



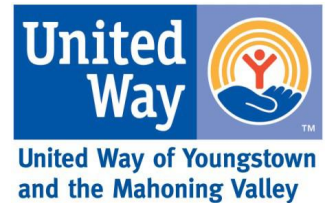
**United Way of Youngstown
and the Mahoning Valley**

REQUEST FOR PROPOSALS

***July 1, 2012
To
June 30, 2014***

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COMMUNITY IMPACT FUNDING PROCESS

United Way of Youngstown and the Mahoning Valley is a community-driven organization. Each fall, fund raising is conducted through employee campaigns, direct mail solicitation and special events for the purpose of helping to meet the health and human service needs of the residents of the Mahoning Valley. Programs providing services compete for funding available on the basis of real need, quality management practices, collaborative efforts, and evidence of measurable results.

United Way of Youngstown and the Mahoning Valley is committed to real change and will fund programs that make a difference. Applicant agencies are asked to provide measurable outcomes that result in changes in participant knowledge, attitude, behavior, skills, values, condition or status. Funded program must also have effective tools and methods in place, addressing both the quantity and quality of services provided, that enable program evaluation.

OVERVIEW

Tentative Calendar

July, 2011 – RFP available to public

August 1 – 2:00 – 3:00 PM in the large conference room at the Main Branch of the Public Library -

One-hour informational meeting

August 8 – Office hours: 10 AM – noon

August 19 – Letter of Interest due

August 22 – August 31 – Review of Letters of Interest

August 22 – Office hours: 10 AM – noon

September 2, 2011 – Invitations to apply out

September 6, 2011 – Office hours: 10 AM – noon

September 22, 2011 – Training Session 2:00 – 4:00 PM in the large conference room at the Main Branch of the Public Library

September 19 through October 31 – Conference calls each Monday from 10 AM – noon. (phone number and passcode will be provided on September 22)

November 4 – Proposals due by noon

November 12 – December 12 – Volunteer review

January, 2012 – Meetings as requested by the panels

February, 2012 – Review by the Community Impact Cabinet

March, 2012 – Recommendations to Executive Committee

March, 2012 – Notification to agencies

July 1, 2012 – Funding begins

United Way staff along with the Impact Cabinet Chairperson and Co-Chairperson will review the Letters of Interest and determine that the basic eligibility requirements have been met. Proposals that are late or do not meet the minimum eligibility requirements will be removed from the grant process.

The process of reviewing proposals submitted for program funding under the Impact Areas of Income, Education and Health is at minimum a six-step process:

- 1) Panel Proposal Evaluation
- 2) Financial Volunteer Review
- 3) Community Impact Panel Discussion
- 4) Community Impact Cabinet Review
- 5) Funding recommendation
- 6) Approval by the United Way Executive Committee

Should the Impact Panel have any unanswered questions following review of the proposal, a meeting may be scheduled with the applicant organization.

Final approval is by the United Way Executive Committee. All funding decisions are final and there is no process for appeals.

Community Impact Panel Volunteer Membership:

Income: Mahoning Columbiana Training Association, Mahoning Youngstown Community Action Program, Home Savings, PNC Bank, Consumer Credit Counseling, Youngstown Neighborhood Development, Mahoning County Department of Jobs and Family Services.

Education: Youngstown City Schools, Youngstown State University, Turning Foundation, Public Library of Youngstown and Mahoning County, and retirees representing the Mahoning County Educational Services Center and special education.

Health: The Mahoning County Board of Health, the City of Youngstown Board of Health, Humility of Mary Health Partners, Mahoning County Mental Health Board, Access to Health Mahoning Valley, and Help Me Grow.

Volunteer Panel Program Proposal Evaluation

The Panel Volunteers will use the following criteria to make their decisions:

- How completely the proposal addresses the questions
- The suitability for the strategy it addresses
- The measurable results of how effectively it meets that need (outcomes)
- The resources it takes to obtain those results (budget)

Volunteers will be required to use the Score Card (provided) using these scores to determine the ranking of the proposals.

Final Deliberations

Each Panel will conduct its own review and evaluation process of the program proposals that will include an individual review/evaluation and proceed to a consensus review/evaluation. In the individual review/evaluation process the volunteer evaluators in each of the three Panels will read, evaluate and score each proposal according to the RFP Score Sheet Criteria on pages 22 to 24. The Panel chairperson will lead the consensus process with his/her team members to facilitate the individual scores and feedback into a final and combined score for each of the program proposals, using the same Criteria as in the individual review. The program evaluation and score will reflect any additional communication with the applicant, whether it is written or face-to-face meetings.

Funding Approval Process

The recommendations of the Panels will be reviewed by the Community Impact Cabinet and then approved by the United Way Executive Committee.

Communication of Funding

Upon final approval by the United Way Executive Committee, each Organization will be mailed the award letter.

Following Notification of Funding

Upon receipt of the award letter, the funded Organization will be required to execute and return:

- 1) Letter of Certification
- 2) Counterterrorism Compliance Form
- 3) Program Provider Agreement

Impact Area: Income

Provide low to moderate income individuals and families the tools and resources to become financially stable and to accumulate assets.

Focus Area 1: Assist individuals and families to use existing programs to increase their disposable income.

Baseline: The IRS reports that: In 2011, 555 claimed EITC for a return of \$574,110. In 2011, 2,533 used the VITA or TCE sites for free income tax filing. In 2011, refunds totaled \$2,975,453 (including EITC.) In 2011, fee savings were \$619,400.

The Ohio Benefits Bank reports that: In 2011 319 filed tax returns through an Ohio Benefits Bank site.

Baseline: In 2010 the Ohio Benefits Bank reports 389 clients accessed an Ohio Benefits Bank site. In 2010 237 clients completed an application at an Ohio Benefits Bank site.

Anticipated Impact 1: We will increase the number of individuals and families claiming the EITC.

Anticipated Impact 2: Educate individuals and families on available public benefits and income supports.

Anticipated Impact 3: We will increase the income of individuals through job training, skill enhancement and education.

Focus Area 1 Results: Assist individuals and families to use existing programs to increase their disposable income.

1.1 Anticipated Impact: Increase the number of individuals and families claiming the EITC.

Indicator: Amount of EITC received.

Indicator: The number of people using VITA sites.

Indicator: The amount of refund received by individuals and families.

1.2 Anticipated Impact: Increase the number of individuals and families accessing public supports.

Indicator: Increase the number of individuals and families who access public supports.

Indicator: The number of individuals and families whose income increases as a result of identifying government benefits for which they are qualified.

Indicator: The number of individuals and families who obtain benefits through e-government.

1.3 Anticipated Impact: Increase the number of individuals who increase their income with additional training and job skills.

Indicator: The number of individuals who obtain a job that increases their income.

Indicator: The number of individuals who obtain a job at living wage

Focus Area 2: Obtain and Maintain Affordable Housing

Baseline: According to the US Census, between 2005 – 2009 there was a rate of 72.4% homeownership in Mahoning County. In 2010 there were 1,819 homes foreclosed upon in Mahoning County, an increase of 3.65% over 2009 according to Policy Matters Ohio.

According to City of Youngstown Clerk of Courts, in 2010 there were 898 evictions from rental properties filed in the City of Youngstown.

Anticipated Impact 1: Prevent low-income homeowners from losing housing.

Anticipated Impact 2: Assist families in securing and maintaining rental housing.

Anticipated Impact 3: Secure short-term, temporary housing for those in need.

Focus Area 2 Results: Obtain and Maintain Affordable Housing

2.1 Anticipated Impact: Increased number of low-income homeowners will maintain housing.

Indicator: Increased number of homeowners are educated about their rights as a homeowner.

Indicator: Increased number of homeowners receive education and counseling to remain in their home.

Indicator: Increased number of homeowners.

Indicator: Increased number of homeowners avoid foreclosure.

2.2 Anticipated Impact: Increase the number of low-income renters who maintain housing.

Indicator: Increased number of renters are educated about their rights as a renter.

Indicator: Increased number of renters avoid eviction due to delinquent payment and/or utility shut-offs.

2.3 Anticipated Impact: Individuals and families have short-term, temporary housing.

Indicator: Increased number of individuals and families in short-term, temporary housing.

Indicator: Increased number of individuals and families move to more permanent housing.

Focus Area 3: Help individuals and families manage finances and build assets.

Baseline: Will be established during year 1.

Anticipated Impact 1: Increase financial management knowledge and skills.

Anticipated Impact 2: Promote coordination among providers of services for financial stability.

Anticipated Impact 3: Increase number of individuals and families in relationships with Federal and State chartered financial institutions (ex. banks, credit unions, etc.)

Anticipated Impact 4: Increase savings

Anticipated Impact 5: Increase awareness of and access to lowest-cost products and services available through Federal and State chartered financial institutions (ex. banks, credit unions, etc.)

Focus Area 3 Results: Help individuals and families manage expenses and debt and build assets.

3.1 Anticipated Impact: Connect low-income working families to targeted financial education on budgeting, spending and credit that can help them stay within their monthly budgets and/or financial counseling.

Indicator: Increased number of individuals and families access financial counseling services.

Indicator: Increased number of individuals and families complete a financial education course. (This can include high school and college-age students).

Indicator: Increased number of participants set a goal to improve their credit score through specific actions.

Indicator: Increased number of participants show gain in a pre-post instrument at the end of the financial education program.

Indicator: Increased number of participants show continued good financial management for the duration of the funding period.

3.2 Anticipated Impact: Service providers demonstrate through collaboration/ partnerships that they are linked to training to be abreast of the wide array of financial curricula, speakers, seminars and other opportunities available in the community. EX. CRA Bankers' forum and partners of the Financial Stability Partnership.

Indicator: Number of service providers who utilize available services through partnerships.

Indicator: Number of clients referred for services to other agencies/organizations.

3.3 Anticipated Impact: Increase the number of individuals and families that form a relationship with a Federal and/or State chartered financial institutions (ex. banks, credit unions, etc.)

Indicator: Increased number of individuals and families with checking or savings accounts.

3.4 Anticipated Impact: Increased number of low-income working families have the financial assets to avoid a financial crisis.

Indicator: Increased number and percent of low-income working families have a checking or savings account that contains a minimum of three months of their current living expenses.

3.5 Anticipated Impact: Increased number of low-income working families are qualified to purchase financial products and services at low rates.

Indicator: Increased number and percent of low-income working families purchase financial services, credit and loan products, and insurance that are priced within their monthly budget.

Indicator: Increased number of low-income working families are connected to targeted consumer education on market rate of goods and services that can help them make more informed buying decisions.

Impact Area: Education
Prepare students for academic success

Focus Area 1: Kindergarten Readiness - preschool children develop skills that support starting school prepared to succeed.

Baseline: Students who participated in the Success By 6 Pre-K Readiness program scored an average of 2 points greater on the KRA-L than the control group.

Focus Area 2: Success for Students Grades K through 3 - children in the early grades are supported in developing skills to be successful in high stakes testing

Baseline data will be established during the first year.

Focus Area 3: Success for Students Grades 4 through 9 - children in the middle grades are supported in developing skills for a successful transition to high school

Baseline data will be established during the first year.

Strategy Framework: The following strategies are a framework that will be used to guide the development of program activities in each of the Focus Areas. Proposals **must integrate a minimum of two of the strategies** in support of a Focus Area. Individual program activities can support individual or multiple strategies... such as a family literacy night (touching on family engagement and supporting academic success).

Strategy 1: Increase positive social/emotional behavior development

Strategy 2: Support physical development and personal care

Strategy 3: Increase meaningful parent/guardian and family engagement in support of student success

Strategy 4: Support academic success in all content areas with a focus on literacy

Measurable Outcomes: It is expected that multiple measures be used to evaluate indicators identified for each strategy. A minimum of two measures per strategy will be needed. When possible, a standardized instrument should be used for one of the measures (OAA, KRA-L, etc). Other measures may include, but not be limited to anecdotal, observational, pre/post testing, and surveys.

Anticipated Impacts and Example Indicators

FOCUS AREA 1: Kindergarten Readiness

Anticipated Impact 1.1: Students demonstrate age-appropriate social/emotional behavior.

Indicator: Numbers and levels of student participation in social/emotional focused activities

Indicator: Number and percentage of students showing gains on United Way approved assessment instruments.

Anticipated Impact 1.2: Students demonstrate positive age-appropriate physical development and personal care based on their abilities.

Indicator: Number of students demonstrating gross motor skills, such as skipping and jumping rope and fine motor skills such as use of pencils, crayons and scissors.

Indicator: Number of students demonstrating the ability to dress and meet toileting needs independently.

Indicator: Numbers of students participating in quality physical development activities.

Anticipated Impact 1.3: Parents/Guardians/Family members are engaged in meaningful activities in a variety of settings that support student growth and development.

Indicator: Number of parents/guardians/family members who attend planned events. Example: 80% of parents/guardians attend 60% of planned events.

Indicator: Number and types of planned events implemented to engage family members.

Indicator: Number of family members who report having better skills to support their child's development academically and socially/emotionally.

Indicator: Number of children who attend places of learning on-time with a regular attendance record.

Indicator: Number of parents/guardians/family members who report doing more activities with their child(ren) at home.

Anticipated Impact 1.4: Students demonstrate academic skills that support Kindergarten readiness.

Indicator: Gain in scores on pre-/post-tests related to academic skills.

Indicator: Scores on the KRA-L.

Indicator: Gain in scores on pre-/post-tests from United Way required instrument that measures academic skills.

FOCUS AREA 2: Success for Students Grades K through 3

Anticipated Impact 2.1: Students demonstrate age-appropriate social/emotional behavior.

Indicator: Numbers and levels of student participation in social/emotional focused activities.

Indicator: Numbers of students showing reduction in suspensions, expulsions, or involvement in inappropriate behaviors.

Indicator: Number of students who attend school 95% of the time.

Anticipated Impact 2.2: Students demonstrate positive age-appropriate physical development and personal care based on their abilities.

Indicator: Number of students participating and degree of participation in physical development activities.

Indicator: The numbers of activities and time devoted to physical development activities.

Indicator: The number of students demonstrating appropriate personal hygiene.

Anticipated Impact 2.3: Parents/Guardians/Family members are engaged in meaningful activities in a variety of settings that support student growth and development.

Indicator: Number of family members who attend planned events. Example: 80% of parents/guardians attend 60% of planned events.

Indicator: Number and types of activities implemented to engage family members.

Indicator: Number of family members who report having better skills to support their child's development academically, socially and emotionally.

Indicator: Number of family members reporting access to more resources that support their child's development.

Indicator: Number of children who attend places of learning on-time with a regular attendance record.

Anticipated Impact 2.4: Students demonstrate academic skills that support success in grades K through 3.

Indicator: Number of students who are promoted to next grade level on time.

Indicator: Number of third grade students who reach at least proficient in reading and math on the OAA.

Indicator: Number of students participating in academic skill development activities such as tutoring, enrichment activities, supporting homework completion, etc.

Indicator: Number of students in grades K – grade 2 performing at grade level.

FOCUS AREA 3: Youth Success for Students grades 4 through 9

Anticipated Impact 3.1: Students demonstrate age-appropriate social/emotional behavior.

Indicator: Numbers and levels of student participation in social/emotional focused activities.

Indicator: Numbers of students suspended, expelled, or involved in inappropriate behaviors.

Indicator: Number of students who attend school 95% of the time.

Anticipated Impact 3.2: Students demonstrate positive age-appropriate physical development and personal care based on their abilities.

Indicator: Number of students participating and degree of participation in physical development activities.

Indicator: The numbers of activities and time devoted to physical development activities.

Indicator: The number of students demonstrating appropriate personal hygiene.

Anticipated Impact 3.3: Parents/Guardians/Family members are engaged in meaningful activities in a variety of settings that support student growth and development.

Indicator: Number of family members who attend planned events. Example: 80% of parents/guardians attend 60% of planned events.

Indicator: Number and types of activities implemented to engage family members.

Indicator: Number of family members who report having better skills to support their child's development academically, socially and emotionally.

Indicator: Number of family members reporting access to more resources that support their child's development.

Indicator: Number of children who attend places of learning on-time with a regular attendance record.

Anticipated Impact 4.4: Students demonstrate academic skills that support success in grades 4 through 9.

Indicator: Number of students demonstrating proficiency on all sections of the OAA.

Indicator: Number of students who are promoted to the next grade level on time.

Indicator: Number of students participating in academic skill development activities such as tutoring, enrichment activities, supporting homework completion, etc.

Impact Area: Health

Improve health of children, individuals & families through expanded access, preventive care and healthy behaviors.

Focus Area 1: Safe Home and Community- Home environment will be healthy and safe and communities will support individual health & safety. defined by the ohio department of aging as any behavior, activity or situation in the consumer's home which, left unaddressed and unresolved, would endanger the consumer. Example: a consumer's house is debris covered and consumer or others risk falling or exits are blocked and no clear path exists for emergency personnel to extract a person from the home.

Strategy 1: Increase the number of seniors age 65 and over who are in a safe environment.

Strategy 2: Assure high risk seniors receive coordinated services and care to allow them to remain in their homes.

Focus Area 2: Healthy Beginning- Babies are born at low risk for preventable health problems.

Strategy 1: Increase use of preventive care for mothers and children.

Strategy 2: Raise awareness of disparities for race, income & location.

Focus Area 3: Healthy Eating and Physical Activity- Making healthy choices possible for a nutritious diet and physical activity.

Strategy 1: Increase access to nutritious foods for children, individuals and families.

Strategy 2: Increase opportunities for physical exercise and play.

Focus Area 4: Access to Health Care- Improve access to quality, affordable medical, dental and behavioral health care and wellness services to the uninsured/underinsured.

Strategy 1: Link children, individuals & families to health insurance coverage.

Strategy 2: Improve utilization of available health services.

Intended Results and Indicators of Health

Focus Area 1: Safe Home and Community- Home environment will be healthy and safe and communities will support individual health & safety. defined by the ohio department of aging as any behavior, activity or situation in the consumer's home which, left unaddressed and unresolved, would endanger the consumer. Example: a consumer's house is debris covered and consumer or others risk falling or exits are blocked and no clear path exists for emergency personnel to extract a person from the home.

Strategy 1: Increase the number of seniors age 65 and over who are in a safe environment.

Baseline: Between July 1, 2009 and June 30, 2010, 7,298 or 48% of reports to Adult Protective Services in the State of Ohio were for self-neglect.

Baseline: Between January 1, 2011 and May 31, 2011, Help Hotline received 4,842 calls from those age 60 and over for a variety of non-emergency support services.

Anticipated Impact: Seniors aged 65 and over who are in an unsafe environment transition to safe environment.

Indicator:

Anticipated Impact: Reduced number of seniors being removed from their homes due to unsafe living conditions.

Indicator: Number of seniors who avoid utility shut-offs.

Indicator: Number of seniors who remain in their homes

Strategy 2: Assure high risk seniors successfully age in place in their homes.

Baseline: Will be established year 1.

Anticipated Impact: High risk seniors are identified and get appropriate coordinated services

Indicator: Number of those identified for services

Indicator: Number of those referred for services

Indicator: Number of cases with a positive resolution

Indicator: Number of cases utilizing the Mahoning Adult Protective Network

Focus Area 2: Healthy Beginning- Babies are born at low risk for preventable health problems.

Strategy 1: Increase use of preventive care for mothers and children.

Examples from United Way Worldwide Health Strategies:

- Increase access to primary, oral health, gynecological and obstetrical care through increased enrollment in public health programs including Children’s Health Insurance Program (CHIP), Medicaid, Healthy Start and Women, Infants, and Children (WIC).
- Increase access to care and coverage, including efforts to improve enrollment in public programs and reduce cultural barriers to care through local, state and federal advocacy.
- Improve patient education on preventive health.
- Improve the ability of culturally competent health care and language access services, including access to health information for those with limited English proficiency.
- Build supportive relationships among new mothers during pregnancy and postpartum through targeted group connections and facilitated networking.
- Increase understanding of health coverage, how to obtain and how to use it.
- Support policy initiatives to improve parent education, including home visitation programs.
- Connect mothers and children with a medical home by:
 - Facilitating enrollment in health coverage and identifying a primary care provider who accepts that coverage.
 - Linking key health care organizations and community agencies to provide a more seamless screening, enrolling and assignment to a medical home.
- Encourage medical homes to use visits as an opportunity to provide risk assessments and education to women of a childbearing age.
- Implement culturally sensitive strategies that will increase the likelihood that residents will seek appropriate care and treatment.

Anticipated Impact: Reduction of low birth weight and premature births.

Indicator: % of women who receive prenatal care in the first trimester

- *Baseline:* 64.6% of women in Mahoning County who gave birth in 2008 began prenatal care in the 1st trimester of their pregnancies (Healthy People 2020 target is 77.9%)

Indicator: % of women who report abstaining from tobacco use during pregnancy

- *Baseline:* 87.8% of women in Mahoning County who gave birth in 2008 reported abstaining from tobacco use during pregnancy (Healthy People 2020 target is 98.6%)

Strategy 2: Raise awareness of health disparities for race, income & location. Examples can be found at the following websites: www.cdc.gov/socialdeterminants, www.healthypeople.gov/2020/about/DOHAbout.aspx, www.healthypeople.gov/2020/topicsobjectives2020/overview

Anticipated Impact: Increased awareness among the general population and policymakers.

Indicator: Number of public events that focus on health disparities and health equity.

Indicator: Number of attendees who report increased understanding

Focus Area 3: Healthy Eating and Physical Activity- Making healthy choices possible for a nutritious diet and physical activity.

Strategy 1: Increase access to nutritious foods for children, individuals and families.

Examples from United Way Worldwide Health Strategies:

- Increase the availability and affordability of nutritious foods in new and existing grocery stores, neighborhood farmers' markets and community gardens.
- Strengthen school wellness policies with specific standards for all foods available in school.
- Ensure vending machines in school and workplaces include healthy options through advocacy and education.

Examples from the 2011 Tri-County Community Health Assessment & Planning Initiative:

- Work with schools to reduce or eliminate junk food from vending machines
 - Work with community organizations such as food policy councils and food co-ops
 - Conduct shelf inventory in grocery stores
 - Work with vending machine companies to encourage placement of healthier foods
 - Promote community gardens, farmers markets, youth gardening

Baseline: 40% of the people in Mahoning County do not have access to healthy foods (Mahoning County Health Rankings. 18% is national benchmark.)

Anticipated Impact: People have access to healthy food.

Indicator: Number of people accessing farmers markets.

Indicator: Number of retail food vendors and agencies that offer fresh fruits and vegetables.

Indicator: Number of food pantries that offer fresh fruit and vegetables.

Indicator: Number of neighborhood gardens and community supported agriculture.

Indicator: Number of congregate feeding sites that serve nutritious food.

Indicator: Number of schools with healthier food choices.

Strategy 2: Increase physical activity levels among children and adults.

Examples from United Way Worldwide Health Strategies:

- Improve access to safe places to exercise and play (e.g. safe routes to school) through community and urban planning.
- Promote walking and biking to school by securing safe routes.
- Strengthen school wellness policies to include standards-based daily physical education taught by a qualified instructor who helps develop the knowledge, attitudes, skills, behaviors and confidence needed to be physically active for life.
- Increase physical activity in after-school programs.
- Promote the use of school facilities (particularly pools, gymnasiums and athletic fields) outside of school hours.

- Advocate for workplace-based health improvement programs.
- Improve and implement school wellness policies that include behavior-focused nutrition education integrated into the curriculum that is interactive and teaches the skills needed to adopt healthy eating habits.
- Encourage medical professionals to routinely counsel and educate patients about the benefits of adopting and maintaining a healthy diet and regular physical activity.

Examples from the 2011 Tri-County Community Health Assessment & Planning Initiative:

- Work with employers to implement worksite wellness programs
- Encourage employers to offer health assessments to employees
- Work with schools to support implementing Coordinated School Health Model

Examples of Evidence-based Programs from the Community Guide to Preventive Services
(www.thecommunityguide.org)

- Behavioral interventions to reduce screen time (computer and TV).
- Technology-supported multi-component coaching or counseling interventions to reduce weight and maintain weight loss
- Worksite programs
- Community-wide campaigns and informational approaches to increase physical activity
- Environmental and policy approaches to increase physical activity
- Point-of-decision prompts to encourage use of stairs
- Creation of or enhanced access to places for physical activity combined with informational outreach activities

Anticipated Impact: Adult and children will meet Healthy People 2020 guidelines for aerobic physical activity and muscle-strengthening activity.

Indicator: self-reported physical activity levels that meet moderate to vigorous physical activity.

- *Baseline:* 50.7% of adults in Mahoning County reported 30+ minutes of moderate physical activity five or more days per week (150 minutes per week), or vigorous physical activity for 20+ minutes three or more days per week (60 minutes per week) in 2009
<http://apps.nccd.cdc.gov/BRFSS-SMART/index.asp> (Healthy People 2020 objective is a 10% improvement).
- *Baseline:* Mahoning County students in grades 7 through 12 reported participating in physical activity that made them sweat and breath hard an average of 4.2 days in the past 7 days in 2008 (Source: PEP Survey, Mahoning County Educational Service Center)

Indicator: Number of people who report 30+ minutes of moderate physical activity five or more days per week (150 minutes per week).

Indicator: Number of people who report vigorous physical activity for 20+ minutes per week three or more days per week (60 minutes per week)

Indicator: Number of students in grades 7 through 12 reporting participation in physical activity that made them sweat and breathe hard an average of 4.2 days in 7 days.

Focus Area 4: Access to Health Care- Improve access to quality, affordable medical, dental and behavioral health care and wellness services to the uninsured/underinsured.

Strategy 1: Link children, individuals & families to health insurance coverage.

- Assist eligible patients with enrollment in appropriate, publicly funded health care coverage, programs and community-based alternatives, including community health centers.
- Connect patients with a medical home by:
 - Facilitating enrollment in health coverage and identifying a primary care provider who accepts that coverage.
 - Linking key health care organizations and community agencies to provide more seamless screening, enrollment and assignment to a medical home.
- Improve access to care by working with schools and community partners to strengthen school-based health programs and services.
- Simplify the enrollment and renewal process for publicly funded health care programs through advocacy.

Anticipated Impact: Children through age 18 who are eligible for the State Children's Health Insurance Program will be enrolled

Indicator: Percent of children who are insured

- *Baseline:* 2.2% of children in Mahoning County were uninsured in 2008 (Source: Ohio Family Health Survey
<http://www.mahoninghealth.org/Portals/MCBOH/Documents/SpecialReports/The%20Promise%20of%20CHIP%202009.pdf>)

Strategy 2: Improve utilization of available health services.

- Increase transportation to health care services.
- Implement culturally sensitive practices with providers that will increase the likelihood that all residents will seek appropriate care and treatment.
- Improve the availability of culturally competent health care and language access services, including access to health information with limited English proficiency.

Anticipated Impact: Low-income under-insured or uninsured persons are linked to health services

Indicator: # of individuals with a medical home, access to dental care, and prescription drugs

- *Baseline:* 11.5% of adults in Mahoning County had no medical home in 2008 (Source: Ohio Family Health Survey)
- *Baseline:* 12.1% of adults in Mahoning County needed dental care in 2008 but could not secure it in the past 12 months
- *Baseline:* 15.7% of adults in Mahoning County needed a prescription but could not secure it due to cost in the past 12 months

Indicator: Number who are referred to Access Health Mahoning Valley

- *Baseline: data not yet available*

Anticipated Impact: School-age children are provided school-based suicide- and depression-risk screening.

- *Baseline: 26 Mahoning County school districts provide screening to middle-school-age students.*

Indicator: Number of students screened

Indicator: Number of schools offering screening.

Indicator: Number of students referred for additional services.

RFP Score Sheet for the United Way of Youngstown and the Mahoning Valley

Agency Profile: provides a snapshot of your agency, its key programs and mission		
Narrative	Value	Score
1) Describes the agency's history and outlines a general overview of the current services/programs.	0,1,2,3	
2) Identifies the agency's purpose, vision, and mission.	0,1,2,3	
3) Describes the agency's facilities, technologies, and equipment.	0,1,2,3	
4) Identifies the regulatory or accreditation environment that it operates under.	0,1,2,3	
5) Explains the agency's organizational structure, including governing board. Attached an organizational chart for reference.	0,1,2,3	
6) Describes the size of its workforce, including paid permanent and temporary staff, contract staff, and volunteers, as appropriate.	0,1,2,3	
7) Identifies the program's name and clearly describes its scope of service for which it is applying. Clearly explains services that are directly available through the program.	0,1,2,3	
Subtotal: Surpasses-21; Meets-14+; Unclear-7	14+	

Alignment to Impact Area: displays a program alignment with the United Way of Youngstown and the Mahoning Valley, its Impact Model, focus areas, strategies and outcomes		
Narrative	Value	Score
1) Describes how the program aligns with the Impact areas of Health, Education, or Income.	0,1.5 3,4.5	
2) Identifies the focus area, corresponding strategy(s) and at least two indicators under the selected area of Impact.	0,1.5 3, 4.5	
Subtotal: Surpasses-9; Meets-6+; Unclear-3	6+	

Community Partnership and Collaboration: provides a reference to those agencies or organizations that the agency cooperates with in formal and/or informal agreements to achieve a common goal or delivery of service		
Narrative	Value	Score
1) Describes the partners and collaborators and the role they play in the program to achieve the desired outcomes. <i>(The partnerships and collaborations could be in the areas of shared staff, facilities, administration, services, transportation, training, technology, outreach, supplies, etc. Evaluator should have a clear understanding of the depth and breadth of the involvement)</i>	0, 1.5, 3, 4.5	
2) Identifies other organizations providing similar or duplicative services/programs.	0,1,2,3	
Subtotal: Surpasses-7.5; Meets-5+; Unclear-2.5	5+	

Agency Capacity and Capability: describes the agency's ability to accomplish the work of its program through the knowledge, skills, experience, and sufficient staffing		
Narrative	Value	Score
1) Describes the size of the workforce <i>(paid permanent and temporary staff, contact staff, and volunteers)</i> that is directly involved in the operations of the program that it is applying for funding.	0,1,2,3	

2) Describes how it will effectively manage the organizational capacity and capability (<i>workforce, procedures, skills, ability and know-how</i>) to achieve the desired results/outcomes for its target population.	0,1.5, 3,4.5	
3) Describes its plan to sustain and/or scale down this program in the event of a shift in resource availability, such as significant funding shifts from initial expectations.	0,1.5, 3,4.5	
4) Describes how its mission and experience as an agency is consistent with the program it is applying for funding.	0,1,2,3	
5) Describes program funding plans: listing current funders, anticipated funding and gifts-in-kind. Describes plans and specific sources for future and long-term funding including gifts-in-kind. Program funding plans align with the Program Budget and Budget Narrative Section of the RFP. (<i>Identifies whether funds are applied for, committed, or received in each of the two descriptive narratives</i>)	0,1.5, 3,4.5	
Subtotal: Surpasses-19.5; Meets-13+; Unclear-6.5	13+	

Statement of Community Need and Impact: presents a compelling case for investment based on clear evidence of significant need and the ability to respond to the identified need

Narrative	Value	Score
1) Describes the problem, community need that is unaddressed and the community benefit.	0,1.5, 3,4.5	
2) Identifies and describes the research, evidence-based practices, statistics and other data/evidence supporting the need or benefit. Provides at least one data source that corroborates the need locally for the program. (<i>There should be clear references to all research, practices, statistics and data by source, title and date</i>)	0,1.5, 3,4.5	
3) Explains the case for investment in this program as related to the UWYMV Impact area it is trying to change.	0,1.5, 3,4.5	
4) Identifies the target population it serves by percentage or numbers via the following factors, as appropriate to the agency: age, location, education level, marital or family status, income level, occupation, gender, race, and ethnic background. Explains the relationship between its target population and the UWYMV Impact area. (<i>If the agency holds a license(s) related to serving related target population, it would be indicated here</i>)	0,1.5, 3,4.5	
5) Describes the experience it has in serving this target population, how it locates clients for the program and determines their needs.	0,1,2,3	
6) Identifies the number of unduplicated clients it serves in a year. (<i>This number should align directly with the number/percentage displayed in the target population narrative</i>)	0,1,2,3	
Subtotal: Surpasses-24; Meets-16+; Unclear-8	16+	

Program Description and Methodology: Provides a description of the program, the approach and overall outcomes expected. (This section aligns with information found program description in Agency Profile, Alignment to Impact Area and Agency)

Narrative	Value	Score
1) Explains how program is in alignment with the agency's mission, history and core business.	0,1.5, 3,4.5	
2) Identifies the program's goals and objectives and outcomes, along with timetables for accomplishing them.	0,1.5, 3,4.5	
3) Describes how the program is similar to or different than others. Identifies a niche population or uniqueness, if applicable.	0,1.5, 3,4.5	
4) Describes how the program activities or approach are evidence-based, best practice or model program based. Explains how this approach was selected.	0,1.5, 3,4.5	
5) Describes an overall approach and methodology that addresses sustainability and long-term impact. (<i>This Narrative integrates information found in Agency Profile and Agency Capacity and Capability</i>)	0,1.5, 3,4.5	
Subtotal: Surpasses-22.5; Meets-15+; Unclear-7.5	15+	

Evaluation and Results: refers to the outputs and outcomes expected and achieved by the agency's program. Agency shares how performance is evaluated against targeted outcomes and its target population for effectiveness and improvement.

Narrative	Value	Score
1) Describes past performance on the outcomes that are proposed. If the proposed program is new, with no performance history, agency shares past performance of similar programs/outcomes to verify capability. (Provides two years of past performance levels. If no performance levels or trends are described this area is scored 0.)	0,1.5,3,4.5	
2) Identifies projected performance on the proposed outcomes and indicators. Identifies outcomes that align with its target population.	0,1,2,3	
3) Identifies clearly defined targeted outcomes in the following format; X number or percentage of clients will improve by X number or percent.	0,1,2,3	
4) Describes a clear concise plan that addresses the collection, measurement and reporting for each outcome that will be measured. Addresses frequency.	0,1.5,3,4.5	
5) Describes how it will use the outcome data to evaluate and improve the agency's performance.	0,1.5,3,4.5	
6) Provides a logic model that fully explains the program's projected outcomes, relevant performance targets and milestones. Logic model is in clear alignment with UWYMV Impact areas.	0,1.5,3,4.5	
Subtotal: Surpasses-24; Meets-16+; Unclear-8	16+	

Score to Fully Meet: 85+ Score of Unclear: 42.5	Total Score:
--	---------------------

<u>Evaluator Options</u>	<u>Score</u>
Not Covered _____	0 -Totally missing.
Unclear _____	1 or 1.5 -Touched upon, but not clear. Not enough information is provided to determine if the agency's approach/answer met or could meet the narrative requirements.
Meets Criteria _____	2 or 3 -Sufficient information is provided to determine that the agency's approach met the narrative requirements.
Exceeds Criteria _____	3 or 4.5 -The agency's approach goes beyond meeting the narrative and provides additional clarity indicating increased accuracy in the agency's analysis, actions and/or conclusions. Integration with other narrative items is apparent and enhances the agency's overall results. A "best practice" or "role model" approach.

One of three descriptors (describes, explain, and identify) used in each criterion to show the level of information being requested.

Identify means that a simple list is all that is necessary to meet the requirements.

Describe looks for sufficient information such that the object or methodology being described would be recognizable to another.

Explain goes a step further by giving sufficient information such that an observer would at least be able to understand the usage and implications of what is explained, if not actually be able to use or apply it themselves.

NOTE: Proposals are due by Noon on November 4, 2011 – Late Proposals will not be accepted Documents must contain ALL Signatures or they will not be considered as meeting compliance.

AGENCY:

REVIEWER:

FISCAL YEAR END:

FUNDING REQUEST:

PROGRAM:

**CURRENT APPROVED
FUNDING:**

PANEL:

TOTAL POINTS: 0

NEWLY FORMED AGENCY:

NEW APPLICANT:

I. FUNDING REQUEST

1. Does the program proposal contain information adequate to understand the usage of United Way funding?

Response:

0

2. Is the program structured so that specific performance measures can be adequately assessed (see logic model)?

Response:

0

3. Are increases in funding requests adequately explained and needs clearly demonstrated? (If no increase is requested or new applicant, enter "Yes")

Response:

0

II. PROPOSED BUDGET FORMAT

1. Has the program budget been submitted timely and in the prescribed format?

Response: 0

2. Overall, does the submitted budget make sense (i.e., free of mathematical errors)?

Response: 0

III. REVIEW OF PROPOSED BUDGET

1. Read the auditors' opinion. If other than unqualified, list the reasons below.
Scan IRS Form 990 and agree the totals to the audited financial statements.
Scan the management letter (if provided) and inquire of agency about the progress in correcting any material internal control deficiencies.

Have all issues noted during the above review been adequately addressed?

Response: 0

2. Have all of the required attachments been provided and all agency eligibility

and assurances questions answered with a yes? List exceptions below.

Response:

0

3. Compare the proposed program budget with the prior year approved budget. Determine through inquiry or information obtained from previous analysis that fluctuations in the total proposed budget appear reasonable. List unexplained fluctuations below.

Does the proposed program budget appear reasonable based on the information obtained?

Response:

0

4. Has the agency provided reasonable explanations for all material variances (see budget form)?

Response:

0

IV. ASSESSMENT OF OVERALL FINANCIAL CONDITION

EXCELLENT - Agency's overall financial condition is excellent. Financial reserves on hand exceed six months of operating expenses. Administrative costs have consistently been extremely low when compared to total program costs. Agency appears to have excellent accounting procedures with sufficient oversight of those procedures. Submitted proposed budget appears reasonable in light of prior results. Program unit costs are clearly calculated and performance measures are clearly identifiable. All variances and questions posed during the financial review were addressed quickly and concisely by the agency.

ABOVE AVERAGE - Agency's overall financial condition is above average. Financial reserves on hand exceed six months of operating expenses. Administrative costs have consistently been low when compared to total program costs. Agency appears to have adequate accounting procedures with sufficient oversight of those procedures. Submitted proposed budget appears reasonable in light of prior results. Program unit costs are clearly calculated and performance measures are clearly identifiable. All variances and questions posed during the financial review were adequately addressed by the agency in a timely manner.

AVERAGE: Agency's overall financial condition is average. Financial reserves equal six months of operating expenses. Administrative costs are an average percentage of program costs. Agency appears to have some accounting procedures with some oversight of those procedures. Submitted budget appears to have some slight variances when compared to prior results. Program unit costs are relatively easily calculated and performance measures can be identified. All variances and questions posed during the financial review were addressed but with some difficulty in obtaining the responses.

BELOW AVERAGE: Agency's overall financial condition is below average. Financial reserves are less than six months of operating expenses. Administrative costs are relatively high as a percentage of program costs. Agency appears to have improper accounting procedures with little or no oversight of those

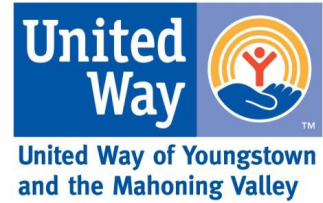
procedures. Submitted budget has many variances, most of which are unexplained, when compared to prior results. Program unit costs are difficult to calculate and performance measures cannot be determined. Variances and questions arising during the financial review were not adequately explained.

POOR - Agency's overall financial condition is poor. Agency's ability to be financially viable into the future is seriously questioned. Financial reserves are nonexistent. Administrative costs are extremely high as a percentage of program costs. Agency does not have any proper accounting procedures. Submitted budget has numerous errors and variances and, overall, does not make sense. Program unit costs and performance measures cannot be identified. Agency was uncooperative in answering questions which arose during the financial review. Further review is necessary before the United Way considers funding the agency.

Rating:

TOTAL POINTS 0

V. ADDITIONAL REVIEWER COMMENTS



APPLICATION GUIDELINES

United Way of Youngstown and the Mahoning Valley announces a call for Proposals for programming to support goals in the Impact Areas of Income, Education and Health.

Funds will be awarded at varying levels for programs and services for individuals and families who live in Mahoning County. Approximately \$1,000,000 in funding will be awarded for proposed programming that addresses identified needs within Income, Education or Health.

Application Deadline: Noon November 4, 2011. Late proposals will not be accepted.

Send completed applications by e-mail to Ginny Pasha at gpasha@ymvunitedway.org or by mail to 255 Watt Street, Youngstown, Ohio 44505. Applications may be delivered to the United Way offices at the above address no later than noon on November 4. Late deliveries will not be accepted.

Grant Awards and Program Period:

Applications will be considered for a maximum of two years, beginning July 1, 2012 and ending June 30, 2014. Programs will be funded for one year with an option for one additional year, contingent upon substantial program progress and availability of funds.

To be eligible for funding an agency must:

- Be involved in the provision of a health or human services in Mahoning and Trumbull Counties in the State of Ohio, and be eligible to receive tax-deductible donations within the meaning of IRS Code Section 170 (c) (1) or (2), which includes 501 (c) (3) organizations.
- Provide the most recent IRS Form 990. This should include all attachments, schedules and statements.
- Provide the most recent audit including management letter.
- Have available for review:
 - By-laws
 - Affirmative action policy/non-discrimination policies
 - Directors and Officers Insurance
 - Liability Insurance
 - Board approved fiscal policies and procedures
 - Board approved personnel policies and procedures handbook
 - Articles of Incorporation

- Must be able to document that the agency:

- Is governed by a voluntary board of directors consisting of members from the general community.
- Has at least one full-time exempt staff person.
- Has been in business for at least 2 years.
- Is committing some of its own resources to the program.
- Has an outcome measurement system.
- Will conduct a workplace campaign to benefit United Way of Youngstown and the Mahoning Valley.

Requirements:

In order to be considered for funding, proposals must be typed in a number 10 or 12 font, signed and submitted on time. *Proposals that do not include these will not be considered for funding.*

Proposals Must:

1. Incorporate:

- Service coordination: programs that collaborate and coordinate their efforts, providing a comprehensive plan for clients requiring multiple services.
- Prevention through early Intervention: programs that employ proactive approaches to prevent chronic or long-term problems from developing
- Community participation: programs that promote community participation, volunteerism and advocacy

2. Produce measurable results.

3. Programs must define outcomes, collect and analyze program data, report results.

4. Demonstrate administrative effectiveness.

5. Make the best use of resources available to the organization.

6. Submit a program proposal that has as an end result one or more of the listed Program Outcomes.

7. Track program outcomes using one or more of the identified program indicators.

8. A successful proposal will clearly define the relationship between program activities and the desired program outcome. The agency’s method for tracking program outcomes must also be clearly defined and must include one or more of the identified program indicators.

9. Submit a one-page agency profile.

10. A narrative that is expected to be a minimum of 5 and maximum of 8 pages, that details the following information:

- Organizational background
- Presents a compelling case based primarily on clear evidence of significant needs and the ability to respond to the need using the grant funds.
 - Cite and include at least one data source that corroborates the need for the program.
- Specific target population.
 - Cite and include at least one data source that corroborates the need for the program within the identified target population.

- Program outcome and Logic Model
- Description of primary program activities that will create the intended program outcome.
- Program indicator(s) that will be tracked to show program outcome achievement.
- Identify the instrument that will be used to measure program effectiveness i.e. standardized tests, pre-/post-test, other measurements.
- Number of unduplicated participants that will be served in the program.
- Anticipated percentage of participants that will achieve the outcome(s) identified and how this information will be collected and reported.
- Collaborative partners and the responsibilities for each.

11. A budget for July 1, 2012 – June 30, 2013 and a proposed budget for July 1, 2013 – June 30, 2014 that clearly identifies the amount of funding requested and shows all income and expense items related to the program.

Required Attachments:

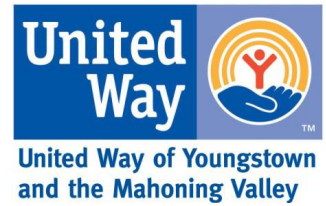
- Most recent IRS form 990
- Most recent audit including any audit management letter
- Completed logic model
- Budgets for July 1, 2012 – June 30, 2013 and July 1, 2013 – June 30, 2014

Please do not include anything other than the required attachments.

Other Requirements for Grant Recipients (DO NOT SUBMIT AT TIME OF APPLICATION):

After notification that funding has been awarded, recipients will be required to:

- Sign the Certification letter.
- Execute United Way Worldwide’s Patriot Act Counterterrorism Form.
- Execute United Way of Youngstown and Mahoning Valley’s Program Provider Agreement.
- Provide quarterly reports within 30 days of the end of each quarter in a format provided by United Way.
- Agree for their name to be used by United Way in media releases and in publications.



Application Cover Page

Agency: _____

Program: _____

Contact: _____

Address: _____

E-mail: _____

Phone Number: _____

By signing below, we verify that the information presented is accurate and complete.

Chief Professional Officer
(Director)

Chief Volunteer Officer
(Board Chair)

Total Amount Requested: 2012 - 2013 \$ _____ 2013 - 2014 \$ _____

For which Impact Area does this application seek funding? **Chose only one.**

_____ Income

_____ Education

_____ Health

Staff Use Only

Date Received _____

Date Reviewed _____

Determination _____

Date Communicated to Agency _____

Application Questions

Include responses to the following questions along with the information requested in the scoring rubric. All questions need to be answered. Please do not include other attachments unless requested.

1. Agency Profile
 - a. Summary of organization's history and an outline of a general overview of the current services/programs.
 - b. Agency's purpose, vision and mission
 - c. Description of the agency's facilities and includes technologies and equipment.
 - d. Identifies any regulatory or accreditation environment of the agency.
 - e. Explain the organizational structure (including governing board) and attaches the organization chart as reference.
 - f. Describe the number of permanent, temporary or contract staff and volunteers as appropriate for the entire agency.
 - g. Identify the programs name and describe the scope of services.
 - h. Clearly explain services that are available through the program.
2. Alignment with Impact Area
 - a. Describe how the proposed program aligns with the chosen area of Impact: Income, Education or Health.
 - b. Identify at least one focus area with corresponding strategies and outcomes
3. Community Partnership and Collaboration
 - a. Describe the partners and collaborators and the role they play in achieving the desired outcomes. *(The partnerships and collaborations could be in the areas of shared staff, facilities, administration, services, transportation, training, technology, outreach, supplies, etc. Evaluator should have a clear understanding of the depth and breadth of the involvement)*
 - b. Identify other agencies/organizations in the Mahoning County area that deliver the same or similar services to the population identified in this proposal.
4. Agency Capacity and Capability.
 - a. Describe the number of permanent, temporary or contract staff and volunteers as appropriate that are directly involved in the operations of the proposed program.
 - b. Describe how you will effectively manage the organizational capacity and capability. To achieve the desired results.
 - c. Describes your plan to sustain and/or scale down this program in the event of a shift in resource availability, such as significant funding shifts from initial expectations.
 - d. Describes how your mission and experience as an agency is consistent with the program it is applying for funding.

- e. Describe your program funding plans: listing current funders, anticipated funding and gifts-in-kind. Describes plans and specific sources for future and long-term funding including gifts-in-kind. Program funding plans align with the Program Budget and Budget Narrative Section of the RFP. *(Identifies whether funds are applied for, committed, or received in each of the two descriptive narratives)*

5. Statement of Need

- a. Describe the problem, community need that is unaddressed and the community benefit.
- b. Identify and describe the research, evidence-based practices, statistics and other data/evidence supporting the need or benefit. Provides at least one data source that corroborates the need locally for the program. *(There should be clear references to all research, practices, statistics and data by source, title and date).*
- c. Explains the case for investment in this program as related to the UWYMV Impact area it is trying to change.
- d. Identifies the target population it serves by percentage or numbers via the following factors, as appropriate to the agency: age, location, education level, marital or family status, income level, occupation, gender, race, and ethnic background. Explains the relationship between its target population and the UWYMV Impact area. *(If the agency holds a license(s) related to serving related target population, it would be indicated here)*
- e. Describe your agency's experience in working with that population, how you locate clients for the program and determine their needs. Be specific: number of people served, cultural sensitivity, number of positive outcomes.
- f. What are past trends and projected demand for 2012 and 2013? Be as specific as possible with data: the numbers of people served; average percent of repeat clients; length of stay, etc.
 - i. Cite and include at least one data source that corroborates the need for the program and provides statistics about the identified target population.
- g. Identify the number of unduplicated clients served in a year. *(This number should align directly with the number/percentage displayed in the target population narrative)*

6. Program/Project Description & Methodology:

- a. Explain how this program is in alignment with your agency's mission, history and core business.
- b. Define the goals and objectives and outcomes and provide a timetable for accomplishing them.
- c. Describe how the program is similar to or different than others. Identify your niche population or uniqueness.
- d. Please provide a clear description of the program.
- e. Description of primary program activities that will create the intended program outcome. Explain why this approach was selected (best practice, evidence-based, model program).
- f. Describe the overall approach and methodology that addresses sustainability and long-term impact. This narrative should integrate information found in Agency Profile and Agency Capacity.

7. Program Outcomes and Evaluation: This section should provide information and statistics relative to the outcomes, indicators/objectives data collection and evaluation processes for the specific program for which you are requesting funding including instruments that will be used to measure success.

Complete the Logic Model spreadsheets included and then answer the additional questions below.

- Describe past performance on the outcomes that are proposed. If the proposed program is new, with no performance history, share two years of past performance of similar programs.
 - Identify projected performance on proposed outcomes and indicators.
 - Identify clearly defined targeted outcomes in the following format: X number of X percent of clients will improve by X number or percent.
 - Describe your data collection plan. Refer to methods, instruments (surveys, interviews, tests, logs, etc.) and procedures for collecting data, and your process for analyzing the data.
 - Describe how the data will be used to evaluate and improve the agency's performance.
8. Program/Project Funding Plans (attach program budget for July 1, 2012 – June 30, 2013 and July 1, 2013 – June 30, 2014)

REQUIRED ATTACHMENTS – PROVIDE TWO (2) COPIES

- Most recent IRS Form 990. This should include all attachments, schedules and statements.
- Most recent audit including any Audit Management.
- Completed Logic Model

AGENCY ELIGIBILITY AND ASSURANCES - DO NOT SUBMIT COPIES

Check Yes or No whether or not your agency has the following, BOARD APPROVED, on file and available for review.

- | | | |
|------------------------------|-----------------------------|--|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Provides health or human services in Mahoning and Trumbull Counties in the State of Ohio, and is eligible to receive tax-deductible donations within the meaning of IRS Code Section 170 (c) (1) or (2), which includes 501 (c) (3) organizations. |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Is governed by a voluntary board of directors consisting of members from the general community |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Has at least one full-time FTE staff person |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Has been in business for at least 2 years |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Is committing some of its own resources to the program |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Has an outcome measurement system |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Has By-laws |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Has an Affirmative action policy/non-discrimination policies |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Provides Directors and Officers Insurance |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Has Liability Insurance |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Has Fiscal policies and procedures |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Has Personnel policies and procedures handbook |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Has Articles of Incorporation |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Will conduct a workplace campaign to benefit United Way of Youngstown and the Mahoning Valley. |

SAMPLE LOGIC MODEL

<p><u>Program/Project</u> <u>Anticipated Impacts with</u> <u>Indicators</u> The ultimate result of a program/ project – pie in the sky for all customers if all resources were available.</p>	<p><u>Performance Targets –</u> <u>defines success for the</u> <u>customer</u> <i>Establish a time frame, establish a customer baseline, quantitative measure of the change in behavior or condition and the verification method</i></p>	<p><u>Milestones</u> <u>2013</u> A significant point of achievement or development, which describes necessary progress toward a goal. # who will achieve the target.</p>	<p><u>Milestones</u> <u>2014</u> A significant point of achievement or development, which describes necessary progress toward a goal. # who will achieve the target.</p>
<p>Example 1: All children will increase their reading scores.</p> <p>Indicator: Number of third grade students who reach at least proficient in reading and math on the OAA.</p>	<p>For the period of Jan. 2009 to Dec. 2009, of the 80 children in the APEX Reading Program, 52 will increase their reading ability as measured by a score of proficient or better on the OAA.</p>	<p>1.</p>	<p>2. 80 children will register for the APEX program children will enroll in the ACCESS Program 3. 75 will take the pre-reading test. 4. 73 will attend all sessions and complete assignments. 5. 52 will score proficient or better on the OAA.</p>
<p>Example 2: All families will secure permanent housing.</p> <p>Indicator: Number of families who meet their match requirement to become homeowners.</p>	<p>For the period of Jan. 2010 to Dec. 2011 of the 35 families enrolled in the FOCUS IDA Program, 10 will secure and maintain permanent housing as evidenced by signed contract.</p>		<p>1. 35 families complete the application process and provide all documentation and are enrolled 2. 32 families attend all FOCUS IDA classes. 3. 28 families follow their FOCUS IDA</p>

			<p>plans and maintain savings for 12 mths.</p> <ol style="list-style-type: none">4. 18 families follow their FOCUS IDA plans and maintain savings for 18 mths.5. 15 families follow their FOCUS IDA plans and maintain savings for 2 years.6. 10 families meet their match requirement and secure permanent housing.
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LOGIC MODEL	Agency _____ Program Name _____	
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<u>Program/Project Anticipated Impact(s) with Indicators</u>	<u>Performance Targets –</u>	<u>Milestones by 2013</u>	<u>Milestones by 2014</u>	
Enter what you proposed.	Enter what you proposed.		<i>Enter what you proposed.</i>	

BUDGET FORMS:

		July 1, 2011 - June 30, 2012			Variance Explanation
		FY 2012	FY 2011	2012 H/(L) vs. 2011	
	Revenue				
	Surplus				
	Contributions/ Foundations / Corporate Grants / Special Events				
	Grants from Government / Membership Dues / Individual Program Service Fee / Services to Public / Investment Income				
	United Way of Youngstown & Mahoning Valley				
	Other United Ways				
	Miscellaneous				
A	Total Support and Revenue				
	Expenses				
	Benefits				
	Wages and all payroll taxes				
B	Total Salary				
	Rent/Mortgage				
	Utilities				
	Insurance				
	Other				
C	Total Occupancy				
	Printing & Publications				
	Travel				
	Training & CEUs				

	Conferences				
D	Total Other Program				
	Insurance				
	Consulting Fees				
	Legal/Audit Fees				
E	Total Professional Fees				
F	Total Specific Assistance				
G	Total Miscellaneous				
	Total Expenses (B+C+D+E+F+G)				
	Total Surplus or Deficit (A-H)				

Metrics

Administration \$ as a % of Operating Expenses			
Number served			
\$ spent per person served			

Variance Explanations (explain all lines with change greater than 20%)

- 1
- 2
- 3
- 4

Define Admin Expenses

		July 1, 2012 - June 30, 2013	Variance Explanation
--	--	------------------------------	----------------------

		FY 2013	FY 2012	2013 H/(L) vs. 2012	
	Revenue				
	Surplus				
	Contributions/ Foundations / Corporate Grants / Special Events				
	Grants from Government / Membership Dues / Individual Program Service Fee / Services to Public / Investment Income				
	United Way of Youngstown & Mahoning Valley				
	Other United Ways				
	Miscellaneous				
A	Total Support and Revenue				
	Expenses				
	Benefits				
	Wages and all payroll taxes				
B	Total Salary				
	Rent/Mortgage				
	Utilities				
	Insurance				
	Other				
C	Total Occupancy				
	Printing & Publications				
	Travel				
	Training & CEUs				
	Conferences				
D	Total Other Program				
	Insurance				
	Consulting Fees				
	Legal / Audit Fees				

E	Total Professional Fees				
F	Total Specific Assistance				
G	Total Miscellaneous				
	Total Expenses (B+C+D+E+F+G)				
	Total Surplus or Deficit (A-H)				

Metrics

Administration \$ as a % of Operating Expenses			
Population served			
\$ spent per population served			

Variance Explanations (explain all lines with change greater than 20%)

- 1
- 2
- 3
- 4

Define Admin Expenses

		July 1, 2013 - June 30, 2014			Variance Explanation
		FY 2014	FY 2013	2014 H/(L) vs. 2013	

	Revenue				
	Surplus				
	Contributions/ Foundations / Corporate Grants / Special Events				
	Grants from Government / Membership Dues / Individual Program Service Fee / Services to Public / Investment Income				
	United Way of Youngstown & Mahoning Valley				
	Other United Ways				
	Miscellaneous				
A	Total Support and Revenue				
	Expenses				
	Benefits				
	Wages and all payroll taxes				
B	Total Salary				
	Rent/Mortgage				
	Utilities				
	Insurance				
	Other				
C	Total Occupancy				
	Printing & Publications				
	Travel				
	Training & CEUs				
	Conferences				
D	Total Other Program				
	Liability Insurance				
	Consulting Fees				
	Legal/Audit Fees				
E	Total Professional Fees				
F	Total Specific Assistance				

G	Total Miscellaneous				
	Total Expenses (B+C+D+E+F+G)				
	Total Surplus or Deficit (A-H)				

Metrics

Administration \$ as a % of Operating Expenses			
Number served			
\$ spent per person served			

Variance Explanations (explain all lines with change greater than 20%)

- 1
- 2
- 3
- 4

Define Admin Expenses

CERTIFICATION

To be signed by the Board Chair and the Executive Director

We hereby certify that the Board of Directors or governing body of _____
_____ duly noted that the attached Funding Request for July 1, 2012 through June
30, 2014 be presented to the United Way of Youngstown and Mahoning Valley for confidential use in its
funding process.

We agree and understand that any falsification of information herein, regardless of time of discovery, may
cause forfeiture on our part of any funding by United Way of Youngstown and Mahoning Valley.

We certify that, to the best of our knowledge, the agency has the capacity to deliver the programs for the
period of time covered by this application.

In addition, we certify that to the best of our knowledge, we are in compliance with all legislation,
ordinance, codes, taxation laws, rules and regulations applicable to not-for-profit organizations.

Signature of Board Chair

Date

Signature of Executive Director

Date

COUNTERTERRORISM COMPLIANCE

In compliance with the spirit and intent of the USA PATRIOT Act and other counterterrorism laws, the United Way of Youngstown/Mahoning Valley requests that each funded agency (“Organization”) certify that it is in compliance with the United Way of Youngstown/Mahoning Valley and the United Way Worldwide’s (“UWW”) compliance program.

ORGANIZATION NAME _____

Check the appropriate box to indicate your compliance with the following	Comply	Do not Comply
This Organization is not on any federal terrorism “watch lists” including the list in Executive Order 13224, the master list of specially designated nationals and blocked persons maintained by the Treasury Department, and the list of Foreign Terrorist Organizations maintained by the State Department.	<input type="checkbox"/>	<input type="checkbox"/>
This Organization does not, will not, and has not knowingly provided financial, technical, in-kind or other material support or resources* to any individual or entity that is a terrorist organization, or that supports or funds terrorism.	<input type="checkbox"/>	<input type="checkbox"/>
This Organization does not, will not and has not knowingly provided collected funds or provided material support or resources with the intention that such funds or material support or resources be used to carry out acts of terrorism.	<input type="checkbox"/>	<input type="checkbox"/>
This Organization does not, will not and has not knowingly provided financial or material support or resources to any entity that has knowingly concealed the source of funds used to carry out terrorism or to support Foreign Terrorist Organizations	<input type="checkbox"/>	<input type="checkbox"/>
This Organization does not re-grant to organizations, individuals, programs and/or projects outside the United States of America with out compliance to IRS guidelines	<input type="checkbox"/>	<input type="checkbox"/>
This Organization takes reasonable, affirmative steps to ensure that any funds or resources distributed or processed do not fund terrorism or terrorist organizations.	<input type="checkbox"/>	<input type="checkbox"/>
This Organization takes reasonable steps to certify against fraud with respect to the provision of financial, technical, in-kind or other material support or resources to terrorists and terrorist organizations.	<input type="checkbox"/>	<input type="checkbox"/>

*In this form, “material support and resources” means currency or monetary instruments or financial securities, financial services, lodging, training, expert advice or assistance, safe houses, false documentation or identification, communications equipment, facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials.

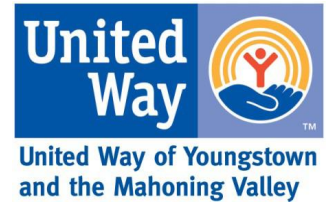
I certify on behalf of the Organization listed above that the foregoing is true.

PRINT NAME

TITLE

SIGNATURE

DATE



2012 – 2014 PROGRAM PROVIDER AGREEMENT

(for use by lead program provider)

This agreement, made at Youngstown Ohio, by and between The Community Corporation, an Ohio not-for-profit corporation operating as United Way of Youngstown and the Mahoning Valley (“United Way”), which conducts the financial campaign and all of the activities and programs of the United Way and an Ohio corporation not-for-profit (“the Provider”) serving as the lead program provider.

WHEREAS, United Way has implemented a plan whereby requests for proposals have been received from qualifying providers of programs and services that will address community impact, core services and basic needs that have been identified by United Way in United Way’s service Area,

AND WHEREAS, it is understood that qualified agencies who are selected through such process will be deemed lead program provider, it being understood that such lead program provider will have the ability to collaborate with other agencies, institutions and organizations (including those which may or may not in the past have had United Way affiliation), to address programs,

AND WHEREAS, the Provider entering this agreement has met the requirements for recognition as a participating lead program provider of the United Way and is presently conducting or will conduct during the term of this agreement the following program(s) utilizing the collaborating organizations identified in Provider’s proposal to United Way:

Program 1.

Program 2.

Program 3.

Program 4.

AND WHEREAS United Way uses all the resources at its disposal including, but not limited to, allocating proceeds from its annual fund raising campaign, to assist program providers directly addressing priority community needs.

NOW, THEREFORE, it is agreed by and between the parties as follows:

1. The Provider is hereby declared to be a recognized program provider of the programs listed above through United Way, subject to the agreements, promises, terms and conditions hereinafter contained.

2. The United Way agrees as follows:

- a. To recognize and respect the autonomy of the Provider, through its governing board, to determine its own policies, to manage its own programs, and make arrangements with the identified agencies and organizations collaborating with Provider.
- b. To conduct an annual financial campaign and to allocate to certain programs operated by the Provider a portion of funds derived from such campaign in an amount to be determined by the budgeting and community impact processes of the United Way with consideration of the needs of the community and the funds available from all sources to meet those needs as determined.
- c. To establish and maintain a payment schedule for transmission of its allocation to the Provider in agreed-upon installments.
- d. To keep its overhead expenses at a reasonable level commensurate with the continued existence of a sound organization.
- e. To maintain accurate and complete financial records and to bond those of its agents and employees who handle cash.
- f. To have its financial records audited annually by a Certified Public Accountant.
- g. To inform the Provider of financial campaign policies and results.
- h. To conduct overall planning for community needs and to serve wherever feasible as a coordinating body in utilizing available resources to meet those needs.
- i. To maintain, at the United Way's discretion, reserve funds in the event of an emergency or unforeseen circumstance affecting the United Way's ability to continue to serve the community through the Provider.

3. The Provider agrees as follows:

- a. To present on an annual basis to the United Way an independent audit and IRS Form 990 as well as information concerning Provider's collaboration with other agencies and organizations. Said information shall be furnished on or before a date and in a form specified by the United Way. **Failure to comply may result in a reduction in funding or even disqualification of eligibility for funding.**
- b. To present required financial information and program statistics to the United Way within thirty (30) days after the close of each quarter in a form specified by the United Way.
- c. To make no changes in its policies or methods of operation that will adversely affect its status as an exempt organization under the Internal Revenue Code.

- d. Present an independent audit of its financial records, prepared by a Certified Public Accountant, to the United Way as promptly as possible at the close of the Provider's fiscal year.
 - e. Allow any random program audit of the Provider that might be conducted by or through United Way.
 - f. To assist and support the United Way in its financial campaign and to support the United Way effort by conducting an internal fund raising campaign to benefit the United Way.
 - g. To promote the accomplishments of the program(s) and the United Way's support of the program(s) and to cooperate with and assist the United Way in its public information effort by putting the United Way symbol on letterheads, posters, brochures, newsletters, website and signage on Provider's locations whenever possible.
 - h. To notify the United Way promptly of any legal, financial or organizational matters or program changes which may adversely impact the Provider's ability to operate and/or deliver service(s).
4. The parties mutually agree as follows:
- a. At its reasonable discretion, and after written prior notice to Provider if practicable, the United Way may withhold funding or request repayment if it is deemed that the Provider is not meeting the principal requirements set forth in this agreement. The Provider may appeal this decision to the President of the United Way and the Chairperson of United Way's Community Impact Committee through the appeal process. (see Attachment 1).
 - b. Agreement shall be in effect for the period of July 1, 2012 through June 30, 2014 subject to the following conditions:
 - Based on a financial review conducted by or on behalf of United Way around April, 2013, the Provider is deemed to be financially solvent and having the capacity to continue to deliver the Programs during 2013 - 2014.
 - Based on on-going site visits conducted by or on behalf of United Way, the Provider is found to be delivering the Programs.
 - There are no legal, financial or organizational matters or program changes which may adversely impact the Provider's ability to operate and/or deliver service(s).
 - There has been no emergency or unforeseen circumstance affecting United Way's ability to continue to serve the community through the Program Providers including but not limited to a significant shortfall in the annual campaign.
 - c. This agreement may be terminated with 30 day notice by either party after reasonable efforts to resolve differences to avoid termination of the agreement have been exhausted.

The parties have caused duplicates of this Agreement to be executed by their duly authorized

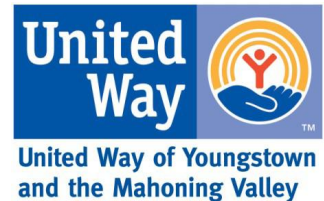
officers this _____ day of _____, 2012.

THE COMMUNITY CORPORATION CHAIRPERSON

PROVIDER BOARD PRESIDENT

THE COMMUNITY CORPORATION PROVIDER
PRESIDENT/CEO

PROVIDER CHIEF PROFESSIONAL OFFICER



APPEAL PROCESS

Section 4 (a)

At its reasonable discretion and after written prior notice to Provider if practicable, the United Way may withhold funding or request repayment if it is deemed that the Provider is not meeting the principal requirements set forth in this agreement. The Provider may appeal this decision to the President of the United Way and the Chairperson of United Way's Community Impact Cabinet through the appeal process.

- The United Way will notify the Provider in writing of the intent to withhold funds or to request repayment.
- The Provider may appeal the decision in writing within 30 days of the date of notification by United Way.
- The appeal must be addressed to the President of the United Way with a copy to the Chairperson of the United Way Community Impact Cabinet.
- The letter of appeal should be sent to the United Way at 255 Watt Street, Youngstown, Ohio 44505.
- An Appeal Committee will conduct a meeting wherein Provider representatives will have an opportunity to present Provider's concerns, and the Appeal Committee will develop a recommendation for the United Way Executive Committee within 30 days of the date the letter of appeal was received at the offices of the United Way.
- The United Way Executive Committee will address the Appeal Committee's recommendation at its first meeting after the recommendation is made.
- The United Way Executive Committee's decision will be communicated to the Provider as quickly as possible.
- The Appeal Committee will be comprised of the following (titles may be amended from time to time):
 - The President of the United Way
 - The Chairperson of the United Way Community Impact Cabinet
 - The Chairperson of the Board of the United Way Executive Committee
 - The Community Investment Impact Panel Chairperson(s)
 - The Director of Planning and Community Impact of the United Way

GLOSSARY OF TERMS

Activities: The actions taken and tasks performed to fulfill a program's goal. The services a program provides. What the program does with inputs. These activities capture what services are provided that directly impacts the achievement of the outcomes. Ex. counseling, mentoring, meal delivery.

Allocation Process: The process formerly used by which United Way of Youngstown and Mahoning Valley to distribute donor dollars. Also known as Community Investment.

Allocation Period: United Way's allocation period is July 1 – June 30. Also known as the funding period.

Annual Campaign: United Way's fund raising efforts to support programs. Campaign takes several different approaches including workplace campaigns, mail solicitations, and special events, to name a few. The campaign funds programming for the following year, i.e. 2010 campaign funds programming for 2011.

Anticipated Impact: Outcomes. Change sought in the knowledge, attitudes, motivation, skills, behavior, condition, status, or other characteristics of a specific individual or group of individuals. The benefits for the participants during or after their involvement with the program. Outcomes are about the success of participants. Ex. Getting a job, having greater financial stability, greater knowledge of nutrition.

Children's Health Insurance: A Federal and State funded program that provides health care to eligible children under the age of 19. Also known as Medicaid, CHIP, SCHIP, Healthy Families/Healthy Start.

Client: A person or persons who use the service you provide.

Collaborations: Organizations submit joint proposals for funding to address common issues of organizational capacity or program outreach where they have similar outcomes to accomplish.

Community Change: Change in policy, practice, resource allocation or other characteristic of a community system or institution, association, organization, network, neighborhood environment, or other community element.

Community Impact: A process by which Youngstown Mahoning Valley partners with non-profit agencies, government, business, education, health care and other volunteers to identify, prioritize and fund projects that will have the greatest impact on our community. Four Impact areas have been identified: Income, Education, Health and Community Support Services. **Community Impact: Is**

about improving lives of people affected by the community's priority issues, is about influencing whatever sectors, systems, networks, groups, or environments can play a role in improving lives in our communities, *Is* the business of the entire organization. *Is* the "product" we sell. *Is* what we do

Community Investment: The process by which United Way of Youngstown and the Mahoning Valley formerly distributed donor dollars. Previously known as the Allocation Process.

Community Impact Cabinet: Community Impact Chairman, Vice-Chairman, Community Impact Panel Chairs; and four representatives from the community.

Community Outcomes: Changes in a defined community population brought about by changing conditions in the community.

Community Support Services:

Services that meet the basic and emergency needs of individuals and families in Mahoning County

Examples:

Clothing – clothing for individuals and families who are experiencing an emergency or for those individuals and families experiencing long-term financial stress.

Domestic Violence programming –

- Shelter – safe, temporary protective housing for adults and children who are victims of domestic violence
- 24-hour crisis line as a source of referrals, information and point of entry for all shelter services
- Advocacy & case management – information about legal, financial, medical, vocational and housing needs. Linkage to community resources.
- Domestic Violence Education - both individual and support groups.
- Children's programs offering safety, education, awareness and therapeutic activities for children plus linkage to social services for further intervention.
- Community Education – public speaking and in-service training for organizations, clubs, schools, etc. to increase awareness of domestic violence issues.

Emergency Financial Assistance –

- Utility assistance which includes electric, water and home heating
- Bankruptcy assistance
- Transportation assistance
- Other assistance as deemed emergency by the agency
- This category may include non-perishable supplies such as diapers, paper products, toiletries, laundry supplies, etc.
- Provides services to elderly residents of Mahoning County who have been declared incompetent by Probate Court.

Food – Food for individuals and families who are experiencing an emergency or for those individuals and families experiencing long-term financial stress.

Health – Emergency assistance for those experiencing short-term health and/or medical emergency or have long-term financial stressors that make healthcare cost-prohibitive.

- Prescription drug assistance.
- Transportation to/from medical service providers.
- Drug, alcohol and mental health treatment for those who do not have Medicare/Medicaid.
- Financial assistance to meet the co-pay requirements of community medical facilities.
- Access to home health services for those who do not have Medicare/Medicaid and or sufficient financial resources to access medical service providers.

Shelter -

- Legal assistance to avoid homelessness due to foreclosure and/or bankruptcy.
- Rent/mortgage assistance.
- Short-term and/or transitional housing.

Cooperation: Organizations explain the networking and information sharing that is occurring with other similar organizations in our community and includes shared values that the organization has with similar organizations.

Customer: A person or persons who use the service you provide.

Describe: Looks for sufficient information such that the object or methodology being described would be recognizable to another in the grant narrative.

Education: Impact area with a focus to prepare students for academic success

Event(s) (or special events): A one-time program offering or several one-time program offerings intended to advise, inform, motivate, or encourage.

Explain: Goes a step further by giving sufficient information such that an observer would at least be able to understand the usage and implications of what is being proposed.

Financial Stability Partnership: A countywide group of government, banking, and service providers organized around helping low to moderate income families manage limited resources and gain assets initiated by United Way of Youngstown and Mahoning Valley and based on the United Way Worldwide framework.

Fiscal Year: A 12-month period used for calculating annual financial reports in businesses and other organizations. May vary from agency to agency. United Way's fiscal year is a calendar year; January 1 through December 31. Another common fiscal year is July 1 through June 30.

Funding Period: July 1 through June 30. Also known as the Allocation period.

Health: Impact area with a focus to improve health of children, individuals & families through expanded access, preventive care and healthy behaviors.

Identify: A simple list is all that is necessary to meet the requirement in the grant narrative.

Impact: *Is* about improving lives of people affected by the community's priority issues, is about influencing whatever sectors, systems, networks, groups, or environments can play a role in improving lives in our communities, *Is* the business of the entire organization. *Is* the "product" we sell. *Is* what we do

Impact Area: Areas of focus. Income, Education, Health, and Community Support Services.

Impact Panel: Group of volunteers organized around a specific community Impact focus area that reviews data, develops intended results and indicators, reviews a common set of requests for program funding, and make program recommendations to the Community Impact cabinet. Impact Panels correspond to the four Community Impact Areas.

Income: Impact area with a focus to provide low to moderate income individuals and families the tools and resources to become financially stable and to accumulate assets.

Indicate: Something that needs to have attention drawn to is such as in a list or by a statement about a single item.

Indicator: Specific items of information that track, count, and/or measure a program's success of outcomes. Must be observable and measurable. How you explain that your program is successful. Express indicators as a number or a percent. How you can measure the change, the benefit and/or the result of the program. Example: The number or percent of participants who benefited from their involvement with the program. Ex. 15 or 50% of the participants quit smoking

Inputs: Resources dedicated to or consumed by the program. The resources a program uses to achieve its objectives. The inputs make the activities possible. Ex. staff, volunteers, curricula, facilities.

Intended Results: The change sought in the knowledge, attitudes, motivation, skills, behavior, condition, status, or other characteristics of a specific individual or group of individuals

Logic Model: Format used to show the proposed program/project; indicators and intended results.

MAPN: Mahoning Adult Protective Network. Begun by United Way of Youngstown and the Mahoning Valley, MAPN is a coalition of non-profit and for-profit providers of services to senior citizens. The purpose of MAPN is to improve and enhance the administrative and casework structures of member agencies, allowing for the communication and coordination necessary for the county's complex, high-risk cases requiring protective services. The mission of MAPN is to promote the quality of life, independence, and safety for high-risk older adults, with complex circumstances through coordination of services, education, and collaboration among service providers.

Mahoning Valley Covering Kids and Families Coalition: Begun by United Way of Youngstown and the Mahoning Valley, it has become a three-county group of service providers organized around ensuring that children who are eligible for Children's Health Insurance are enrolled.

Methodologies: Quantitative or Qualitative.

Milestones: A significant point of achievement or development, which describes **necessary** progress toward a goal. For the purposes of the logic model, milestones need to be expressed numerically.

Outcome: Change sought in the knowledge, attitudes, motivation, skills, behavior, condition, status, or other characteristics of a specific individual or group of individuals. The benefits for the participants during or after their involvement with the program. Outcomes are about the success of participants. Ex. Getting a job, having greater financial stability, greater knowledge of nutrition.

Outcome Indicators: Specific items of information that track, count, and/or measure a program's success of outcomes. Also known as Indicators.

Outcome Measurement: The process whereby change in knowledge, attitudes, skills, behavior, condition, status or other characteristic is demonstrated to have changed.

Outputs: Anticipated Impact. The countable direct products or results of the activities previously stated. Each activity will have a direct output. These statements are normally stated in terms of volume of work. The number of outputs multiplied by the unit of service cost should equal the cost of implementing the program. Ex. the number of people who receive one-on-one counseling, the number of classes, the amount of materials distributed.

Participant: A person or persons who use the service you provide

Performance Targets: How you know you've accomplished what you set out to do.

Project: A planned undertaking or organized set of services designed to achieve specific outcomes with a specific beginning and ending. A successful project may become an ongoing program of the organization.

Program: An organized set of services designed to achieve specific outcomes for a specified population that extends for a defined period of time, typically over a period of several months. Services offered will address a certain community need and have outcome objectives. An example of what a program is not: 8 hours of teen pregnancy provided to middle-school students over 2 months followed a month later by 6 hours of nutrition to seniors followed a month later by a 4 hour course for working adults on how to complete your income tax.

Program Outcome: Changes that program activities intend to create in program applicants.

Qualitative: Measurements of success that can be descriptions of situations or conditions, which are not able to be numerically recorded. Examples: interviews, focus groups, observations, review of documentation in a case file.

Quantitative: Measurements of success that can be that can be represented numerically. Examples: a pre and post-test, surveys, diagnostic testing, data analysis, scales.

Results: The number or percent of participants who benefited from their involvement with the program. Ex. 15 or 50% of the participants quit smoking.

Success By 6 Initiative: An early childhood initiative to ensure Mahoning County children are ready to be success by age 6. It is based on United Way Worldwide’s framework and the local initiative includes work around CHIP, early literacy and a Pre-Kindergarten readiness summer program.

Targeted Population: A target population identifies the target population it serves by percentage or numbers via the following factors, as appropriate to the agency: age, location, education level, marital or family status, income level, occupation, gender, race, and ethnic background. It should explain the relationship between its target population and the Impact area.

Unduplicated Services: A participant is counted only the first time the service is used even if they repeat it or continue it later. I.e. a participant swims at the J on Monday, Wednesday and Friday. Participant is counted as 1 not 3. Participant uses the services at United Methodist Community Center in January and doesn’t come back again until April. The participant is counted as 1 not 2.

Units of Service: Defined by the applicant.

Vision Councils: A multi-sector collaboration of non-profit agencies, government, business, education, health care and other volunteers who meet for the purpose of identifying, prioritizing and addressing needs in the community through Community Impact.