. This request for withdrawal must be made by letter, signed by the CEO, and delivered to the United Way Contact Person by 5 p.m. EST on July 1, 2008. Withdrawal

requests submitted by any other manner will be automatically rejected without review or consideration.

### **Reporting of Final Proposal Rankings**

United Way will make available to any RFP respondent the final ranking order of all RFP responses upon written request to the United Way Contact Person.

### **Protests**

Any Success By 6 RFP respondent who wishes to protest the content in this solicitation or the final award decisions may do so in writing to the Chair of the Board of Directors, United Way, 6031 NW 1st Place, Gainesville, Florida, 32607-2025 by June 16, 2008. Protests will be reviewed by the Success By 6 Vision Council Chair and the Chair of United Way Board. A written response will be sent to the protester within 30 days of receipt of the initial written protest.

### **Limitations on Contacting United Way Staff or Success By 6 Vision Council Members**

RFP respondents are prohibited from contacting United Way staff members, United Way board members and Success By 6 Vision Council members other than the person named in the aforementioned section titled "Contact Persons" in regard to this grant application. Violation of this limitation will result in the automatic disqualification of the respondent and accompanying proposal.

### **Special Accommodations**

Any person with a qualified disability shall not be denied equal access and effective communication regarding this Success By 6 RFP. If accommodations are needed because of a disability, please contact the designated United Way Contact Person by Monday, January 14, 2008 by 5:00 pm.

### **Allowable Costs**

Allowable costs under the terms of this Success By 6 RFP may include (but are not necessarily limited to) costs associated with:

1. Personnel salaries and fringe benefits directly related to program
2. Program related travel
3. Direct program costs (such as supplies, postage, copying, telephone, educational materials, etc)
4. Direct program service provision
5. Program evaluation and performance measurement

### **Non-Allowable Costs**

Some costs are not allowed under the terms of this RFP. These costs include (but are not necessarily limited to):

1. Penalties on borrowed funds or statutory violations or penalties for late/non-payment of taxes
2. Deferred payments to employees as part of a fringe benefit package
3. Severance pay or unearned leave
4. Staff overtime pay
5. Private program consultants hired for purpose of program evaluation

### **Unauthorized Aliens**

United Way shall consider the employment by any grantee or contractor of unauthorized aliens a violation of section 274 A (E) of the Immigration and Nationalization Act. Such violations shall be cause for immediate and unilateral cancellation of this contract or agreement.

### **Standard Contract**

United Way Success By 6 Impact Partner Agreement contains all administrative, financial and non-programmatic terms and conditions mandated by federal or state statutes and United Way policies. Use of this contract is mandatory as it contains the basic clauses required in all contracts. The terms and conditions contained in this standard contract are non-negotiable.