Instructions for Completing the 2011-13 United Way of Greater Kansas City Program Proposal Forms

The basis of your program's United Way review and application for funds is the United Way Program Proposal. A separate proposal must be submitted for each program for which you are requesting funds from United Way of Greater Kansas City. **A Program is a set of related activities and outputs, targeted to a defined population that achieves a common benefit for participants.**

The United Way Program Proposal is comprised of the following components. Please note the limit on the length of each section. This limit applies to a completed proposal in the Microsoft Word and Excel template. Current United Way Partner Agencies are not required to submit the Word and Excel version of the proposal but instead must submit the proposal through a web-based application form. However, a report will be generated by United Way in this format and that report must adhere to those page limits. First-time funding applicants will be required to submit the proposal both through the web-based form and via email in the Word/Excel template.

Proposal Section	Page Limit
Agency Overview	2 pages
Program Proposal	
1. Program Overview	2 pages
2. Program Narrative	5 pages
3. Program Outcome Measurement	No limit
4. Program Participant Data	2 pages
5. Budget Narrative	2 pages
Program Budget	1 page

The following instructions serve as a guide in completing your United Way Program Proposal. Please review the instructions fully before completing the proposal. The accuracy and completeness of your proposal are critical to United Way volunteers' ability to conduct a fair and thorough review of your funding request.

General Format Instructions

- Do not replicate the forms. Instead, download the forms from the United Way web site at www.unitedwaygkc.org. The proposal forms are available in Microsoft Word (cover page and program narrative) and Microsoft Excel (program budget).
- **If required to submit the Microsoft Word/Excel template version of the proposal, do not** alter the format of the proposal forms, including type size, font and margins. **Do not** enlarge the forms beyond the 8 ½" 11" size. Make certain that the program budget form prints out on a single page. If you copy and paste the form, you will lose the formatting and it will print on multiple pages.
- Utilize a 12 – point type size in your responses to questions (including in sections where questions or instructions may be of a smaller type size).
- When submitting the proposal(s) via email, submit each proposal in its own Microsoft Word and Excel documents. If you submit two proposals, for example, you should submit three Word documents (one for each program and one for the Agency Overview) and two Excel documents (one for each budget)
- When submitting the proposals, be sure to submit them in Microsoft Word and Excel. PROPOSALS SUBMITTED IN PDF FORMAT WILL NOT BE ACCEPTED.
- **If emailing your proposal (first-time applicants only) title the electronic program proposal files using the following format: "Agency Name – Program Name". Title the Agency Overview page with just the agency name.**
- Be sure to enter the agency name and program name in the header. Be sure that there are page numbers in the footer. Note: the proposal is formatted so that the header does not appear on the first page of the Agency Overview and Program Overview forms.

Agency Overview

- The agency overview requests contact information and other information related to the agency's relationship with United Way.
- Only ONE agency overview should be submitted for your agency, regardless of the number of program funding proposals submitted.
- In the section titled "Financial Information", use figures from your organizations most recent IRS Form 990. Note that there are two options for reporting the figures – from the "new" Form 990 or the "old" Form 990, depending on which Form 990 your organization used for its last submission.

Proposal Page Header: Double-click on the header to insert the agency name and program name. The header should not appear on the first page of the program overview or the program narrative.

Section I: Program Overview

The Program Overview provides a place for summary information on the program, including contact information, the program's name and purpose, and summary financial information. In addition, you are asked to identify the United Way impact area and program category in which the program fits. The amount requested for 2011-13 should appear on both the program overview and line 4 of the budget form. On the Program Overview, indicate only the one-year amount requested. Grants will be awarded in the same amount in 2011, 12, and 13—not in increasing or decreasing amounts.

Section II: Program Narrative

Question 1 – Briefly summarize the overall purpose of the program and how it supports United Way's priorities, including achievement of "shared outcomes".

Question 2 – "Community need"-The program proposal should reflect a clear understanding of the need that this program is addressing. Where available, use local data to support the extent of the need.

Question 3 – Describe the program and activities **in detail**. This will include what happens in the program, the intensity of the program, and how it meets the needs of the program participants. This question is designed to help the review team understand the day-to-day activities of the program. If the program has multiple components, each component should be titled in the response to this question and clearly described in detail.

Question 4 – Describe the target population for this program. The term *target population* refers to any clearly definable group of individuals and/or families who are experiencing a problem or need. This description will include a clear explanation of how many people are included as possible program participants as well as their likely personal and socioeconomic circumstances. To the extent that the agency addresses any barriers to accessing the program faced by any segment of target population, describe any such actions taken in the design or delivery of the program.

Question 5 – Describe actions to make sure the program is accessible to all members of the target population.

Question 6 – Describe the evidence which justifies the program delivery model, this might include national demonstration projects or local information based on the experience of the program. The program delivery model is the activity or series of activities that the program has adopted to serve the target population. This question should reference the source of the information. In this question you are asked to explain why your program does what it does, and the evidence that these activities are effective.

Question 7 – Describe how the program identifies and engages potential program participants, including any referral relationships the program has.

Question 8 – Describe the enrollment mechanism by indicating the information collected and how it is maintained. If the program does not have a formal enrollment mechanism, provide an explanation.

Question 9 – Provide a detailed explanation of the program's enrollment capacity. For example, if the program has a certain number of "slots" for participants, provide that number, as well as any additional detail, such as a breakdown by age group or location. If the program's capacity is tied to the number of staff in the program, provide an explanation of this relationship.

Question 10 – Describe how the program connects and collaborates with other service providers so that the program is integrated with the broader service community and avoids duplication of service. Rather than simply listing collaborative partners, describe the nature of the collaboration. Also, describe any outreach mechanism and referral relationships that are in place to connect people in the community with the program.

Question 11 – Describe the typical and optimal length of involvement of participants in the program.

Question 12 – Describe any challenges the program faces in retaining participants and engaging them at the optimal level. Also describe actions by the agency to address the challenges.

Question 13 – Describe any licensure, accreditation, certification, or evaluation of the program services by a third party or national affiliate. Name and describe the outside organization conducting the evaluation, and the date of your most recent review and the results. Also, describe other actions taken by the agency to ensure program quality.

Question 14 – Describe the staff for this program only. Include the number and required qualifications. Note that you are asked to report full time equivalents dedicated to the program in three groups: part time, full-time dedicated to the program, and full-time partially dedicated to the program.

Question 15 – Describe any volunteer involvement in the delivery of the program. Provide an estimate of the number of volunteers involved.

Question 16 – Describe the outputs or units of service for the program. The outputs are the direct products of the program activities or a way to quantify services delivered. **In addition to a description of the outputs/units of service**, provide the actual number of outputs/units for the program for 2009—or the programmatic or fiscal year that best corresponds with the 2009 calendar year. Examples of outputs include "number of nights of shelter", "number of counseling sessions", "number of client contacts", "number of crisis calls received", "number of pounds of food", etc. Also, other quantitative data, such as rate of participation, may be an appropriate measure. Applicant programs must report at least one output for the program, but more than one is encouraged, particularly for programs with multiple program components. DO NOT report the number of individuals served here as that will be requested in a later section of the proposal.

Section III: Program Outcome Measurement

Question 1: Report on the most important outcomes for this program and complete the chart. Before listing the outcomes, provide the date range which the data reported covers. Each chart should list the outcome statement, the primary indicator, the sources of data, and numeric data on outcomes results. You are not limited in the number of outcomes reported.

If the program is seeking funds in a program category for which "shared outcomes" have been identified by United Way, report on any shared outcomes data that is available for the program. If no shared outcomes data are available, describe plans to begin measuring the shared outcomes in the upcoming year.

Outcome Statement – The outcomes should be within the scope of the program's influence and reasonably measurable by your agency. Only include outcomes that you are measuring.

Indicator - List the indicator that corresponds to each of the program's outcomes with at least one indicator per outcome. If you want to present multiple indicators for an outcome, use another chart and restate the outcome with a different indicator. The indicator should state specifically the observable, measurable characteristic or changes that represent achievement of an outcome. In general, an indicator statement should begin with the phrase "number and percent of program participants who", to be followed by the observable, measurable characteristic or change. (For example, "The number and percent of students who demonstrate improved school performance.") The indicator statement should not include actual data.

Source(s) of Data – Describe how this information on the indicator was collected.

# of program participants – Insert the number of participants in the program who are working toward this outcome for the previous 12-month cycle. This total number includes everyone who is participating, even those who may or may not have completed a full cycle or been assessed.

# of participants assessed – Insert the number of participants that were assessed regarding this indicator. This might be the same number as participants, or, if the program looks at a sample, it will be the sample size. Additionally, this number might be different from the total participants because some participants have not completed the program or reached a point at which data are collected.

# of assessed participants achieving outcome – Insert the number of assessed participants achieving the indicator listed above. This number reflects the results of the program and its activities. These are the program results for the previous 12-month cycle.

% of assessed participants achieving the outcome – Insert the actual percentage of outcome achievement for the year reported ("# of assessed participants achieving outcome" divided by "# of assessed participants").

NOTE: This year, unlike in past years, United Way is not requesting outcomes target data.

Provide any clarifying explanation of the above data, if needed. – If there are any variances in your reported numbers, please offer a narrative explanation.

Question 2 – Describe how your data was collected. If you utilized a sample, describe how the sample was determined, was it an intentional sample, or a sample by default, and how significant is the sampling of the total population served.

Question 3 – If the program has been modified based on information gathered through outcomes measurement efforts, please describe this change and explain how these changes enhance the program delivery.

Section IV: Program Participant Data

Question 1: Report an unduplicated count of program participants for the three years requested, in the six-county metropolitan area. Note that Jackson County must be reported in two segments—the Kansas City portion and the non-Kansas City portion. In addition, report the total number of people served outside the metropolitan area.

If an unduplicated count of participants is not available due to the nature of the program, provide an explanation and reported duplicated figures.

Report data for three years – 2009 actual, 2010 expected (an estimate based on year-to-date data), and the projected level for 2010, 2011 and 2013.

Question 2 – Calculate the average cost per participant by dividing the number of participants into the total program expenses from line 23 of the budget form.

Question 3 – If the program has more than one component, provide a breakdown for 2008 of participants by program component.

Question 4 – Provide an estimate of the percentage of program participants who live in low to moderate income households, as defined by 80% of median income for the metropolitan area, or $42,800. A good faith estimate is acceptable. This data is needed to assist United Way in responding to requests by a growing number of foundation and corporate funders. Your agency's response will be aggregated with that of other agencies. United Way will not share your agency's specific data with any other party.

Section V: Budget Narrative

All budget narrative questions relate to the Program Budget that is a part of the program proposal.
Be sure that information in the budget narrative does not contradict information in the budget.

If your agency has applied for funding in the past, note that there are several new questions in the budget narrative section, including aspects of the question on program service fees and the question on the handling of any program budget surplus or deficit.

Question 10 of the budget narrative provides an opportunity to justify the amount of funding requested by the program. This is particularly important for programs that are seeking a substantial increase in funding or first-time funding.

Program Budget

The Program Budget template is in an Excel spreadsheet. Formulas have been entered in Column E and rows 6a, 14, 22, 23, and 24.

General Budget Information
On this form, provide a summary of the program operating budget for five fiscal periods, with expenses and revenues grouped as provided on the forms. Provide year-end actual financial data for the one fiscal year—either calendar year 2009 or your agency's fiscal year that most closely corresponds. *All budgetary information requested is based on the agency's fiscal year and should only reflect a 12-month period of time.* If the agency's fiscal year began after May 1, 2010, the agency may report the current year data in the proposed budget year column.

Note because the funding proposal covers a three-year grant period, your agency is required to provide projected budget data for 2011, 2012, and 2013. In follow-up reporting next year and in the two subsequent years, you will have the opportunity to submit a revised budget.

The following explanatory notes relate to sections of the program budget form.

Columns A requests year-end financial data and should correspond with your agency's audited financial statements.

Column B requests budget figures that should agree with the organization's current year operating budget.

Columns C, D and E requests figures from the agency's proposed budget for the upcoming fiscal year. If that budget has not yet been completed or approved by the agency's board, a good-faith estimate is acceptable. In addition, you are asked to provide estimates for the two subsequent years.

<u>Public Support and Revenue</u>

Lines 1 though 12 reflect specific sources of revenue. All revenues that do not fall into any of the established categories should be entered in Line 13, Miscellaneous Revenue. Do not include the value of in-kind goods or services, or the value of volunteer support received.

Line 1 – Contributions: Include all individual and corporate contributions. This will include individual contributions that result from direct mail solicitations, in-person solicitations, individual giving, bequests, etc. Do not include United Way donor-designated contributions (Line 5) or individual contributions received though special events conducted by the agency (Line 3). Include donations from corporations, unless given to support a special event (Line 3).

Line 2 –Grants: Include all non-government grants awarded for a specific program or purpose by private and corporate foundations, civic organizations, or other philanthropic or fundraising entities.

Line 3 – Special Events & Product Sales: Include net revenue generated from fundraising events, which are activities for which ticket sales and sponsorships generate funds; and the sale of products or services (not related to the agency's core services), which generate a profit to benefit the agency.

Line 4 – United Way Program Allocation: Report the program allocation from the United Way of Greater Kansas City. For the current year budget, use the figure that was actually allocated, not what was requested. Do not include grant or donor-designated United Way funds. In the Proposed Budget column, you should indicate the program funding requested from United Way of Greater Kansas City for this program for the upcoming fiscal year. <u>This should be the amount that is requested</u>, not an estimate of what may be awarded. The amount requested from United Way for 2011, 2012 and 2013 should be the same, as United Way will award three-year grants in equal amounts.

Line 4a – If the program receives funding from another United Way, report the amount here. If the program receives funding from multiple other United Ways, add the amounts together and report the total in this line.

Line 5 – United Way & CFC Donor-Designated Contributions: Funds contributed to the United Way campaign, which were earmarked by donors for receipt by the agency. Include the net designations received by your agency (after administrative charges) from the United Way campaign and the Combined Federal Campaign that are applied to the program.

Line 6 – United Way Special Grants: Include revenue received through United Way-sponsored special grants, which are typically awarded on a one-time basis and focused on specific issues.

Line 6a – Total United Way Funding: The total of United Way of Greater Kansas City program allocation, designations, and grants. Formula totaling lines 4, 5 & 6. In the web-based budget form, this subtotal line is not on the form as the figure is calculated automatically.

Line 7 – Contracts & Grants from Government Agencies: Funds that are received through local, state, or federal government funding sources through any of a variety of mechanisms, including grants, contracts, and fees for service (excluding Medicaid and Medicare).

Line 8 – Membership Dues: Include revenue generated from payment by individuals that provides access, for a period of time, to the agency's facilities and/or services.

Line 9 – Fees Paid by Program Clients: Payment for specific services made by the program participant. Payments made by a third party on behalf of the participant, such as a government agency, should be reported on Line 10.

Line 10 – Medicaid/Medicare and other Third Party Payments: Payment for specific services by a third party, on behalf of the recipient of services, such as Medicaid and Medicare payments private insurance, or other fees made on behalf of a client by a third party, such as scholarships paid by a third party.

Line 11 – Investment Income: Income on investments of restricted or unrestricted funds. This may include income earned from endowments or cash reserves.

Line 12 – Funds from previous year: Include revenues from the previous year used for program operations in the current year.

Line 13 – Miscellaneous Revenue: Any revenue generated from sources other than those included in the above line items. These sources include non-program fees received by an agency for such activities as consulting or administrative services performed by the agency or work performed by clients in a sheltered workshop program run by the agency.

Line 14 – Total Support and Revenue: Formula totals Lines 1 through 14. In the web-based budget form, this "total" line is not on the form as the figure is calculated automatically.

<u>Expenses</u>

Lines 15 through 20 reflect specific categories of expenditures which are defined below. All other costs should be summarized on Line 21, "All Other Expenses". **Do not include depreciation as an expense.**

Line 15 – Compensation: Include total salaries, benefits, payroll taxes and other compensation-related expenses.

Line 16 – Occupancy & Related: Include all direct operating expenses related to housing the agency and its programs; i.e., rent, utilities, property maintenance, etc.

Line 17 – Professional Fees & Contract Services: Include the cost of all contract services. This may include auditing, accounting services, consulting services, program contract personnel, etc.

Line 18 – Staff Training & Development: Include the cost of all staff training and development activities, including related travel expenses.

Line 19 – Affiliations, Accreditations, & Licensing: The costs associated with dues to national affiliate organizations or accrediting bodies, and state or local licensing bodies.

Line 20 – Specific Assistance to Individuals: The value of direct assistance to clients, in the form of cash, vouchers, items purchased, or payments made on behalf of a client to a third party, such as a utility company. This line item is exclusively for money or items, not services, provided to clients; i.e., emergency assistance, foster care payments to parents, etc.

Line 21 – All Other Expenses: Include all expenses that do not fall into any of the above categories. This would include such expenses as supplies, postage, liability insurance, equipment and equipment maintenance, etc. Do not include depreciation expenses.

Line 22 – Sub-Total Expenses: a formula totals Lines 15 through 21.

Lines 22a & 22b -- Proration of Management and Fundraising: Report the portion of total agency expenses in each category that are associated with the program.

Line 23 – Total Expenses: A formula totals Lines 15 through 22b. In the web-based budget form, this "total" line is not on the form as the figure is calculated automatically.

Line 24 – Net Surplus (Deficit): A formula calculates the difference between Line 14 and Line 23. In the web-based budget form, this "surplus/deficit" line is not on the form as the figure is calculated automatically.