

Working Together to Improve Lives and Make Lasting Change



Combined Funding Application

Issued by
Montgomery County Board of County Commissioners
(on behalf of Human Services Levy Council, Family and Children First Council,
Homeless Solutions Policy Board, and Frail Elderly Services Advisory Committee)
and
United Way of the Greater Dayton Area

for:
Health and Human Services

to begin
July 1, 2017

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1. COMBINED FUNDING APPLICATION OVERVIEW

SECTION 1.A. PURPOSE

The Montgomery County Board of County Commissioners (Montgomery County) and United Way of the Greater Dayton Area Board of Trustees (UWGDA) are requesting applications for funding for the delivery of collective impact initiatives addressing health or human services for the residents of Montgomery County in alignment with the Joint Strategic Plan (available online at www.mcoho.org/hspd).

This Combined Funding Application (Application) is issued on behalf of the Montgomery County Human Services Levy Council (HSLC), the Montgomery County Family and Children First Council (FCFC), the Montgomery County Frail Elderly Services Advisory Committee (MCFESAC), the Homeless Solutions Policy Board (HSPB), and United Way of the Greater Dayton Area (UWGDA).

This Application consists of two parts: 1) Letter of Intent, and 2) Full Application (by invitation). Responders may submit applications in alignment with the goals of the Joint Strategic Plan, the Homeless Solutions Plan, or provide Frail Elderly or Core Safety Net services.

SECTION 1.B. BACKGROUND

In 2012, Montgomery County and UWGDA issued its first combined request for proposals in a movement toward a collective impact model for health and human services and other human services.

In 2014, Montgomery County and UWGDA completed a Community Needs Assessment (www.mcoho.org/hspd, see FCFC Strategic Planning) to gain both a qualitative and quantitative snapshot of the community and the needs faced by our residents.

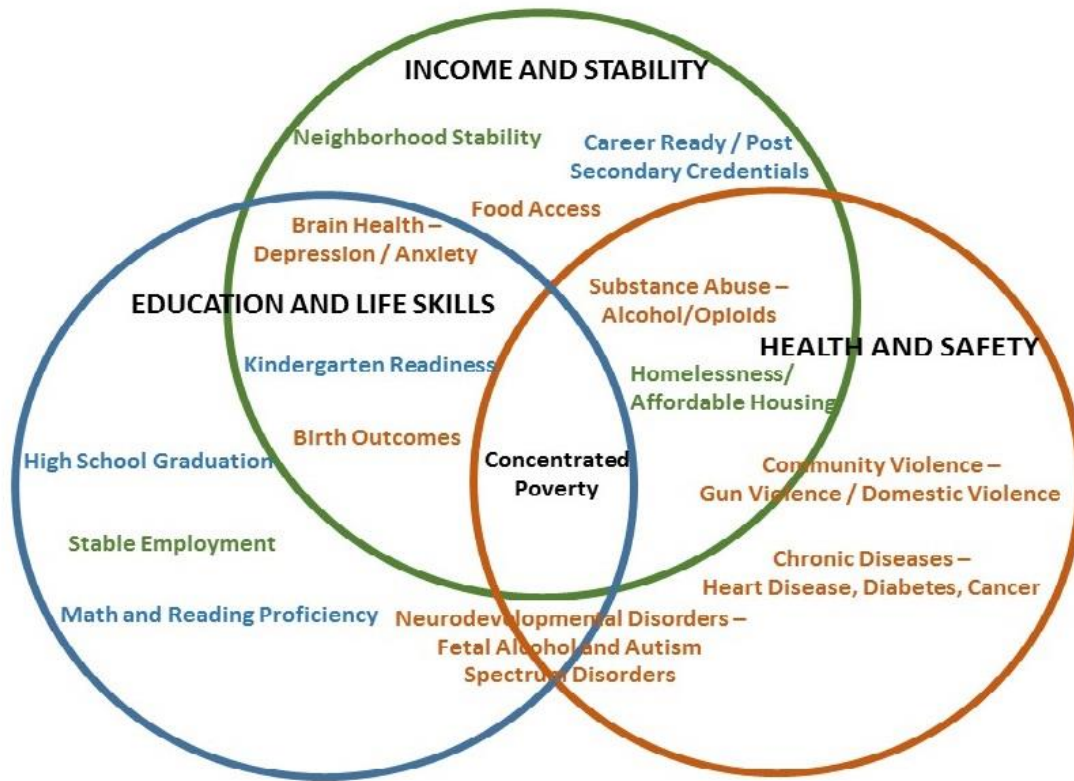
During 2015 and 2016, a Joint Strategic Plan was created identifying priority areas based on the Community Needs Assessment and subsequent focus groups, panel presentations, work groups, public polling, and additional research. In addition, research-based best practices in our community and communities around the country were identified as possible solutions to address the priorities.

Montgomery County and UWGDA have traditionally funded services in the focus areas of Education and Life Skills, Income and Stability, and Health and Safety. A result of the strategic planning process was to acknowledge that many individuals utilizing human services in our community face many issues in multiple focus areas. A priority of this Application is to identify programs that not only deliver specific services but also engage in collaborative efforts to achieve positive outcomes addressing the whole person's needs across these focus areas.

The following diagram depicts the focus areas and their respective priorities identified by stakeholders. Representing the connection and crossover between focus areas, some priorities are printed in the colors of their primary focus area but appear within a different focus area. Worth noting is that concentrated poverty is at the point where the focus areas converge. The goal of the Joint Strategic Plan is to address an individual's needs so they may achieve their potential and have a decent quality of life. For many in our community, concentrated poverty exists because there is disparity in the resources, programs, and services available to them. To address this, equity should be a lens through which

applicants draft their applications. Additionally, in addressing the needs of the whole person, applicants should identify primary and secondary focus areas that are targeted by their programs.

Focus Areas and Priorities



There are many priorities, as depicted above. However, this Application does not address all of them. Some are being addressed through existing initiatives with other sources of funding. These include Brain Health, Substance Abuse, Birth Outcomes, Chronic Disease, and Gun Violence. In areas such as Neurodevelopmental Disorders and Neighborhood Stability, further research is needed to identify evidence-based practices to address them.

Background information, identification of FCFC, MCFESAC, HSPB, and UWGDA priorities, focus areas, initiatives and other documentation are available at the following websites:

- www.montgomerycountymontgomeryindicators.org
- www.mcoho.org/hspd (see FCFC Strategic Planning and Homeless Solutions)
- www.LiveUnitedDayton.org

In addition, for information about the collective impact model local training conducted in August 2016 please visit the www.mcoho.org/hspd website.

SECTION 1.C. APPLICANT ELIGIBILITY

Organizations seeking funding through this combined funding application:

- Must be a 501(c)(3) non-profit, tax exempt organization
- Must provide a health or human service
- Must provide services in Montgomery County
- Must be in existence for at least one year
- Must not proselytize or use religious content as part of the services for which funding is requested
- Must not engage in political activity with the funds
- Must be registered to do business in the State of Ohio
- Must be current on all taxes
- Must not be a government organization or special purpose unit of government

SECTION 1.D. JOINT STRATEGIC PLAN PRIORITIES AND SERVICES BEING SOUGHT

The following pages in this section convey the selected priorities, strategies, community indicators and proposed measures that have emerged from the strategic planning process. More detailed information about the priorities can be found at www.mcoho.org/hspd (see the FCFC Strategic Planning link).

Evidence-Based Practice

To identify potential strategies for our community, local researchers looked for evidence-based practices with published, peer-reviewed research that demonstrated the effectiveness of the practice at achieving desired results.

Evidence-based practice (EBP) is the use of systemic decision-making processes or provision of services which has been shown, through available scientific research, to consistently improve measurable client outcomes. Instead of tradition, gut reaction, or single observations as the basis for making decisions, EBP relies on data collected through research and accounts for individual client characteristics and clinician/ provider expertise. (University of Washington Department of Psychiatry and Behavioral Sciences). Most importantly, the evidence-based practice should yield the desired results.

Evidence-based practices should:

- 1) Respond to an identified community need.
- 2) Identify literature demonstrating best-practice activities and positive results.
- 3) Be a practice/activity that is applicable locally and can be replicated.
- 4) Demonstrate that local results are consistent with the best-practice results.
- 5) Include continuous improvement in its program evaluation.

The Letter of Intent and full Application should demonstrate an agency's ability to implement an evidence-based practice with goals and outcomes that directly relate to achieving progress in one of the priority areas. Performance should support the corresponding community indicator, and reduce disparities that exist for the target population. Strategies should also have a secondary impact in at least one of the other focus areas of Education and Life Skills, Income and Stability, and Health and Safety.

SERVICES BEING SOUGHT – Core Services, General, Frail Elderly, Homeless and Housing Supported Services (see each respective section of the Application for more information)

Core Safety Net Services – Essential services that help individuals manage an immediate crisis and emergency needs by providing food, shelter, medical care, and freedom from violence:

- **Emergency food:** helps individuals access nutritious food and avoid hunger
- **Medical Care:** assistance to the uninsured/under-insured for prescriptions, medical supplies for chronic diseases, and emergency dental needs
- **Emergency freedom from violence:** protects individuals from violence and provides immediate access to resources
- **Emergency shelter** – immediate overnight shelter (this does not include case management or other supported housing programs)

General Supported Services - Specific to the Joint Strategic Plan focus areas and priorities, collective impact initiatives are sought for the following:

Education and Life Skills	
Priority	Community Indicators
Kindergarten Readiness	Kindergarten Readiness Assessment Scores
Elementary Reading Proficiency	3 rd Grade Reading test scores
Middle School Math Proficiency	8 th Grade Math test scores
High School Graduation	4-year Longitudinal Graduation Rate
Career-Ready / Post-Secondary Credentials	Educational Attainment; College Enrollment; College Persistence; College Graduation

Income and Stability	
Priority	Community Indicators
Stable Employment	Percentage Working 35+ hours for 40+ weeks; Unemployment; Median Household Income; Employment Rate for Persons with a Disability

Health and Safety	
Priority	Community Indicators
Food Access	Food Insecurity
Community Violence – Domestic Violence	Domestic Violence Deaths; Substantiated Child Abuse

Homeless and Housing Supported Services – for non-emergency programs and services that align with the Joint Strategic Plan and the 10-year Plan to Reduce Homelessness.

Frail Elderly Supported Services – Frail Elderly Supported Services intended for those age 60 and over.

SUMMARY OF PRIORITY AREAS, COMMUNITY-LEVEL OUTCOMES AND MEASURES

Priority Area	Community-Level Outcome and Why It Matters	Population Level Measures
<p align="center">Kindergarten Readiness</p>	<p>60% of children will be kindergarten-ready <i>A significant percentage of Montgomery County children do not have the skills required for kindergarten when they start. Local research indicates that to have an 87% probability of earning a proficient score on the third grade reading test requires a KRA score of at least 18 to 21. Where children start has an impact that cannot be negated by more time in school.</i></p>	<p align="center">Kindergarten readiness assessment (KRA) scores</p>
<p align="center">3rd Grade Reading Proficiency</p>	<p>100% of children will have 3rd grade reading proficiency <i>Too many Montgomery Students are unable to reach the proficient levels in reading by critical points in their elementary school years. There is substantial evidence that proficiency test scores in elementary and middle school are predictive of high school dropout rates. In addition, the proficiency tests themselves are markers of other issues in students' lives, such as food insecurity.</i></p>	<p align="center">Ohio Department of Education 3rd grade reading proficiency</p>
<p align="center">8th Grade Math Proficiency</p>	<p>100% of children will have 8th grade math proficiency <i>Too many Montgomery Students are unable to reach the proficient levels mathematics by 8th grade. There is substantial evidence that proficiency test scores in middle school are predictive of high school dropout rates. In addition, the proficiency tests themselves are markers of other issues in students' lives, such as food insecurity.</i></p>	<p align="center">Ohio Department of Education 8th grade math proficiency</p>
<p align="center">High School Graduation</p>	<p>Increase high school graduation rate to 95% <i>High School graduation is critical as an entree to further education and stable employment opportunities. In Montgomery County, only 4 out of every 5 (79.7%) students who entered 9th grade four years earlier graduate from high school. High school drop outs have a very difficult time sustaining even a low-wage job, and earning an income that can sustain family life is problematic.</i></p>	<p align="center">Ohio Department of Education 4-Year longitudinal</p>
<p align="center">Career Ready/ Post Secondary Credentials</p>	<p>60% of adults between ages 25 and 64 will have a college degree or post-high school credential, 90% of high school graduates will enroll in some type of post-secondary education <i>By 2020, 46% of jobs in Montgomery County will require a degree, while about 34% of adults have a degree. Considering all credentials, 63% of jobs will require at least a post-high school credential. Given that many people start college, but do not earn a degree, certificates are attainable and they also “pay,” (e.g., monthly earnings for those with less than a high school education are \$1,920 with no other credential and \$2,419 with a professional certification or license). A certificate is also a stepping-stone to college.</i></p>	<p align="center">Ohio Department of Education Educational attainment, college enrollment, college persistence, college graduation</p>
<p align="center">Food Access</p>	<p>Reduce food insecurity <i>Many communities lack access to affordable, quality food including fruits, vegetables, whole grains, low fat milk, and other items that comprise a healthy diet. Hunger and food insecurity have been linked to chronic diseases, behavioral problems, poor academic performance, and more.</i></p>	<p align="center">Feeding America Survey</p>
<p align="center">Domestic Violence</p>	<p>Reduce the number of domestic violence homicides <i>Domestic violence is the most common form of violence, especially against women. Domestic violence is a major contributor to poor mental and physical health of victims. Children who experience violence are likely to be violent themselves.</i></p>	<p align="center">Montgomery County Coroner report</p>
<p align="center">Stable Employment</p>	<p>Increase the number of individuals who have employment stability. (Increase median household income) <i>*Census figures indicate that over 55,000 working-age Montgomery County residents last worked over five years ago or never worked. The living wage for Montgomery County is reported to be \$9.55/hour for one adult and \$19.92/hour for one adult and one child. The impact of advancing one educational attainment level for 10% of Montgomery County adults ages 25-34 who currently have no post-secondary education would generate over \$13 million in increased earnings annually.</i></p>	<p align="center">Bureau of Labor Statistics Job availability rate Unemployment rate Census Bureau Median income</p>

60% of children will be kindergarten-ready.

Percentage of students scoring in the “Demonstrating Readiness” band on the Kindergarten Readiness Assessment (KRA).

A significant percentage of Montgomery County children do not have the skills required for kindergarten when they start. Local research indicates that to have an 87% probability of earning a proficient score on the third grade reading test requires a KRA score of at least 18 to 21. Where children start has an impact that cannot be negated by more time in school.

Goal #2:

Children ready to learn when entering kindergarten

Any strategy included in a funding request must be evidence-based:

- Promote preschool attendance
- Parent engagement in child’s education
- Mental health services for children

Best Practice Measures:

- # of children by category/ number of classrooms (infants, toddlers and preschoolers) enrolled
- # of parents/guardians who participate in engagement activities
- # of children who receive a developmental screening by age 3
- # of children who are referred to any intervention assessment/service

Programs seeking funding for this goal must report on the following measures:

- # of children who are scheduled full time attend a minimum of 85% of their scheduled days
- # of children that attend part time attend a minimum of 85% of their scheduled days

Mandatory Long Term Outcome and Indicator Year End Measurement:

- # of children who are age ready for Kindergarten who score in Band 3 demonstrating readiness (270-298)
- # of children who are age ready for Kindergarten who score in Band 2 approaching readiness (258-269)
- # of children who are age ready for Kindergarten who score in Band 1 emerging readiness (202-257)
- # of children who are age ready for Kindergarten who score on track for Language and literacy

Priority Area: 3rd Grade Reading Proficiency
Sector Leader Entity: Learn To Earn Dayton

100% of children will have 3rd grade reading proficiency Percentage of 3 rd -grade public school students passing reading achievement. <i>Too many Montgomery Students are unable to reach the proficient levels in reading and by critical points in their elementary school years. There is substantial evidence that proficiency test scores in elementary and middle school are predictive of high school dropout rates. In addition, the proficiency tests themselves are markers of other issues in students' lives, such as food insecurity.</i>	
Goal #1 Increase student attendance rates at school	Goal #2 Expand quality of out-of-school (after school and summer) learning opportunities
<p>Any strategy included in a funding request must be <u>evidence-based</u>:</p> <ul style="list-style-type: none"> Promote school attendance Parent engagement in child's education Provide weekly tutoring and/or daily homework help (tutoring must be administered by a certified teacher, homework help can be provided by program staff). Good nutrition and mental/ physical health promotion mentoring Increase parental awareness of impact of chronic absenteeism on academic attainment. 	<p>Any strategy included in a funding request must be <u>evidence-based</u>:</p> <ul style="list-style-type: none"> Mentoring Reading with parent outreach Volunteer readers Independent reading component Promote school attendance Reading curriculum pre and post reading assessments Parent engagement in child's education Asset development for youth Provide weekly tutoring and/or daily homework help (tutoring must be administered by a certified teacher, homework help can be provided by program staff). Good nutrition and mental/ physical health promotion
<p>Suggested Best Practice Measures:</p> <ul style="list-style-type: none"> average daily attendance for any program # of parents/guardians who participate in engagement activities # of children matched with mentor 	<p>Best Practice Measures:</p> <ul style="list-style-type: none"> average daily attendance for any program # youth served by grade # students reading independently each day during programming # of children matched with mentor
<p>Programs seeking funding for this goal <u>must</u> report on the following measures:</p> <ul style="list-style-type: none"> # of youth with attendance rate of 85% program or better 	<p>Programs seeking funding for this goal <u>must</u> report on the following measures:</p> <ul style="list-style-type: none"> # of youth attending 85% of programming or more
<p>Mandatory Long Term Outcome and Indicator Year End Measurement:</p> <ul style="list-style-type: none"> # of children demonstrating growth in reading on an annual pre/post test (all grades) (program) # proficient in 3rd grade reading; (Parent or district) # of youth demonstrating 93% school attendance or better; (report card/district) # of children promoted to the next grade level (report card, district, parent) 	

Priority Area: 8th Grade Math Proficiency
Sector Leader Entity: Learn To Earn Dayton

100% of children will have 3rd grade reading and 8th grade math proficiency.* Percentage of 3 rd -grade public school students passing reading achievement test and 8 th -grade public school students passing math achievement test. <i>*Too many Montgomery Students are unable to reach the proficient levels in reading and mathematics by critical points in their elementary school years. There is substantial evidence that proficiency test scores in elementary and middle school are predictive of high school dropout rates. In addition, the proficiency tests themselves are markers of other issues in students' lives, such as food insecurity.</i>	
Goal #1 Increase student attendance rates at school	Goal #2 Expand quality of out-of-school (after school and summer) learning opportunities
Any strategy included in a funding request must be <u>evidence-based</u>: <ul style="list-style-type: none"> • Promote school attendance • Parent engagement in child's education • Provide weekly tutoring and/or daily homework help (tutoring must be administered by a certified teacher, homework help can be provided by program staff). • Good nutrition and mental/ physical health promotion • mentoring • Increase parental awareness of impact of chronic absenteeism on academic attainment. • Prevention components (drug, pregnancy, life skills, violence/anger management, etc.) 	Any strategy included in a funding request must be <u>evidence-based</u>: <ul style="list-style-type: none"> • Mentoring • Independent reading component • Promote school attendance • Math curriculum pre and post math assessments • Asset development for youth and Parent engagement in child's education • Provide weekly tutoring and/or daily homework help (Algebra or math focused, tutoring must be administered by a certified teacher, homework help can be provided by program staff). • Good nutrition and mental/ physical health promotion • Prevention components (drug, pregnancy, life skills, violence/anger management, etc.) • Facilitate ongoing communication and information to parent/caregivers on requirements for OGT, PSAT, ACT, and SAT.
Suggested Best Practice Measures: <ul style="list-style-type: none"> • average daily attendance for any program • # of parents/guardians who participate in engagement activities • # of children matched with mentor 	Best Practice Measures: <ul style="list-style-type: none"> • # youth served by grade • # students reading independently while in the program • average daily attendance for any program • # taking 8th grade algebra course • # increased internal and external assets
Programs seeking funding for this goal <u>must</u> report on the following measures: <ul style="list-style-type: none"> • # of youth attending 85% of programming or more 	Programs seeking funding for this goal <u>must</u> report on the following measures: <ul style="list-style-type: none"> • # of youth attending 85% of programming or more
Mandatory Long Term Outcome and Indicator Year End Measurement: <ul style="list-style-type: none"> • # and % of children showing growth in math on pre/post test; • # proficient in 8th grade math; • # and % of children promoted to the next grade level • # of youth demonstrating 93% school attendance or better; (report card/district) 	

Priority Area: High School Graduation
Sector Leader Entity: Learn To Earn Dayton

Increase high school graduation rate to 95%*
**High School graduation is critical as an entree to further education and stable employment opportunities. In Montgomery County, only 4 out of every 5 (79.7%) students who entered 9th grade four years earlier graduate from high school. High school drop outs have a very difficult time sustaining even a low-wage job, and earning an income that can sustain family life is problematic.*

<p align="center">Goal #1</p> <p align="center">Increase student attendance rates in school</p>	<p align="center">Goal #2</p> <p align="center">Decrease school dropout rates</p>	<p align="center">Goal #3</p> <p align="center">Reclaim youth that drop out of school</p>
<p>Any strategy included in a funding request must be <u>evidence-based</u>:</p> <ul style="list-style-type: none"> • Dropout prevention for teenage mothers • Mentoring • Academic support and enrichment; Dropout prevention and recovery • Targeted intervention for chronic truancy • Asset development for youth • Good nutrition and mental/ physical health promotion • Prevention components (drug, pregnancy, life skills, violence/anger management, etc) • Community volunteerism • Student exposure to post-secondary opportunities 	<p>Any strategy included in a funding request must be <u>evidence-based</u>:</p> <ul style="list-style-type: none"> • Dropout prevention for teenage mothers • Mentoring • Academic support including attainment assessments (OGT Prep and remediation) • Dropout prevention and recovery curriculum • Good nutrition and mental/ physical health promotion • Prevention components (drug, pregnancy, life skills, violence/anger management, etc) • Community volunteerism • student exposure to post-secondary opportunities 	<p>Any strategy included in a funding request must be <u>evidence-based</u>:</p> <ul style="list-style-type: none"> • Mentoring • Academic support and enrichment (GED, Literacy, Math) • Dropout recovery curriculum • Targeted intervention for chronic truancy • Good nutrition and mental/ physical health promotion • Prevention components (drug, pregnancy, life skills, violence/anger management, etc) • Student exposure to post-secondary opportunities • Community volunteerism
<p>Best Practice Measures:</p> <ul style="list-style-type: none"> • # of parents/guardians who participate in FAFSA completion, ACT and SAT informational meetings and registration, college night • # served by grade • # who take ACT or SAT assessments • # completing FAFSA forms • # increased internal and external assets • # student exposure to post-secondary opportunities 	<p>Best Practice Measures:</p> <ul style="list-style-type: none"> • # of parents/guardians who participate in FAFSA completion, ACT and SAT informational meetings and registration, college night • # served by grade • # who take ACT or SAT assessments • # completing FAFSA forms • # increased internal and external assets • # students exposure to post-secondary opportunities 	<p>Best Practice Measures:</p> <ul style="list-style-type: none"> • # of parents/guardians who participate in FAFSA completion, ACT and SAT informational meetings and registration, college night • # served by grade • # who take ACT or SAT assessments • # completing FAFSA forms • # increased internal and external assets • # students exposure to post-secondary opportunities

<p>Programs seeking funding for this goal <u>must</u> report on the following measures</p> <p># of youth attending 85% of programming or more</p>	<p>Programs seeking funding for this goal <u>must</u> report on the following measures:</p> <p># of youth attending 85% of programming or more</p>	<p>Programs seeking funding for this goal <u>must</u> report on the following measures:</p> <p># of youth attending 85% of programming or more</p>
<p>Mandatory Long Term Outcome and Indicator Year End Measurement:</p> <ul style="list-style-type: none"> • # of enrolled seniors that graduate • # of enrolled that move on to the next grade • # of youth demonstrating 93% school attendance or better; (report card/district) 		

Priority Area: **Career Ready/Post-Secondary Credentials**

Sector Leader Entity: **Learn To Earn Dayton/Montgomery County Development Services – Workforce Division**

60% of adults between ages 25 and 64 will have a college degree or post-high school credential, 90% of high school graduates will enroll in some type of post-secondary education.*

Percentage of population (25 or over) with an Associate’s degree of higher.

** By 2020, 46% of jobs in Montgomery County will require a degree, while about 34% of adults have a degree. Considering all credentials, 63% of jobs will require at least a post-high school credential. Given that many people start college, but do not earn a degree, certificates are attainable and they also “pay,” (e.g., monthly earnings for those with less than a high school education are \$1,920 with no other credential and \$2,419 with a professional certification or license). A certificate is also a stepping-stone to college.*

<p align="center">Goal #1</p> <p align="center">Increase the number of high school graduates completing college</p>	<p align="center">Goal #4</p> <p align="center">Increase the number of high school graduates completing credentials/certification program</p>
<p>Any strategy included in a funding request must be <u>evidence-based</u>:</p> <ul style="list-style-type: none"> • Career Academics • Programs to increase college enrollment • Comprehensive Case Management • Assistance with financial aid application completion • Mental Health First Aid and Trauma Focuses Training • Dropout Prevention and Recovery Curriculum • Mentoring 	<p>Any strategy included in a funding request must be <u>evidence-based</u>:</p> <ul style="list-style-type: none"> • Training Certificates and credential programs • Comprehensive Case Management • Assistance with financial aid application completion • Programs to increase college retention • Comprehensive case management • Mental Health First Aid and Trauma Focuses Training • Mentoring
<p>Best Practice Measures:</p> <ul style="list-style-type: none"> • # participants enrolled in college • # attendance sustained in program • # participants who graduated from college 	<p>Best Practice Measures</p> <ul style="list-style-type: none"> • # of credentialed individuals • # referrals to WIOA or other JFS Work Ready Program • # participants who completed a certification or degree program • # of individuals who started work-skills training • # of individuals who complete the training
<p>Programs seeking funding for this goal <u>must</u> report on the following measures:</p> <ul style="list-style-type: none"> • # making progress towards individual education plan 	<p>Programs seeking funding for this goal <u>must</u> report on the following measures:</p> <ul style="list-style-type: none"> • # making progress towards individual education plan
<p>Mandatory Long Term Outcome and Indicator Year End Measurement:</p> <ul style="list-style-type: none"> • # higher educational degree • # credential or certificate attained 	

Priority Area: **Food Access**

Sector Leader Entity: **Food Policy Coalition, Hall Hunger Initiative, Public Health–Dayton & Montgomery County (PHDMC)**

Reduce food insecurity by 1/3 by 2019. Percentage of people experiencing lack of access, at times, to enough food. <i>*Many communities lack access to affordable, quality food including fruits, vegetables, whole grains, low fat milk, and other items that comprise a healthy diet.</i> Hunger and food	
Goal #1 Increase food security	Goal #2 Improve quality, affordability, and nutrition of available food
Any strategy included in a funding request must be <u>evidence-based</u>: <ul style="list-style-type: none"> • Community and school-based gardens • Mobile farmer’s markets for seniors • Education about public benefits of food security • Neighborhood food co-ops • Food kitchens (nutrition and cooking education) • Out of school time meal programs 	Any strategy included in a funding request must be <u>evidence-based</u>: <ul style="list-style-type: none"> • Community and school-based gardens • Mobile farmer’s markets for seniors • Neighborhood food co-ops • Food kitchens (nutrition and cooking education) • Out of school time meal programs
Best Practice Measures <ul style="list-style-type: none"> • # of community and school-based gardens • # participants attending educational events (nutrition and cooking education) • # pound of food produced, distributed, or sold 	Best Practice Measures <ul style="list-style-type: none"> • # served • # of community and school-based gardens • # participants attending educational events (nutrition and cooking education) • # pound of food produced, distributed, or sold
Programs seeking funding for this goal <u>must</u> report on the following measures: <ul style="list-style-type: none"> • # served 	Programs seeking funding for this goal <u>must</u> report on the following measures: <ul style="list-style-type: none"> • # served
Mandatory Long Term Outcome and Indicator Year End Measurement: <ul style="list-style-type: none"> • # reporting improved access to food • # who report having increased food security 	

Priority Area: **Domestic Violence/Intimate Partner Violence**

Reduce the number of domestic violence homicides

Deaths in Montgomery County due to domestic violence

Domestic violence is the most common form of violence, especially against women. Domestic violence is a major contributor to poor mental and physical health of victims.

Goal #4

Reduce domestic violence homicides

Any strategy included in a funding request must be evidence-based:

- Trauma informed care
- Train community and first responders
- Victim advocacy
- Safety planning
- School based violence prevention
- Domestic violence prevention, outreach
- Legal Assistance
- Child Victim advocacy

Best Practice Measures:

- # trained community members
- # of trained first responders
- # referred to legal
- # court advocate support
- # increased understanding and use of non-violent conflict resolution skills assessment
- Assessment of knowledge of cycles of violence pre/post test

Programs seeking funding for this goal must report on the following measures:

- # adult victims served
- # child victims served
- # reporting no new instance of violence
- # of adult victims with a safety plan

Mandatory Long Term Outcome and Indicator Year End Measurement:

- # deaths in Montgomery County due to domestic violence
- # who achieved personal goal in victim advocacy plan/ safety plan

Priority Area: Stable Employment
Sector Leader Entity: Development Service - Workforce

Increase the number of individuals who have employment stability.*
 Percentage working full-time 40 or more weeks.**Census figures indicate that over 55,000 working-age Montgomery County residents last worked over five years ago or never worked. The living wage for Montgomery County is reported to be \$9.55/hour for one adult and \$19.92/hour for one adult and one child. The impact of advancing one educational attainment level for 10% of Montgomery County adults ages 25-34 who currently have no post-secondary education would generate over \$13 million in increased earnings annually.*

<p align="center">Goal #1 Increase employability of Montgomery County residents</p>	<p align="center">Goal #2 Reduce Barriers to Employability and Advancement</p>
<p>Any strategy included in a funding request must be <u>evidence-based</u>:</p> <ul style="list-style-type: none"> • Support clients in removing multiple or complex barriers to employability • Evidence based case management curriculum • Coordinate various services an individual needs to sustain employment • Manage the individual's progress with pre/post test • Aid in acquiring/collect Personal identification documents (ID, SS card, Birth Certificate, Car Insurance,) • Aid in acquiring/collect bankable eligibility • Set individual long term employability goals • increase knowledge and awareness of income opportunities and predictable benefit changes • create stable employment plan • increase knowledge and access ATOD prevention/intervention, good nutrition and physical/mental health services (acquire glasses, dental care, etc.) 	<p>Any strategy included in a funding request must be <u>evidence-based</u>:</p> <ul style="list-style-type: none"> • Support clients in removing multiple or complex barriers to employability • Evidence based case management curriculum • Coordinate various services an individual needs to sustain employment • Provide direct linkages with local service providers • Aid in acquiring/collect Personal identification documents (ID, SS card, Birth Certificate, Car Insurance,) • Aid in acquiring/collect bankable eligibility • Set individual goals and monitor progress • increase knowledge and awareness of income opportunities and predictable benefit changes • increase knowledge and access ATOD prevention/intervention, good nutrition and physical/mental health services (acquire glasses, dental care, etc.) • create stable employment plan
<p>Best Practice Measures:</p> <ul style="list-style-type: none"> • # of individuals with a successful common work ready assessment • # of participants assessed as needing continued training • # of participants enrolled in remediation reading or math • # of participants who are bankable • # of individuals n contact with case manager post-employment 	<p>Best Practice Measures:</p> <ul style="list-style-type: none"> • # of individuals with a successful common work ready assessment • # of participants assessed as needing continued training • # of individuals in contact with case manager post-employment • # of participant enrolled in GED

Programs seeking funding for this goal must report on the following measures:

- # of individuals who improved their employability skills as evidenced by employment assessment pre/post testing
- # of participants referred to Montgomery County Development Services Workforce Division
- # of participants referred back to its originating program for additional preparation or case management
- # of participants with an individual stable employment plan

Mandatory Long Term Outcome and Indicator Year End Measurement:

- # of individuals referred to Montgomery County Development Services for employment
- # of individuals assessed as having all employment barriers met

Mandatory Long Term Outcome and Indicator Year End Measurement:

- # of individuals referred to Montgomery County Development Services for employment
- # of individuals assessed as having all employment barriers met

SECTION 1.E. COLLECTIVE IMPACT OVERVIEW



Montgomery County and the United Way of the Greater Dayton Area desire to implement collective impact to address community priorities.

With the community, Montgomery County and United Way desire to:

- Set clear, shared goals aimed to improve community conditions;
- Track and utilize trends and data related to identified community indicators;
- Convene and align resources to move the needle on community priorities;
- Increase community-wide capacity to address specific issues; and
- Seek and encourage mutual accountability for measuring progress and outcomes.

Applicants must collaborate with other agencies to implement the collective impact framework:

1. Identify a common agenda – All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon action.
2. Agree to shared measurements - Data and other results are consistently measured across all participants ensuring efforts remain aligned and participants hold each other accountable.
3. Implement mutually reinforcing activities – Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
4. Continuous and open communication among partners and with the Strategic Coordinators is needed to build trust, assure mutual objectives, and appreciate common motivation.
5. Strategic Coordinators are organizations that have been identified to utilize their expertise and capacity to work in its respective priority area, monitor data/results, and coordinate the efforts of other agencies and organizations in alignment with the common agenda related to each priority area.

Following is a list of the strategic coordinators for the following priority areas:

Priority	Strategic Priority Coordinators
Food Access	Food Policy Coalition, Hall Hunger Initiative, Public Health–Dayton & Montgomery County (PHDMC)
High School Graduation	Learn to Earn Dayton
Elementary Reading and Middle School Math Proficiency	Learn to Earn Dayton
Stable Employment	Montgomery County Development Services - Workforce Division
Kindergarten Readiness	Learn to Earn Dayton
Community Violence - Domestic Violence	To be determined
Homelessness/Affordable Housing	Homeless Solutions Policy Board
Career Ready / Post-Secondary Credentials	Learn to Earn Dayton, Montgomery County Development Services – Workforce Division

Some collective impact initiatives are already under way and can provide a model for how agencies can work together to address common goals. These include the Community Overdose Action Team in response to the opioid substance abuse crisis in our community, and the ongoing efforts of the Homeless Solutions Policy Board and its Continuum of Care.

Collaboration is more than joint referrals between programs. Within a collective impact initiative, collaboration involves multiple organizations and individuals (including members of the target population) coming together to implement the collective impact practices to address a community need. Applicants should demonstrate they are working with other organizations on common strategic priorities, using shared leadership and evidence-based practices within a collaborative project.

Successful applicants will demonstrate:

Collaboration – Collaboration with several organizations demonstrating current, new, and/or innovative evidence-based practices to address strategic priorities; implementing scalable programs that can be replicated throughout Montgomery County; targeting concentrated poverty and underserved populations.

Implementation Plan – Utilize evidence-based practices to develop a clearly defined program model that includes program activities, and client benefits while demonstrating commitment to shared measurement.

Outcomes – Demonstrate a clear plan to achieve the desired results across multiple focus areas. Each priority area comes with a mandatory long-term outcome consistent with the priority area’s community

indicator. Successful applicants will demonstrate how program results include secondary benefits across all focus areas (Education and Life Skills, Health and Safety, and Income and Stability).

Leadership/Capacity – Demonstrate an established history and experience serving Montgomery County residents with results and a clear benefit to the community. While successful applicants will have identified a lead agency, shared leadership is an important component of collective impact, and is reflected by who is “at the table”. A project steering committee consisting of representation from the program collaborators is a good example of shared leadership.

SECTION 1. F. QUALITY PROGRAM STANDARDS

In addition to organizations implementing evidence-based practices, Montgomery County and United Way of the Greater Dayton Area expect that applicants will operate quality programs.

These quality standards are based on research about the characteristics of programs that produce positive outcomes. They are designed to support the diverse array of program models and providers. A quality program is exemplified by the following characteristics:

1. **Well-defined Program Goals and Client Outcomes.** Programs should set clearly defined program goals and positive outcomes for which they hold themselves accountable when evaluating their effectiveness.
2. **Research-Supported and Structured Programming.** The highest quality programs are structured with explicit goals and include activities supported by research and implemented to fidelity.
3. **Sustained Attendance.** Programs that contain quality components are more likely to result in increased participation. Quality programs should include policies and staff practices that ensure a minimum participation rate of 85%.
4. **Trained Staff.** Programs should utilize trained staff and volunteers with passing background screens. Programs should continuous improvement standards and professional development training that includes cultural/diversity competence.
5. **Promotes Family Involvement.** Programs should integrate meaningful family involvement and strengthen the relationships between staff, consumers and caregivers/family members to help ensure program success. The best programs set expectations and communicate with consumers and/or caregivers on a regular basis.
6. **Develops Positive Supportive Relationships.** Programming should support the development of quality relationships between staff and consumers/families, relationships among program participants, relationships among program staff, and relationships with community partners and other organizations.
7. **Builds Community Partnerships.** Partnerships with community organizations allow programs to leverage other resources. Effective partnerships also provide consumers with multiple constructive environments.

8. **Diverse Program Participants.** The makeup of a program's consumers should be a mix of socio-economic and/or cultural backgrounds. Successful programs will demonstrate intentional outreach strategies in areas of concentrated poverty and known disparities.
9. **Promotes Safety, Health, and Wellness.** Excellent programs go beyond the minimum health and safety standards. Programs should have enough space, supervision, and psychological and physical security. Program policy and staff practices should ensure effective and timely response to health or safety concerns.
10. **Ongoing Evaluation and Continuous Quality Improvement.** Frequent assessment, both informal and formal, and regular evaluation, both internal and external, are necessary to refine and sustain quality programming. Programs should use a variety of evaluation tools for self-assessment and to determine effectiveness in meeting program outcomes.

SECTION 1.G. MANDATORY APPLICATION SESSIONS

Two **MANDATORY** Combined Funding Application Review Sessions will be held on **Monday, January 23, 2017** from 1:30 p.m. to 3:30 p.m. at the University of Dayton River Campus, 1700 South Patterson Blvd. Dayton, OH 45409 and **Wednesday, January 25, 2017** from 8:30 a.m. to 10:30 a.m. at the Montgomery County Business Solutions Center, 1435 Cincinnati Street, Dayton, OH 45417. The Application will be reviewed and discussed. Questions will be answered and information regarding the Combined Funding Application process will be provided at this time.

Attendance is required for at least ONE of these two Mandatory sessions by any/all agencies that will apply for funding through this Combined Funding Application process. Any agency that is not represented in attendance in at least ONE of these two Mandatory Sessions will not receive access to the on-line system for submission of the Letter of Intent.

Applicants will receive pertinent information regarding Application completion, submission and deadlines. Not attending a session will serve as a basis for failure to meet the Combined Funding Application requirements.

SECTION 1.H. APPLICATION REVIEW PROCESS

1. All applicants are required to submit a Letter of Intent and accompanying organizational and financial documents. Upon review of the Letters of Intent and organizational financial documents, organizations satisfactorily meeting the Application requirements and who demonstrate capacity to perform the proposed scope of work, as determined according to the included scoring rubric, will be invited to submit a full Application.
2. Upon submission each full Application will be assessed based on the responses to the Application questions, utilizing the corresponding scoring rubric included in the Application.
3. Montgomery County and United Way of the Greater Dayton Area staff will work collaboratively to bring forth recommendations to the FCFC, MCFESAC, HSPB and UWGDA

Community Partners Council. These community-based volunteer committees will make the final selections and funding amounts which will be forwarded to the next approval level.

4. The FCFC, MCFESAC, HSPB and UWGDA reserve the right to contact or meet with any applicants for clarification of the Letter of Intent and/or Application submitted.
5. Final awards and agreements are subject to the sole respective discretion of the Montgomery County Board of County Commissioners and United Way of the Greater Dayton Area Board.

SECTION 1.I. RESULTS OF THE APPLICATION REVIEW

The resulting decisions of the review process will be provided as timely as possible to each organization that submits an application. Additionally, approval of funding by the Montgomery Board of County Commissioners and United Way of the Greater Dayton Area Board will be shared with the community.

SECTION 1.J. LIMITATIONS OF APPLICATION FUNDING

All Combined Funding Applications submitted are subject to the following limitations:

1. This application does not commit Montgomery County, Human Services Levy Council, Frail Elderly Services Advisory Committee, Homeless Solutions Policy Board, Family and Children First Council or United Way of the Greater Dayton Area to award an agreement or pay **any** costs incurred in the preparation of an application.
2. Montgomery County, Human Services Levy Council, Frail Elderly Services Advisory Committee, Homeless Solutions Policy Board, Family and Children First Council and United Way of the Greater Dayton Area reserve the right to accept or reject any and all applications received.
3. Montgomery County, Human Services Levy Council, Frail Elderly Services Advisory Committee, Homeless Solutions Policy Board, Family and Children First Council and United Way of the Greater Dayton Area reserve the right to negotiate any and all services, unit costs, activities, evaluation details, any other details, and final award amounts with any and all applicants.
4. All Applications are subject to open public records laws. Applications should not contain proprietary information. The protection of applications by copyright or patenting provisions will not be permitted in this process, or after funding awards, and may serve as the basis for rejection at any time.

All Applications submitted seeking **Montgomery County General Supported Services and Frail Elderly Supported Services** funding are subject to the following additional specific limitations:

1. Funds may be expended only for the direct delivery of services to Montgomery County Residents.
2. **No** funds may be used or applied to capital expenses, equipment purchases, or for fund raising expenses.

A list of allowable and unallowable expenses can be found in the Appendix of this application.

Homeless Solutions providers may be subject to additional requirements in compliance with other funding sources.

SECTION 1.K. REQUIREMENTS FOR AWARDED PROGRAMS

If the applicant is awarded a contract as a result of this combined application process, the organization must assure or provide the following:

- Periodic program and financial reports - the specifics and due dates will be explained at the time the award is granted
- Assurance of liability coverage with Montgomery County, and/or United Way of the Greater Dayton Area named as an additional insured
- Assurance that client confidentiality is protected
- Timely submission of semi-annual and annual program evaluation reports
- Program staff will be available for on-site visits from program and contract monitoring staff from Montgomery County and United Way of the Greater Dayton Area
- Program information will be included in United Way's HelpLink 2-1-1 database

Specific to organizations awarded Montgomery County funding:

- Must be registered as a vendor with Montgomery County at vgov.mcoho.org
- Must be current on payment of all taxes
- Monthly invoices and supporting documentation for reimbursable services are required for payment from Montgomery County

SECTION 1.L. LENGTH OF FUNDING

All agreements resulting from this process will be subject to certain timing guidelines.

1. Selected applications may be awarded multi-year agreements up to and including five years beginning July 1, 2017.
2. Selected agreements will be negotiated collaboratively but executed with each collaborative partner, independently by funding source.

SECTION 1.M. APPLICATION SUBMISSION TIMELINE & INSTRUCTIONS

Information specific to the Priorities, Strategies and Common Measures identified in the Strategic Plan are contained in this Combined Funding Application. Proposed services in alignment with the Joint Strategic Plan must be evidence-based and part of a collective impact project. In addition, applicants may submit other evidence based strategies for consideration if they meet the specific criteria in the definition of evidence-based practices in Section 1.D. (Joint Strategic Plan Priorities and Services Being Sought) of the Application. Questions in the Application will be specific to the types of strategies used, populations served, types and use of data collection tools, and alignment of services with other community programs and systems. There will also be specific questions asking applicants to identify the relationship of their proposed services to the three focus areas and their interconnectedness and how they address the conditions of Collective Impact. Application questions can be found in the respective section for which applicants are seeking funding (see the table contents).

The Application process consists of two parts with Part 2 dependent on successful completion of Part 1.

Part 1 is a Letter of Intent

Part 2 is the Full Funding Application (submission by invitation only)

Combined Funding Application Section Comparison

	Core Safety Net Services	General & Frail Elderly Supported Services	Homeless Supported Services
Two Part Application: Part 1: Letter of Intent Part 2: Full Funding Application (by invitation only)	Same	Same	Same
Financial Information Required	Same	Same	Same
Collaborative Projects	Not Required	Required	Required
Project Evaluation	Program Outcome Measurement	Program Outcome Measurement	HMIS Data Collection (APR & System Performance Measures)
Submission Protocol	ANDAR System	ANDAR System	PDF Email Submission
Reviewers/Review Process	Staff/ PPEC (Homeless Safety Net Services)/ UWGDA - CPC	Staff/MCFESAC/ UWGDA - CPC	PPEC/ HSPB Executive Committee
Funding Available	Levy & United Way & ESG	Levy, United Way	Levy, United Way, ESG HOME

Part 1 – Letter of Intent

Potential applicants must submit a Letter of Intent and organizational financial documentation (Section 1.N). The Letter of Intent and supporting documentation will serve as tools for Montgomery County and United Way to review proposed program services and the organizational capacity to deliver the proposed services.

Core Safety Net, General, Homeless, and Frail Elderly Services	Timeline
Release of Request for the Letter of Intent	January 18, 2017
Mandatory Sessions to Review Application (Applicants must attend one session)	January 23 and 25, 2017
Online Submission of Questions with Answers posted online	January 24 - February 17, 2017
Final Posting of Answers	February 22, 2017
Letter of Intent Due	March 3, 2017
Notification sent to Organizations	No later than March 31, 2107

1. **All applicants must first submit a Letter of Intent.** Agencies collaborating on a project should submit ONE letter describing their collaborative project. Agencies providing core safety net services may submit individual Letters of Intent specific to the core safety net services. Letters of Intent are due by 5:00 p.m. **March 3, 2017.**
2. **The Letter of Intent must be completed and submitted electronically, in the format provided, through UWGDA’s Andar system.** All required sections of the Letter of Intent and any required documents or attachments must be included in the electronic submission. **(Homeless Solutions providers do not need to submit their applications in the Andar System. Homeless Solutions providers will create a pdf of their Letter of Intent and submit it to hspd@mcoho.org by the established deadlines.)**
3. Attendees of the Mandatory Application Review Sessions will receive Log-in information to submit the Letter of Intent. Additional log-ins may be requested after January 26, 2017 by contacting jointrfinfo@dayton-unitedway.org.
4. Questions concerning the Letter of Intent or a proposed project may be submitted to hspd@mcoho.org from January 23, 2017 through February 17, 2017. Answers to questions received will be posted to www.mcoho.org/hspd (select Funding and click on the Combined Funding Application link) or visit www.dayton-unitedway.org/communityimpact. The deadline to submit questions is February 17, 2017. The final posting of answers will occur by, or on February 22, 2017.

Technical assistance questions about the Andar system may be submitted to jointrfinfo@dayton-unitedway.org.
5. **Completed Letters of Intent and the financial documents must be submitted in Andar by Friday, March 3, 2017 at 5:00 p.m. This process includes printing and emailing a pdf of the signed Letter of Intent Signature Page to jointrfinfo@dayton-unitedway.org by March 3, 2017.**
6. Late Letters of Intent **will not** be accepted or considered.

7. Faxed or hand delivered Letters of Intent **will not** be accepted. The Letter of Intent Signature Page may be hand delivered by March 3, 2017 at 5:00 p.m. to United Way of the Greater Dayton Area, 33 West First Street, Suite 500, Dayton, OH 45402 (receipts will not be provided).
8. **Only those applicants who are successfully selected through the Letter of Intent process will be invited to complete a Full Application for requested services to begin July 1, 2017. An invitation to submit the full application does not guarantee funding.**

Part 2 – Full Application

Organizations that are selected to complete a Full Application will be notified and required to respond according to the following timeline. The Full Application is to be completed by ALL organizations seeking funding through this combined funding application process. In the Full Application all agencies seeking funding will answer questions related to the overall project. Applicants will also address their specific program design, target population, and program evaluation measures articulating short, intermediate, and long-term outcomes.

1. **The Full Applications must be completed and submitted electronically, in the format provided, through UWGDA’s Andar system.** All required sections of the Full Application and any required documents or attachments must be included in the electronic submission. **(Homeless Solutions providers do not need to submit their applications in the Andar System. Homeless Solutions providers will create a pdf of their Application for submission to hspd@mcoho.org by the established deadlines.)**
2. Questions concerning the Application may be submitted to hspd@mcoho.org from April 3, 2017 through April 17, 2017. Answers to questions received will be posted to www.mcoho.org/hspd (select Funding and click on the Combined Funding Application link) or visit www.dayton-unitedway/communityimpact. The deadline to submit questions is April 17, 2017. The final posting of answers will occur by, or on April 21, 2017.

Technical assistance questions about the Andar system may be submitted to jointrfpinfo@dayton-unitedway.org.

3. **Only those applicants who are successfully selected through the Letter of Intent process will be invited to complete a Full Application for requested services to begin July 1, 2017. An invitation to submit the full application does not guarantee application funding.**

Core Safety Net, General, Homeless, and Frail Elderly Services	Timeline
Invitation to submit Full Application	No later than March 31, 2017
Online Submission of Questions with Answers posted online	April 3 – April 17, 2017
Final Posting of Answers	April 21, 2017
Applications Due	April 28, 2017
Funding Decisions Announced	No later than May 31, 2017

The Montgomery County Board of County Commissioners, Human Services Levy Council, Montgomery County Family and Children First Council, Montgomery County Frail Elderly Services Advisory Committee, and United Way of the Greater Dayton Area reserve the right to reject any application that does not follow one or more of the Submission Requirements or guidelines expressed within this Application.

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SECTION 1.N. REQUIRED ORGANIZATIONAL DOCUMENTATION FOR ALL APPLICANTS

Please use this list as a checklist. Homeless providers should submit the following documents to hspd@mcoho.org by **5:00 p.m. March 3, 2017**. ALL other applicants seeking funding are required to submit the following documents to jointrfpinfo@dayton-unitedway.org by **5:00 p.m. March 3, 2017**.

Audit - Most recent audited Financial Statements. Service Providers are expected to obtain an audit of their Financial Statements within six months of the end of their fiscal year. The audit is expected to be done within Generally Accepted Accounting Principles. The Audit must have a year-end **no older than 12/31/2015**. If your agency does not complete an audit, please provide a written explanation.

Management Letter – If the most recent audit had a management letter (also known as internal control deficiency letter) with it, please submit a copy of that management letter and organization’s formal response. (A management letter is a detailed letter from the auditor that is usually addressed to the board of directors or the audit committee. It presents weaknesses identified during the audit and offers recommendations to address them.)

Tax Return - Most recent IRS Form 990 or 990EZ. The tax return must have a year-end **no older than 12/31/2015**).

NOTE: You MUST SUBMIT an IRS Form 990/990EZ unless your organization is a church or other house of worship, and thus not required by the IRS to file a return. This exemption DOES NOT apply to general faith-based nonprofit service organizations.

Current Budget - Most current Board-approved budget with comparison of previous year and current year-to-date actual revenues and expenditures.

Board Roster – Most current roster of your Board of Directors indicating those who are officers, members of the Executive Committee, and all standing committees.

Unaudited Financial Statements – Most recent financial statements, no earlier than December 2016, should include a Statement of Financial Position (Balance Sheet) and Statement of Activities (Income Statement).

Patriot Act Compliance – If the Service Provider receives United Way funds and donations, in compliance with the USA PATRIOT (Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism) Act and other counterterrorism laws, the United Way requires that each Service Provider certify that United Way funds and donations will be used in compliance with all applicable anti-terrorist financing and asset control laws, statutes, and executive orders.

Disclosures – Please list any major changes and/or circumstances, fraud, litigation, investigation, or other related occurrences since your most recent audit that would affect the financial health of your organization. If there are not any disclosures, please indicate such when completing the form online.

Diversity Statement – Please confirm your organization has a diversity statement and an EEO statement/policy. You will be asked to submit these prior to being awarded funding.

IRS Determination Letter - Most recent IRS determination letter. **This document is required only if an applicant agency is not currently receiving funding from Montgomery County or United Way.**

SECTION 1.O. AGENCY DOCUMENTATION REVIEW

Montgomery County and United Way of Greater Dayton Area will use this review form to determine if Applicants have submitted all required financial information and to what extent the information demonstrates institutional capacity for the organization to perform the work proposed in the Application.

Agency Name:	Staff:
Audit Date (mo/day/year):	Date Completed:

Audit	YES/NO
Did the agency submit an audit?	Yes/No
Was the year end covered in the audit no older than fiscal year end 12/31/2015)	Yes/No
Is there a management /internal control letter included with the audit?	Document Included? Yes/No
If there is a management letter included, is it absent of any material weaknesses and/or significant deficiencies?	Yes/No
If there is a management letter included, was it absent of a “going concern”?	Yes/No
If there is a management letter included, was it absent of an adverse opinion and/or a disclaimer opinion?	Yes/No
Does the auditor’s report indicate that the agency complies with all GAAP (generally accepted accounting principles)?	Yes/No
Is the auditor’s report an “unqualified” opinion?	Yes/No
Liquidity: Does the agency have 20 days of cash or more?	Yes/No
Program Expenses: Is the percentage 70% or more?	Yes/No
Comments:	

Agencies will be assigned one of the following ratings based on review of their audits:

Class 1 – Clean audit with no findings or material weaknesses, financially stable, positive net worth, positive cash flow, operated with a net profit for the year

Class 2 – Negative cash flow or operated with a net loss for the year

Class 3 – There were findings or citations for material weaknesses

Class 4 – The organization is financially unstable – insolvent, negative net worth

Class Rating _____

Organization Review (continued)

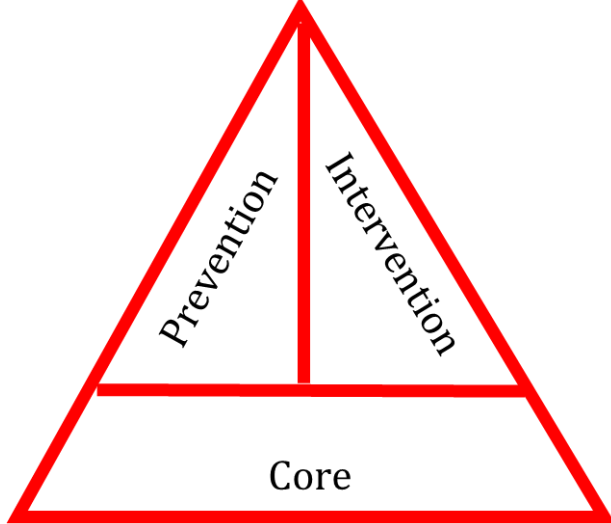
The agency also provided the following required documents:

990	
Did the agency submit a 990 or 990EZ? NOTE: Churches are exempt from filing a 990. If applicant agency is a church, select NO, but enter comments in the section below indicating that the agency is a church.	Yes/No
Was the year end covered in the 990/990EZ no older than fiscal year ending 12/31/2015)	Yes/No
Agency Operating Budget	
Did the agency submit an annual operating budget, with comparison to previous year and current year to date actual revenues and expenditures? (2017 budgeted, 2016 actuals)	Yes/No
Board Governance	
Did the agency submit a current Board roster, indicating officers and membership on the Executive or Leadership committee and on all standing committees?	Yes/No
Unaudited Financials	
Did the agency submit unaudited financial statements dated no earlier than December 2016	Yes/No
USA PATRIOT Act Compliance	
Did the agency indicate that they comply with all areas of the Patriot Act?	Yes/No
Disclosures	
Is the agency absent of any disclosures that would negatively impact current financial health?	Yes/No
Diversity Statement	
Did the agency confirm it has a diversity statement and EEO statement/policy it will be able to submit before being awarded a contract?	Yes/No
IRS Determination Letter	
Did the agency submit an IRS determination letter showing a non-profit status? (Required for agencies not currently funded by the United Way or Montgomery County)	Yes/No
Agency Score An agency will receive a "fail" if any (other than highlighted areas) areas are checked "no". If an agency receives a Fail here, or is designate as Class 4 (above), it is ineligible for further consideration.	Pass/Fail
COMMENTS	

2. CORE SAFETY NET SERVICES

SECTION 2.A. DEFINITION OF CORE SAFETY NET SERVICES

A collection of health and human services designed to provide a foundation of well-being for low income and other vulnerable populations creates the “safety net”. The intention of the safety net is to catch people when they fall and is generally intended to be temporary. The often complex composition of service changes over time based on community and individual needs.



Core services answer the most immediate crisis and emergency needs by providing food, shelter, medical care and freedom from violence. Without meeting these basic needs, it is clear that the individual, family and community level of need and cost would escalate dramatically.

Intervention services create opportunities to reverse hardship, reduce the level of need and move toward stability.

Prevention services provide strategies to build individual, family and community level strength and invest in future risk reduction.

Services are sought for the following:

Core Safety Net Services – essential services that help individuals manage an immediate crisis and emergency needs by providing food, shelter, medical care, and freedom from violence:

- **Emergency food:** helps individuals access nutritious food and avoid hunger
- **Medical care:** assistance to the uninsured/under-insured for prescription assistance, medical supplies for chronic diseases, and emergency dental assistance
- **Emergency freedom from violence:** protects individuals from violence and provides access to immediate crisis hotline and resources
- **Emergency shelter** – this is for shelter only and does not include case management or supportive housing programs

SECTION 2.B. LETTER OF INTENT CONTENT FOR CORE SAFETY NET SERVICES

1. Contact information for the applicant organization
2. A Program name
3. Financial Information and Required Documentation (see Documentation Checklist in Section 1N)
 - a. Estimated cumulative total program revenues from all funding sources
 - b. Total amount being requested from the Human Services Levy and/or United Way
4. Program Narrative
 - a. Provide a 25 word description of the program
 - b. Provide a program summary, of no more than 300 words, describing the community need and target population being addressed. Provide a summary of program content or services being offered to meet the identified need. Identify any organizations with which you partner to serve clients in this program.
 - c. Program Goals and Benefits: What are the major goals of this program? What are the benefits (outcomes) for the clients? (no more than 300 words)
 - d. Identify the projected unduplicated number of individuals to be served by the program.
5. Print and email a pdf of the signed Letter of Intent Signature Page to jointrfpinfo@dayton-unitedway.org by March 3, 2017.

****Financial documents required in Section 1.N. must be emailed to jointrfpinfo@dayton-unitedway.org by 5:00 p.m. March 3, 2017. ****

SECTION 2.C. LETTER OF INTENT SCORING RUBRIC – CORE SAFETY NET SERVICES

Title of Program: _____

- | | | |
|---|-----|----|
| 1. Are all areas of the Letter of Intent complete? | Yes | No |
| 2. Was the Letter of Intent received on or before the due date? | Yes | No |
| 3. Were all supporting documents emailed? | Yes | No |
| 4. Is the Human Services Levy or United Way funding request identified? | Yes | No |
| 5. Was the number of unduplicated clients identified? | Yes | No |
| 6. Is there a signed signature page? | Yes | No |

If the above requirements have been met, proceed to the scoring rubric. If you answered “no” to any the above questions, the Letter of Intent will not be considered for further review.

The following scale will be used by reviewers to rank responses to the Letter of Intent

0 - Not at all, 1 – Not Adequately, 2 – To Some Extent, 3 – To a Good Extent, 4 – Completely

Question	Score	Comments
Is the estimated cumulative total program revenue from all funding sources correct?		
Did the applicant include the Total amount being requested from the Human Services Levy and/or United Way?		
Is the 25 word description of the program clear and understandable?		
Does the program summary describe the community need and target population being addressed by this program?		
Does the program summary describe how the services will be provide and who they will provide the services to?		
Did the applicant identify any organizations with which they will partner with to serve clients in this program?		
Are the program goals and client benefits clearly defined? Will they measure a positive change in the client?		
Did the applicant identify the projected unduplicated number of people to be served by the program?		

Total Score _____

An applicant in Core Services must receive a score of 21 out of 32 to continue to be invited to complete the Full Application.

SECTION 2.D. FULL APPLICATION QUESTIONS FOR CORE SAFETY NET SERVICES

Program Description

- 1) Program Goals and Benefits: What are the major goals of this program and what are the benefits (outcomes) for the clients?
- 2) Provide a brief summary description (300 words)
- 3) Identify the level of service the proposed program provides (Prevention, Early Intervention, Intervention, Treatment)
- 4) How long has the program been in existence?
- 5) Discuss the accomplishments from the last two years. Use outcome data to provide details of success. If a new program, demonstrate the agency's capacity to administer this program.
- 6) Provide a timeline for implementation.
- 7) Identify how the project will be sustained beyond the period for which funding is requested and what other funding has been sought and committed to this program.

Target Population

- 1) Describe the target population served by this program. List your criteria and/or eligibility guidelines used for serving this target population.
- 2) Describe the individual client assessment/intake process used to determine individual client needs, including when and how the assessment(s) will be administered.
- 3) Describe the criteria used to determine when clients should receive additional or different services than those proposed.

Statement of Need

- 1) Describe the need or community benefit this program will address. Provide evidence of the need or community benefit using local information and/or documentation.
- 2) Explain any changes in service availability in recent years.
- 3) Identify any barriers faced by the client group(s) you serve.

Collaboration

- 1) How and with whom will the organization collaborate on this particular program/project? Please describe each organization's role.
- 2) How is your program different from similar existing projects at other organizations? How does your program complement these other programs?

Evaluation

- 1) Identify how customer satisfaction will be evaluated including what tools will be used.
- 2) Complete the program outcome measurement system components identifying short-term, intermediate and long-term outcomes in chronological order. (Please refer to the *Measuring Program Outcomes Manual* or training PowerPoint for examples of complete logic models).
 - a. Inputs
 - b. Activities/outputs / output numbers
 - c. Outcomes Statements
 - d. Indicators/ measurement numbers/ data/measurement details
- 3) Include project demographic information for the target population and all those served by the program.

Budget

Following are examples of budget line items. Some may not be applicable to your program. All organizations seeking funding should complete an agency budget, program budget, and county expenditure budget (explaining which lines and amount of the Supported Services or Frail Elderly request will be used to cover which expenses).

	Agency Budget	Program Budget	County Expenditure Budget
REVENUE			
Supported Services Request			
Frail Elderly Request			
United Way Request			
All Government			
Private Support: Foundations; Corporations; Major Gifts			
Organization Support and Revenue-assigned to this program			
Program Generated Support (Program Service Fees; Client fees)			
Fund Raising & Special Events (Gross)			
Contributions by Affiliated Organizations			
United Way Donor Designations/Federated and/or Charitable Campaigns			
Other Earned Income (i.e. interest income)			
INCOME TOTAL			
EXPENSES			
Salaries - All			
Payroll Taxes			
Employee Benefits			
Supplies			
Telephone/Telecommunications			
Postage/Shipping			
Equipment Rental/Maintenance			
Printing/Publications			
Travel			
Certification/License Fees			
Training/Conferences/Meetings			
Program Related Insurance			
Occupancy/Utilities			
Total Client Assistance			
Miscellaneous			
Fund Raising Expense			
Payment to Affiliated Organizations			
All Other Indirect Expenses			
Consultants/Professional Services			
EXPENSE TOTAL			

Budget Narrative

- 1) Explain how UW/County funding will be used.
- 2) What changes will be made to the program if you receive less than you requested?
- 3) How will these changes affect program outcomes?
- 4) Will these funds leverage additional resources? If yes, explain.
- 5) Please explain any consultation expenses reported in your budget.
- 6) Please explain any details of in-kind support.
- 7) Please identify special events and fundraisers.

Unit of Service

- 1) Proposed unit of service definition.
- 2) Proposed unit cost.
- 3) How many proposed units from July 1, 2017 – June 30, 2018

SECTION 2.E. FUNDING APPLICATION SCORING RUBRIC FOR CORE SAFETY NET SERVICES

The following scale will be used by reviewers to score the Full Application for Core Safety Net Services:

0 - Not at all, 1 – Not Adequately, 2 – To Some Extent, 3 – To a Good Extent, 4 – Completely

Questions	Score	Comments
PROGRAM DESCRIPTION		
Are the major goals of this program clearly stated? Are the benefits (outcomes) for the clients achievable?		
Does the program summary clearly describe the intent of this program?		
Will this program provide intervention or prevention services?		
Do the previous program results demonstrate a successful program design and service provision? If this is a new program, is the program design achievable?		
Does the program have a plan for sustainability beyond the grant period?		
TARGET POPULATION		
Does the application describe the target population and where they live?		
Does the project identify how they will attract clients to participate with a collaborative program within the project? Will there be intention outreach activities for the most vulnerable Montgomery County residents?		
STATEMENT OF NEED		
Is the community need and overall benefit to the community clearly stated? Does the community need relate to the stated priority area?		
Are the changes in services this target population needs clearly identified? Has the program identified barriers to client success?		
COLLABORATION		
Will the program collaborate with other service providers? Is there a clear plan of how these collaborations will occur?		
Is the program unique and of have a niche that complements other program services in the community?		
EVALUATION		
Does the program have enough staff and volunteers to deliver the program?		
Do the program activities and the number of people that participate in those activities demonstrate a well-planned program and plan for client success?		
Do the program outcomes build on each other? (short term success leads to intermediate success which leads to long term success)		
Does the program expect an adequate number of people to participate in the program and be measured in the indicator statements?		
Is the number of clients expected to reach the long term outcome achievable?		
BUDGET		
Are the funds requested reasonable		
Does the unit of service cost multiplied by the proposed number of unit to be delivered by the program equal the total cost of the program budget?		
Can the program perform the services if the program receives less funding than they requested?		

Total Score possible 76

TOTAL _____

3. GENERAL SUPPORTED SERVICES

SECTION 3.A. LETTER OF INTENT CONTENT

A complete Letter of Intent for General Supported Services should include the items below. Questions for applicants providing Core Safety Net, Frail Elderly, or Homeless Services can be found in their respective sections within the application.

1. Contact information for the lead organization submitting the Letter of Intent
2. A project name
3. Project Summary – Provide a project summary of no more than 250 words
4. Financial Information
 - a. Estimated cumulative total project revenues and expenses from all sources for all collaborators
 - b. Total amount being requested from the Human Services Levy and/or United Way by each collaborative program
5. Project Narrative
 - a. Common agenda: Explain how this project will address an identified community priority(ies) which aligns with the current joint strategic plan. Please describe how this common agenda project will address one or more focus area: education and life skills, income and stability, and health and safety.
 - b. Target population: Identify the specific population and geographic areas that will be served by this project. Please include how these collaborative services and outreach activities will address equity and work to eliminate disparities and concentrated poverty barriers faced by the target population.
 - c. Mutually reinforcing activities: Outline the project activities. You must include how project activities and evidence-based strategies will be delivered. Please use the Collaboration section of the Letter of Intent (below) to identify individual program roles/activities.
 - d. Shared measurements: What are the client and community benefits this project will accomplish? How are they better off after receiving services. Please describe the positive changes that will occur. Please discuss these positive changes in chronological order ending with the long-term outcome.
 - e. Does the project include evidence-based strategies? Identify the model(s) and cite sources that support the model(s).
 - f. Does the project have a Logic Model? Each organization will be asked to submit a logic model if invited to complete the Full Application.

6. Collaboration – Each collaborating partner (regardless of funding request) should:
 - a. Identify their strategy and role in the project.
 - b. State whether their role is confirmed or potential.
 - c. Identify their Human Services Levy or United Way funding request, if any.
 - d. Identify the number of individuals their strategy will serve.
 - e. Provide the required organizational documentation per the Checklist in Section 1.N. for all partners seeking funding in this Application.
7. Print and email a pdf of the signed Letter of Intent Signature Page to jointrfpinfo@dayton-unitedway.org by March 3, 2017.

****Financial documents required in Section 1.N. must be emailed to jointrfpinfo@dayton-unitedway.org by 5:00 p.m. March 3, 2017. ****

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SECTION 3.B. LETTER OF INTENT SCORING RUBRIC – GENERAL SUPPORTED SERVICES

Title of Project: _____

- | | | |
|--|-----|----|
| 1. Are all areas of the Letter of Intent complete? | Yes | No |
| 2. Was the Letter of Intent received on or before the due date? | Yes | No |
| 3. Were all supporting documents emailed? | Yes | No |
| 4. Is the Human Services Levy or United Way funding request identified by each collaborator? | Yes | No |
| 5. Was the number of unduplicated clients identified by each collaborator? | Yes | No |
| 6. Is the signature page signed by all the collaborators? | Yes | No |

If the above requirements have been met, proceed to the scoring rubric. If you answered “no” to any the above questions, the Letter of Intent will not be considered for further review. The following scale will be used to score the responses to the Letter of Intent:

0 - Not at all, 1 – Not Adequately, 2 – To Some Extent, 3 – To a Good Extent, 4 – Completely

Question	Score	Comments
Is the 25 word description of the program clear and understandable?		
Does the Project Mission meet a Community Priority stated in the Community Indicator list?		
Does the community need addressed by this project align with a Priority Area? Does the project address one or more focus areas? (Education and Life Skills, Health and Safety, and Income and Stability)		
Is the target population and geographic area to be served in Montgomery County? Does the project have a plan to reach people who are the most vulnerable?		
Are the strategies the program collaborators will use evidence-based? Do all the stated collaborators clearly identify what their roles in the project will be?		
Does the project clearly define the benefit to the community and the positive changes that will occur for the clients of the collaborating programs?		
Did the applicant identify any organizations with which they will partner with to serve clients in this program?		
Are the collaborators listed confirmed to participate in the project?		

Total Score _____

An applicant in General Supported Services must receive a score of 21 out of 32 to be invited to complete a Full Application.

SECTION 3.C. FULL APPLICATION FOR GENERAL SUPPORTED SERVICES

This section provides information for the General Supported Services (Collective Impact) application. Application questions for Core Services, Frail Elderly Supported Services, and Homeless and Housing Services can be found in their respective sections of this application.

The following questions appear in the Andar system and should be answered there. For ease of entry, responses may first be generated in Microsoft Word and copied/pasted into the Andar system. (Applicants are encouraged to review their application PDF for spelling, font, and other formatting prior to submission). Successful responders will fully address all questions. Applicants should use N/A where answers are not applicable.

PROJECT DESCRIPTION - The following questions are an extension of those asked in the Letter of Intent and should be completed and submitted by the project's lead agency in coordination with all collaborating programs.

Common Agenda: Impact Strategy Overview

- 1) What Strategic Priority does this project address?
 - a. Provide an overview of this project to orient the reader to the situation and community need, and how it will address one or more focus area.
 - b. Describe how the project examined local data and engaged with people who have relevant experience and expertise, including members of the population of concern, in selecting the strategy and developing approaches to implementing it based on local conditions and assets.
 - c. How does this project address important underlying issues or the root causes of the condition/community need?
- 2) Within the priority, please identify the specific goal(s) this project will achieve.
- 3) How does this common agenda create change in organizations, associations, systems, services, neighborhood characteristics, personal networks, target population, etc.?

Target Population

- 1) Describe the target population this project will serve (defined geographically, demographically, etc.).
- 2) How is the target population identified and recruited? Describe your outreach techniques used to attract clients (including referral networks, client engagement, advertising, etc.).
- 3) Describe how the project will incorporate intentional outreach activities that address equity and work to eliminate disparities and concentrated poverty barriers faced by this target population.

Mutually Reinforcing Activities and Collaborative Elements

- 1) Please describe the mutually reinforcing activities and evidence-based strategies that enable clients to achieve the desired outcome of this project. Explain how the project incorporates prevention and/or intervention approaches and how they are mutually reinforcing.
- 2) How do the activities in this project work together to address critical missing building blocks or other obstacles that keep the population from achieving the intended outcomes/goals?
- 3) How does your project continue to engage the project collaborators, community, and clients in meaningful ways and demonstrate a diversity of stakeholders including client perspectives?
- 4) How does this project effectively leverage existing partnerships/resources in the community?
- 5) How will collaborators have ongoing communication and hold each other accountable for the activities they are contracting to provide?

Shared Measurements

- 1) What are the client and community benefits this project will accomplish? Describe the positive changes that will occur as a result of this project.
- 2) How will this project's collaborators work together to develop common language, common indicators, and shared measurement tools to measure the success of the project and its target population?
- 3) How will this project assess and implement learning and continuous quality improvement practices to ensure progressive excellence? How will you use data to make improvements to this project?

PROGRAM DESCRIPTION (These answers should be completed by each applicant organization)

- 1) Describe the community need your program will address.
- 2) Describe the services/activities this program will deliver as part of the overall project.
 - a. Explain how the program operates including the frequency, average duration, intensity, and location of services.
 - b. How does your program incorporate a client-centered and culturally competent perspective (e.g. has defined policy practices, staff trainings, etc.)?
- 3) Identify the evidence-based strategy this program will utilize. If the strategy this program will utilize is not listed in the Application, enter the name of the strategy and identify the evidence-based research proving successful results. See Section 1.D. of the application for criteria regarding evidence-based strategies.
 - a. Is this strategy prevention or intervention?
 - b. Please describe how your agency's experience and program design make you well equipped to achieve the identified outcome(s).

- c. Can your strategy be scaled to increase impact? If so, how?
 - d. Why is this strategy essential to the success of the common agenda?
- 4) Describe the target population served by this program.
- a. List your criteria and/or eligibility guidelines used for serving this target population.
 - b. Describe the individual client assessment/intake process used to determine individual client needs, including when and how the assessment(s) will be administered.
 - c. Describe the criteria used to determine when clients should receive additional or different services than those proposed.
- 5) How will this program assess and implement learning and continuous quality improvement practices? How will you use data to make improvements to this project?
- a. Describe the goals and benefits to the individual clients/participants. Describe any barriers faced by the target population that keep them from achieving the long term benefit.
 - b. Identify how customer satisfaction will be evaluated including what tools will be used.

Evaluation

- 1) Complete the program outcome measurement system components identifying short-term, intermediate and long-term outcomes in chronological order. (Please refer to the *Measuring Program Outcomes* Manual or training PowerPoint for examples of complete logic models).
 - a. Inputs
 - b. Activities/outputs / output numbers
 - c. Outcomes Statements
 - d. Indicators/ measurement numbers/ data/measurement details
- 2) Include project demographic Information for the target population and all those served by the program.

Budget

Following are examples of budget line items. Some may not be applicable to your program. All organizations seeking funding should complete an agency budget, program budget, and county expenditure budget (explaining which lines and amount of the Supported Services or Frail Elderly request will be used to cover which expenses).

	Agency Budget	Program Budget	County Expenditure Budget
REVENUE			
Supported Services Request			
Frail Elderly Request			
United Way Request			
All Government			
Private Support: Foundations; Corporations; Major Gifts			
Organization Support and Revenue-assigned to this program			
Program Generated Support (Program Service Fees; Client fees)			
Fund Raising & Special Events (Gross)			
Contributions by Affiliated Organizations			
United Way Donor Designations/Federated and/or Charitable Campaigns			
Other Earned Income (i.e. interest income)			
INCOME TOTAL			
EXPENSES			
Salaries - All			
Payroll Taxes			
Employee Benefits			
Supplies			
Telephone/Telecommunications			
Postage/Shipping			
Equipment Rental/Maintenance			
Printing/Publications			
Travel			
Certification/License Fees			
Training/Conferences/Meetings			
Program Related Insurance			
Occupancy/Utilities			
Total Client Assistance			
Miscellaneous			
Fund Raising Expense			
Payment to Affiliated Organizations			
All Other Indirect Expenses			
Consultants/Professional Services			
EXPENSE TOTAL			

Budget Narrative

- 1) Explain how UW/County funding will be used. (See Appendix for allowable costs)
- 2) What changes will be made to the program if you receive less than you requested?
- 3) How will these changes affect program outcomes?
- 4) Will these funds leverage additional resources? If yes, explain.
- 5) Please explain any consultation expenses reported in your budget.
- 6) Please explain any details of in-kind support.
- 7) Please identify special events and fundraisers.

Unit of Service

- 1) Proposed unit of service definition.
- 2) Proposed unit cost.
- 3) How many proposed units from July 1, 2017 – June 30, 2018
- 4) Prior actuals if program previously existed (# of units, cost per unit, definition if different)

SECTION 3.D. - APPLICATION SCORING RUBRIC – GENERAL SUPPORTED SERVICES

This form will be used to evaluate the submitted proposals. Reviewers will rate each section below using the scale this scale:

0 - Not at all, 1 – Not Adequately, 2 – To Some Extent, 3 – To a Good Extent, 4 – Completely

Title of Project: _____ Title of Individual Program _____

	Score	Comments
PROJECT DESCRIPTION		
Common Agenda: Impact Strategy Overview		
Does the project address a priority area? Does the Community need address one or more focus area?		
Does the project address how it selected the strategies to be implemented by the project? Did they talk to experts as well as the target population?		
Will this project address the root causes of the community need?		
Are the goals of the program achievable?		
Will the project create change in local systems, services, neighborhoods, personal networks, clients by using a common agenda?		
Target Population		
Does the application describe the target population and where they live?		
Does the project identify how they will attract clients to participate with a collaborative program within the project? Will there be intention outreach activities for the most vulnerable Montgomery County residents?		
Mutually Reinforcing Activities and Collaborative Elements		
Are the activities of the collaborators mutually reinforcing? Does the project describe how the activities of the program support positive changes in the clients?		
How will the project collaborators work together to identify and remove barriers to client success?		
Did the project clearly describe how as a collective group they will engage one another, the community, and clients of all the collaborative programs in meaning full ways?		
Shared Measurements		
Are the positive changes that will occur to the community and the target population achievable?		

Does the project clearly demonstrate how collaborators in the project will share data and measure the progression of client success?		
Does the project have a plan for how data will be used to make needed changes to the project's collaborative services?		

Total Score Possible 52

TOTAL _____

0 - Not at all, 1 – Not Adequately, 2 – To Some Extent, 3 – To a Good Extent, 4 – Completely

PROGRAM RUBRIC	Score	Comments
Program Description		
Is the community need this program will address aligning with a priority area?		
Do the services of this program align with the overall project design described in the project?		
Does the program have a plan for how they will train program staff?		
Does the program design and experience of agency indicate the capacity needed to deliver these program services?		
Did the program provide examples of how the program could be scaled to help more people?		
Does the program have a plan for how they will continue to evaluate client needs?		
Does the program describe how the program fits with one or more of the community indicators in the common agenda?		
Is the plan for making referrals and connecting with programs to make direct linkages support the collection output and outcome data to share with project collaborators?		
Is the target population in Montgomery County? Are the eligibility requirements adequate?		
Does the program have a curriculum or program plan with clear program activities and a plan to measure how well the clients do with those activities and how they demonstrate positive changes because they participated in the activities?		
Does the customer satisfaction plan adequately measure satisfaction with the program?		

Evaluation		
Does the program have enough staff and volunteers to deliver the program?		
Do the program activities and the number of people that participate in those activities demonstrate a well planned program and plan for client success?		
Do the program outcomes build on each other? (short term success leads to intermediate success which leads to long term success)		
Does the program expect an adequate number of people to participate in the program and be measured in the indicator statements?		
Is the number of clients expected to reach the long term outcome achievable?		
Budget		
Are the funds requested reasonable		
Does the unit of service cost multiplied by the proposed number of unit to be delivered by the program equal the total cost of the program budget?		
Can the program perform the services if the program receives less funding than they requested?		

Total Score possible 76

TOTAL _____

4. HOMELESS AND HOUSING SUPPORTED SERVICES

SECTION 4. A. HOUSING AND HOMELESS SUPPORTED SERVICES OVERVIEW

OVERVIEW

The Homeless Solutions Policy Board, the Montgomery County Board of County Commissioners, the City of Dayton, and the United Way of the Greater Dayton Area are requesting applications for funding for the delivery of collective impact initiatives for individuals and families who are at-risk of homelessness, currently or formerly homeless. The Homeless Solutions Policy Board (HSPB) was created as the “backbone” coordinating organization to implement the *Homeless Solutions Community 10-Year Plan: a Blueprint for Ending Chronic Homelessness and Reducing Overall Homelessness in Dayton and Montgomery County*. The goal of the Homeless Solutions Plan is to transform the homeless system to effectively prevent and end homelessness. Alignment of the public and private resources that fund programs in the homeless system is an essential step towards achievement of a collective impact.

There is a recognition that no one agency alone can end homelessness and therefore a collective impact approach is needed to advance the community-level outcome of reducing the number of households who experience homelessness in Montgomery County. Within a collective impact initiative collaboration involves multiple organizations and individuals (including members of the target population) coming together to implement strategies to address a community need. **Successful applicants will demonstrate they are working with other organizations to address housing instability and homelessness using shared leadership and evidence-based practices.**

The primary purpose of all funding through this Combined Application is to support implementation of the FCFC and United Way Joint Strategic Plan and the Homeless Solutions Plan which can be found on the Montgomery County website at www.mcoho.org/hspd.

FUNDING

This Application requests projects for prevention, street outreach, supportive services, rapid rehousing, permanent supportive housing, and affordable rental housing funded through the funding sources indicated below:

- ❖ Montgomery County Human Services Levy
- ❖ Montgomery County FY2017 Emergency Solutions Grant – Prevention/Rapid Rehousing
- ❖ Montgomery County FY2017 HOME
- ❖ City of Dayton FY2017 Emergency Solutions Grant – Prevention/Rapid Rehousing
- ❖ United Way Community Impact Fund

The Homeless Solutions Policy Board and the funding entities included in this Combined Application will determine the final funding source and amount for selected projects. FY2017 Emergency Solutions Grant and HOME funding is contingent on federal budget appropriations. Programs that receive funding through the Emergency Solutions Grant (<https://www.hudexchange.info/programs/esg/esg-law-regulations-and-notices/>) or HOME (<https://www.hudexchange.info/programs/home/home-laws-and-regulations/>) program must affirm their intent and ability to comply with the federal funding requirements.

ELIGIBLE ACTIVITIES

Funding is available for activities indicated in the following chart. Documented funding match is required for Emergency Solutions Grant and HOME funding, the required match amount is indicated below.

Funding Source	Match Required	Eligible Activities						
		Prevention	Street Outreach	Rapid Rehousing	Transitional Housing	PSH	Supportive Services	Affordable Rental Housing
Levy	--	X	X		X	X	X	
ESG	100%	X	X	X				
HOME	25%			X	X	X		X
United Way	--		X		X			

LETTER OF INTENT AND FULL APPLICATION

The Combined Funding Application process consists of two parts with Part 2 dependent on successful completion of Part 1.

Part 1 is a Letter of Intent

Part 2 is the Full Funding Application (submission by invitation only)

Applicants should answer the questions in the appropriate section of the Combined Funding Application and provide all information requested. All submissions will be evaluated for completeness. Project and program descriptions must be detailed enough to provide accurate descriptions of the work to be done. The anticipated scheduling of significant tasks for accomplishing the objectives must be reasonable, and the budget must be presented in sufficient detail to indicate accuracy of projected costs, including sources of estimated figures. The Homeless Solutions Policy Board and the funding agencies included in this Combined Funding Application reserve the right to contact an applicant for clarification of the submitted letter of intent or full application and to reject any or all submissions.

All applicants must first submit a Letter of Intent. Agencies collaborating on a project should submit ONE letter describing their collaborative project. **Agencies providing Homeless and Housing services should submit Letters of Intent specific to the instructions provided in this Section.**

All projects funded through this Application must comply with the following requirements:

1. All locations at which services or housing funded through this Application are provided must be physically located in Montgomery County and serve people residing in Montgomery County.
2. Selected applicants must comply with applicable local, state and federal laws, regulations, and certifications, and must meet all applicable professional standards.
3. Selected applicants must be equal opportunity employers and provide assurance that no person will be denied services on the basis of race, sex, gender, color, religion, national origin, age or handicap. Facilities and services must be accessible to handicapped persons. (Reference HUD Fair Housing, Equal Opportunity and Equal Access Rules)
4. Selected applicants must ensure the confidentiality of client information.
5. Applicants providing case management services must ensure adherence to Homeless Solutions Case Management and Case Management Supervisors' standards.
6. Selected applicants must participate in the Dayton-Montgomery County Housing/Homeless Management Information System (HMIS). If the applicant does not currently enter information into

HMIS they will have to enter into an HMIS agreement with the Montgomery County Board of County Commissioners. *

7. Selected applicants must participate in the system-wide coordinated entry/front door assessment and referral process (if applicable).*
8. Selected applicants must submit program and fiscal reports as required by their funding entity and be available for on-site monitoring visits.

* Not applicable to affordable housing projects.

Letters of Intent will be accepted for the development and preservation of permanent supportive housing (PSH) and affordable rental housing. PSH projects and affordable rental housing with a set-aside for homeless households will have preference over other affordable housing. All applicants seeking funding for the development of new housing projects must meet with Montgomery County Homeless Solutions staff prior to Letter of Intent submission. Please contact Jenny Lesniak at 225-4631 or lesniakj@mcoho.org to arrange a meeting.

APPLICATION REVIEW

On behalf of Montgomery County, the City of Dayton and the United Way of the Greater Dayton Area, the Homeless Solutions Policy Board will oversee the proposal review process. All submissions in response to this Combined Application will be reviewed by a team of volunteers representing the funding entities with knowledge of the homeless system. The Executive Committee of the Homeless Solutions Policy Board will provide direct oversight of the review process. Staffing support will be provided by each of the funding entities.

1. All applicants are required to submit a Letter of Intent and accompanying organizational and financial documents. Upon review of the Letters of Intent and organizational financial documents, organizations satisfactorily meeting the Application requirements who demonstrate a capacity to perform the proposed scope of work, as determined according to the included scoring rubric, will be invited to submit a full Application.
2. Upon submission, each full Application will be assessed based on the responses to the Application questions, utilizing the corresponding scoring rubric included in the Application.
3. Once the Homeless Solutions Policy Board has approved the funding recommendations, additional approval will be required for programs with specific funding recommendations as indicated below:
 - Montgomery County Human Services Levy funding approved by the Levy Council
 - Montgomery County ESG and HOME funding approved by the Homeless Solutions Policy Board Program Performance and Evaluation Committee and Montgomery County Community Development Advisory Committee
 - City of Dayton funding approved by the Community and Neighborhood Development Advisory Board (CNDAB)
 - United Way funding approved by the United Way Community Partners Council

EVALUATION CRITERIA

I. General Review Criteria

- a. Quality and completeness of proposal.
- b. Consistency with one or more of the four key principles of the Homeless Solutions Plan.
- c. The need or gap the program will fill in the community's homeless system including how the system would be affected by the reduction or loss of this program.
- d. Use of evidence-based practices with clear process to ensure fidelity to the model.
- e. Organizational capacity of the applicant and any partner agencies to successfully implement the proposed project to achieve projected outcomes and in compliance with local and federal requirements; including program outcomes/performance targets specified by the Continuum of Care.
- f. Reasonableness of the proposed budget and cost effectiveness of the project.
- g. Extent and nature partnerships/collaborations. Successful applicants will demonstrate they are collaborating with other organizations to address housing instability and homelessness.
- h. Evaluation process to measure the program's overall quality and client satisfaction with project services.

II. Performance Measures

- a. Reference OH-505 Continuum of Care System Performance Targets, to be released March 2017.

III. Additional Review Criteria For Specific Types of Programs

- a. Development/Preservation of Permanent Supportive Housing (PSH) or Affordable Housing Projects
 - i. Location and suitability of the site for proposed housing. First priority areas for housing will be outside the following areas of concentration: Dayton, Trotwood, Moraine, Harrison Township, Jefferson Township, Kettering and Miami Township.
 - ii. Quality of the construction, rehab or existing building proposed for the housing including provision of handicapped accessible units.
 - iii. Viability of the funding sources proposed for long term operating subsidy to maintain affordable rents.
 - iv. For PSH, the viability of the funding sources proposed for long term services.
 - v. Projects must comply with HUD Fair Market Rents and Income Limits and Rent Reasonableness, as applicable.

ELIGIBLE APPLICANTS

Each funding source and entity has different eligible applicants as indicated below:

Eligible Applicants	Funding Source			
	ESG	HOME	Human Services Levy	United Way
Private Non-Profit	X	X	X	X
Private For-Profit		X		
Local Jurisdiction		X		
Public Housing Authority		X		

APPLICATION SUBMISSION

Letters of Intent and Full Applications for Homelessness/Affordable Housing supported services will **NOT** be submitted in ANDAR. Applicants must follow the following submission protocols for the Letter of Intent and Full Application.

All Letters of Intent and Full Applications must be submitted electronically in PDF format to Montgomery County at hspd@mcoho.org by the deadline. An electronic receipt will be sent to all applicants. If a receipt is not received within two hours of submission please contact Jessica Abernathy at 496-7154.

All Letters of Intent are due by 5:00pm on Friday March 3, 2017. Full Applications are due by 5:00 p.m. on Friday, April 28, 2017. **Only completed submissions following the prescribed requirements of application, including attendance at one of the MANDATORY Application sessions, will be considered.** No late submissions will be accepted or considered.

COMBINED FUNDING APPLICATION Priority Area	Community-Level Outcome and Why it Matters	Population Level Measures
Homelessness/Affordable Housing	<p>Reduce the number of households who experience homelessness in Montgomery County by 2020. <i>In 2015, 3,420 households experienced homelessness with at least one night of emergency shelter or street outreach contact. Included in this statistic are 535 families, 2,765 single adults and 120 unaccompanied minors. 16% (540 HH included in the # of families and single adults) of all homeless households were young adults. 80 chronically homeless households were identified in the 2016 Point-in-Time Count.</i></p>	<p>Annual Statistics Point-in-Time County OH-505 CoC System Performance Targets</p>
<p align="center">Goal #1: End Chronic Homelessness by 2017. (as measured in the 2018 Point-in-Time Count) Target: Zero Chronically homeless. (Reference HUD Chronic Homeless Benchmarks and Criteria)</p>		
<p>Any strategy included in a funding request must be <u>evidence-based</u>:</p> <ul style="list-style-type: none"> • Housing First: National Alliance to End Homelessness- Housing First www.endhomelessness.org/pages/housing_first • Street Outreach: The ABCs of Conducting Successful Street Outreach http://www.endhomelessness.org/library/entry/6.9-the-abcs-of-conducting-successful-street-outreach • Permanent Supportive Housing: CSH Supportive Housing http://www.csh.org/toolkit/public-housing-agencies-toolkit/primer-on-homelessness-and-supportive-housing/supportive-housing/ • Connection to Public Benefits: Montgomery County Job and Family Services http://www.mcoho.org/departments/job_and_family_services/services/index.php • Connection to Community-based Mental Health and Substance Abuse Treatment: Montgomery County Alcohol Drug Addiction & Mental Health Services www.adamhs.co.montgomery.oh.us/treatmentproviders.php 		

- Comprehensive Case Management: Homeless Solutions Policy Board Case Management Breaking the Cycle of Homelessness
- Strategies for engaging hard to serve-resistant clients: Homeless Solutions Policy Board Case Management Breaking the Cycle of Homelessness

Performance Measures : OH-505 Continuum of Care System Performance Targets, to be released March 2017

Projects seeking funding for this goal will be evaluated on the following measures:

- #of households served
- Housing Stability (for PSH)
- Reduction in Length of time Homeless
- Return to Homelessness/Recidivism

Project Mandatory Long Term Outcome and Indicator Year End Measurement:

1. Number of chronically homeless households at the annual Point-in-Time Count

Goal #2: End Family Homelessness by 2020.

Target: Length of Stay in shelter for families 30 days or less;

Reduce the number of homeless families annually.

Any strategy included in a funding request must be evidence-based:

- Housing First: National Alliance to End Homelessness- Housing First
www.endhomelessness.org/pages/housing_first
- Prevention/ Shelter Diversion: National Alliance to End Homelessness- Prevention and Diversion
<http://www.endhomelessness.org/pages/prevention-and-diversion>
- Rapid Rehousing: National Alliance to End Homelessness- Rapid Re-housing: A history and Core Components
<http://www.endhomelessness.org/library/entry/rapid-re-housing-a-history-and-core-components>
- Permanent Supportive Housing: CSH Supportive Housing
<http://www.csh.org/toolkit/public-housing-agencies-toolkit/primer-on-homelessness-and-supportive-housing/supportive-housing/>
- Comprehensive Case Management/ Supportive Services: Homeless Solutions Policy Board Case Management Breaking the Cycle of Homelessness
- Job Readiness/Job Coaching
- Connection to credentials/certification program
- Connection to Community-based Mental Health and Substance Abuse Treatment: Montgomery County Alcohol Drug Addiction & Mental Health Services
www.adamhs.co.montgomery.oh.us/treatmentproviders.php
- Affordable Rental Housing: HUD. GOV U.S. Department of Housing and Urban Development
https://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/affordablehousing/

Performance Measures

OH-505 Continuum of Care System Performance Targets, to be released March 2017

Programs seeking funding for this goal will be evaluated on the following measures:

- #of households served
- Housing Stability
- Reduction in Length of time Homeless
- Return to Shelter/Recidivism
- Maintain and/or Increase household income

Project: Mandatory Long Term Outcome and Indicator Year End Measurement:

1. Annual number of homeless families.

Goal #3: End Youth Homelessness by 2020
Target: Reduce the number of homeless youth annually.

Any strategy included in a funding request must be evidence-based:

- Housing First: National Alliance to End Homelessness- Housing First
www.endhomelessness.org/pages/housing_first
- Street Outreach: Street Outreach: The ABCs of Conducting Successful Street Outreach
<http://www.endhomelessness.org/library/entry/6.9-the-abcs-of-conducting-successful-street-outreach>
- Transitional Housing: <https://www.hudexchange.info/resources/documents/Ending-Youth-Homelessness-Promising-Program-Models.pdf>
- Rapid Rehousing: <https://www.hudexchange.info/homelessness-assistance/resources-for-homeless-youth/rrh-models-for-homeless-youth/>
- Comprehensive Case Management/ Supportive Services: Homeless Solutions Policy Board Case Management Breaking the Cycle of Homelessness
- Job Readiness/Job Coaching
- Connection to credentials/certification program
- Connection to Community-based Mental Health and Substance Abuse Treatment: Montgomery County Alcohol Drug Addiction & Mental Health Services
www.adamhs.co.montgomery.oh.us/treatmentproviders.php
- Affordable Rental Housing: HUD. GOV U.S. Department of Housing and Urban Development
https://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/affordablehousing/

Performance Measures

OH-505 Continuum of Care System Performance Targets, to be released March 2017

Projects seeking funding for this goal will be evaluated on the following measures:

- #of households served
- Housing Stability
- Reduction in Length of time Homeless
- Return to Shelter/Recidivism
- Educational attainment
- Increase in Employment Income
- Increase in Total Cash Income

Project Mandatory Long Term Outcome and Indicator Year End Measurement:

1. Annual number of homeless youth.

Goal #4: Reduce Overall Homelessness for Single Adults by 2020
Target: Reduce the number of homeless single adults annually.

Any strategy included in a funding request must be evidence-based:

- Housing First: National Alliance to End Homelessness- Housing First
www.endhomelessness.org/pages/housing_first
- Comprehensive Case Management: Homeless Solutions Policy Board Case Management Breaking the Cycle of Homelessness
- Rapid Rehousing: National Alliance to End Homelessness- Rapid Re-housing: A history and Core Components <http://www.endhomelessness.org/library/entry/rapid-re-housing-a-history-and-core-components>
- Connection to Community-based Mental Health and Substance Abuse Treatment: Montgomery County Alcohol Drug Addiction & Mental Health Services
www.adamhs.co.montgomery.oh.us/treatmentproviders.php

- Connection to credentials/certification program
- Affordable Rental Housing: HUD. GOV U.S. Department of Housing and Urban Development
https://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/affordablehousing/

Performance Measures

OH-505 Continuum of Care System Performance Targets, to be released March 2017

Projects seeking funding for this goal will be evaluated on the following measures:

- #of households served
- Housing Stability
- Reduction in Length of time Homeless
- Increase in Total Cash Income
- Increase in Employment Income
- Return to Homelessness/Recidivism

Project Mandatory Long Term Outcome and Indicator Year End Measurement:

1. Number of homeless single adults.

Remainder of page intentionally blank

SECTION 4. B. HOUSING AND HOMELESS SUPPORTED SERVICES LETTER OF INTENT CONTENT

1. Project Information

- a. Contact information for lead organization submitting the LOI
- b. Project Name
- c. Partner Information
- d. Project Summary (250 word maximum)
 - i. Population served
 - ii. Services provided
 - iii. Proposed outcomes

2. Financial Information

- a. Total **Project** Application funding request.
- b. Estimated **program** cost and revenues for all collaborators.

3. Project Narrative

- a. Common Agenda:
 - i. Explain how the project will advance the 10-Year Plan and how this project will address one or more of the Homelessness/Affordable Housing Goals.
 - ii. Identify the specific population including assets and barriers households bring to the project and an unduplicated number of households to be served during the funding period. Please address how these collaborative services and/or outreach activities will address equity and work to eliminate disparities and barriers faced by the target population
- b. Shared Measurement: Please describe the long-term and short-term household and community benefits of the project; include projections on outcomes to advance one (or more) identified the goals.
- c. Mutually reinforcing activities: Outline the project activities including: services provided to households including frequency and location; evidence-based practices used and organizational process to ensure fidelity to program model. Please use the Collaboration section of the Letter of Intent to identify individual program roles/activities.
 - i. Describe the evidence-based strategies utilized in the project design. Identify the model(s) and cite sources that support the model(s).
- d. Continuous Communication: Describe the project strategy for communication among the project partners. Also, describe the strategy for communication/collaboration with other system and community providers providing homelessness/affordable housing services.
- e. Collaboration- Each collaborating partner (regardless of funding request) should:
 - i. Identify their role and evidence-based strategies provided in relation to the overall project.
 - ii. State whether their role is confirmed or potential.
 - iii. Provide the required documentation per Section 1.N for all partners seeking funding in this Application.
 - iv. All partners receiving funding or providing essential services of any type to the project must complete the Collaborative Partner Information Sheet.
 - v. Sign the signature page, certifying that the information in the Letter of Intent is true and correct.

SECTION 4.C. HOUSING & HOMELESS SERVICES LETTER OF INTENT SCORING RUBRIC

Title of Project: _____

Staff Review Questions

- | | | |
|---|-----|----|
| 1. Are all areas of the Letter of Intent complete? | Yes | No |
| 2. Was the Letter of Intent received on or before the due date? | Yes | No |
| 3. Were all supporting documents emailed? | Yes | No |
| 4. Is the funding request identified? | Yes | No |
| 5. Was the number of unduplicated clients identified? | Yes | No |
| 6. Is there a signed signature page? | Yes | No |

If the above requirements have been met, proceed to the scoring rubric. If you answered No to any of the above questions, the Letter of Intent will not be considered for further review.

The following values will be assigned to reflect the reviewer's score of how well the applicant completes the application.

(0 - Not at all, 1 - Not Adequately, 2 - To Some Extent, 3 – To a Good Extent, 4- Completely)

Question	Score	Comments
Capacity – Based on the organizational and financial information submitted by the partners, the agencies demonstrate the capacity to successfully deliver the services proposed in this project		
Common Agenda: Explain how this project will address an identified community need(s) that align with the current joint strategic plan.		
Does this project address an identified community need(s) that will address one or more of the Homelessness/Affordable Housing Goals?		
Does the project clearly Identify the target population and geographic areas that will be served by this project? Does it include how these collaborative services and activities will address equity and work to eliminate disparities and concentrated poverty barriers faced by the target population?		
Shared Measurement: Does the applicant clearly explain the following: <ul style="list-style-type: none"> • Household benefits? Short-term/Long-term • Community benefits? Short-term/Long-term 		

<ul style="list-style-type: none"> • Projections on reductions/increases to advance one (or more) of the identified goals in the OH-505 System Performance Measures. 		
<p><u>Mutually reinforcing activities:</u> Does the applicant clearly explain the following:</p> <ul style="list-style-type: none"> • Project activities. Including how project activities and evidence based strategies will be delivered. 		
Does the project include evidence based strategies and methodology for fidelity to the model? Are citations provided?		
<p><u>Continuous Communication:</u> Applicant describes the project strategy for communication:</p> <ul style="list-style-type: none"> -Collaborating partners - Other community partners/stakeholders 		
<p><u>Collaboration</u> – Does each collaborating partner(s) (regardless of funding request):</p> <ul style="list-style-type: none"> • Identify their strategy and role in the project. • State whether their role is confirmed or potential. 		
<u>TOTAL</u>		Possible = 36

An applicant in Homeless Supported Services must receive a score of 23 out of 36 to be invited to complete a Full Application.

SECTION 4.D. HOMELESS AND HOUSING SUPPORT SERVICES FULL APPLICATION QUESTIONS

PROJECT DESCRIPTION (Answers to these questions should be the same for all collaborators of a project)

Common Agenda: Collective Impact Strategy Overview & Description

1) What Homelessness & Affordable Housing Goal(s) does this project address?

- a. How does this project address important underlying issues or root causes of the condition/community need?

Target Population

- b. Describe the target population this project will serve.
 - c. How is the target population identified? Describe your outreach techniques used to engage clients (including referral networks, client engagement, etc.)?
 - d. How will the needs of clients with multiple issues be addressed? Identify critical collaborators or partners.
- 2) How does advancing the identified Homelessness/Affordable Housing Goal(s) impact the other Focus Areas and Priorities?

Shared Measurement

1) Describe how the project will address the following based on program services provided:

All Projects

1. Adoption and implementation of the Housing First Model

Prevention

- a. Reduction in entry to Shelter after assistance

Outreach

- a. Reduction in average length of time on Street/Unsheltered
- b. Increase in successful housing placements
- c. Reduction in return to homelessness within 6 months, 24 months

Transitional Housing

- a. Reduction in Length of time Homeless/ length of stay
- b. Reduction in Return to Homelessness within 6 months, 24 months
- c. Increase in Exits to Permanent Housing
- d. Increase in Cash Income-Leavers
- e. Increase in Employment Income-Leavers

Permanent Housing Rapid Rehousing

- a. Reduction in Length of time Homeless
- b. Reduction in Return to Homelessness within 6 months, 24 months
- c. Increase in Destination Permanent Housing for Leavers
- d. Increase Employment Income- Leavers
- e. Increase Cash Income-Leavers

Permanent Supportive Housing

- a. Reduction in return to Homelessness within 6 months, 24 months
- b. Increase in Destination Permanent Housing for Leavers

- c. Increase Housing Stability
- d. Increase Cash Income- Stayers

Supportive Services ONLY-Case Management Shelter & TH

- a. Reduction in Length of time Homeless
- b. Reduction in Return to Homelessness within 6 months, 24 months
- c. Increase in Exits to Permanent Housing
- d. Increase Employment Income- Leavers
- e. Increase Cash Income-Leavers

Supportive Services ONLY-Case Management PSH

- a. Reduction in return to Homelessness within 6 months, 24 months
- b. Increase in Destination Permanent Housing for Leavers
- c. Increase Housing Stability
- d. Increase Cash Income- Stayers

Affordable Rental Housing

- a. Increase (or maintain) the number of affordable housing units

*For specific system targets reference the OH-505 System Performance Targets, to be released March 2017.

Mutually Reinforcing Activities

- 1) Please describe the mutually reinforcing activities and evidence-based strategies that enable households to achieve the desired outcome of this project. Explain how the project incorporates prevention and/or intervention approaches and how they are mutually reinforcing.
- 2) How do the activities in this project work together to address critical barriers or other obstacles that keep the population from achieving the intended outcomes/goals?
- 3) How does this project effectively leverage existing partnerships/resources in the community?
- 4) For all services available to participants through the proposed project, indicate who will provide them, how they will be accessed, how often they will be provided, and if the service is being provided by a collaborating partner or other community provider.

A sample chart is provided below.

Supportive Services	Provider	Frequency	Relationship
Assessment of Services Needs			
Assistance with Moving Costs			
Case Management			
Childcare			
Education Services			
Employment Assistance and Job Training			
Food			
Housing Search and Counseling Services			

Legal Services			
Life Skills Training			
Mental Health Services			
Outpatient Health Services			
Substance Abuse Treatment Services			
Transportation			
Utility Deposits			

Provider: List Name/Organization

Frequency: Daily, Weekly, Bi-Weekly, Monthly, Quarterly, Annually or As Needed

Relationship: Collaborating Partner, Community Partner, Non-Partner

Continuous Communication

- 1) How will collaborators have ongoing communication and hold each other accountable?

- 2) How will your project continue to engage the project collaborators, community, and clients in meaningful ways and demonstrate a diversity of stakeholders including client perspectives?

PROGRAM DESCRIPTION (These answers should be unique to each applicant organization/program)

- 1) Describe the community need your program will address.

- 2) Describe the services/activities this program will deliver as part of the overall project.
 - a. Explain how the program operates including the frequency, average duration, intensity, and location of services.
 - b. How does your program incorporate a client-centered and culturally competent perspective (e.g. has defined policy practices, staff trainings, etc.)?
 - c. Describe staffing model for the program and identify key staff roles.

- 3) Identify the evidence-based strategy this program will utilize. If the strategy this program will utilize is not listed in the Combined Funding Application, enter the name of the strategy and identify the evidence-based research proving successful results per the requirements for evidence-based practices found in Section 1D of the Application.
 - a. Is this strategy prevention or intervention?
 - b. Please describe how your agency's experience and strategy design make you well equipped to achieve the identified outcome(s).
 - c. Can your strategy be scaled to increase impact? If so, how?
 - d. Why is this strategy essential to the success of the common agenda?

- 4) Describe the target population served by this program.
 - a. List your criteria and/or eligibility guidelines used for serving this target population.

- b. Describe the individual client assessment/intake process used to determine individual client needs, including when and how the assessment(s) will be administered. If the project participates in the Coordinated Entry and Referral process please state that in the description.
- 5) How will this program assess and implement learning and continuous quality improvement practices? How will you use data to make improvements to this project?
- c. Describe the goals and benefits to the individual clients/participants. Describe any barriers faced by the target population that keep them from achieving long-term benefits.
 - d. Identify how customer satisfaction will be evaluated including what tools will be used.

PROGRAM BUDGET

SUPPORTIVE SERVICES BUDGET		
Eligible Costs	Quantity Description (400 characters max) including FTE's and unit cost	Combined Funding Application Request
Assessment of Services Needs		
Assistance with Moving Costs		
Case Management		
Child Care		
Education Services		
Employment Assistance		
Food		
Housing/Counseling Services		
Legal Services		
Life Skills		
Mental Health Services		
Outpatient Health Services		
Outreach Services		
Substance Abuse Treatment Services		
Transportation		
Utility Deposits		
Total Services Assistance Requested		

OPERATING BUDGET		
Eligible Costs	Quantity Description (400 characters max) including FTE's and unit cost	Combined Funding Application Request
Maintenance/Repair		
Property Taxes & Insurance		
Replacement Reserve		
Building Security		
Electricity, Gas & Water		
Furniture		
Equipment (lease, buy)		
Total Operating Assistance Requested		

LEASING/LONG-TERM RENTAL ASSISTANCE BUDGET							
Size of Units		# of Units		FMR		# of Months	Total Budget
SRO			x		x	12	=
0 Bedroom			x		x	12	=
1 Bedroom			x		x	12	=
2 Bedrooms			x		x	12	=
3 Bedrooms			x		x	12	=
4 Bedrooms			x		x	12	=
5 Bedrooms			x		x	12	=
6+ Bedrooms			x		x	12	=
Total							=

Program Budget Narrative

- 1) Explain how requested funding will be used.
- 2) What changes will be made to the project/program if you receive less than you requested? Are you able to implement the project with partial funding?
- 3) How would these changes affect project outcomes?
- 4) Will these funds leverage additional resources? If yes, explain, include amounts and sources.
- 5) Please explain any consultation expenses reported in your budget.
- 6) Please explain any details of in-kind support (or required match)
- 7) Please identify special events and fundraisers.

Program Unit of Service

- 1) Proposed unit of service definition.
- 2) Proposed unit cost.
- 3) How many proposed units from July 1 – June 30
- 4) Prior actuals if program previously existed (# of units, cost per unit, definition if different)

SECTION 4.E. - HOUSING AND HOMELESS SERVICES FULL APPLICATION SCORING RUBRIC

This form will be used to evaluate the submitted proposals. Reviewers will rate each section below using this scale : (0 – Not at all, 1 – Not Adequately, 2 – To Some Extent, 3 – To a Good Extent, 4 – Completely)

Project Narrative		
Questions	Score	Comments
<p>Common Agenda:</p> <p>Does the applicant clearly provide:</p> <ul style="list-style-type: none"> • A statement of the goal the project plans to address. How the project is a part of the community’s shared vision to reduce homelessness? • Description of how the project advances the housing-homelessness common agenda AND will address one or more of the other focus area: education/life skills and health/safety or priorities. 		
<p>Shared Measurement:</p> <p>Does the applicant clearly:</p> <ul style="list-style-type: none"> • Indicate who is responsible for measurement of each outcome? 		
<p>Mutually Reinforcing Activities:</p> <p>Does the applicant clearly provide:</p> <ul style="list-style-type: none"> • Detailed descriptions of primary project activities? • General descriptions of secondary project activities? 		
<p>Continuous Communication:</p> <p>Does the applicant clearly describe:</p> <ul style="list-style-type: none"> • Collaborative efforts with respect to the proposed project? Program partners, their roles, and mutually reinforcing activities? • How open lines of communication will be maintained 		
Subtotal		

Program Description Questions (for each applicant/program)	Score	Comments
Does the applicant clearly describe: <ul style="list-style-type: none"> • Services and activities to be delivered as a part of the project? 		
Does the applicant clearly describe: <ul style="list-style-type: none"> • Evidence-based strategies utilized in the program’s service delivery, including citations and research? 		
Does the applicant clearly describe: <ul style="list-style-type: none"> • Target population to be served? 		
Does the applicant clearly describe: <ul style="list-style-type: none"> • How the program will assess and implement continuous quality improvement? Or data-driven programmatic changes? 		
Subtotal		

Budget/Narrative Questions	Score	Comments
Does the applicant clearly explain how funding will be utilized? <ul style="list-style-type: none"> • Expenditure budget details what funding will cover • Narrative addresses what funding will cover 		
In reference to the Project Budget: <ul style="list-style-type: none"> • Is the budget complete with all arithmetic correct? • Does the program appear financially sustainable? • Are variances in revenue and expenses or unusual budget figures adequately explained? • Did the organization indicate if funds will be used as a match? 		
Subtotal		

Total Possible Score is 40

Total _____

5. FRAIL ELDERLY SUPPORTED SERVICES

SECTION 5. A. SPECIFICATIONS FOR FRAIL ELDERLY FUNDING

The Human Services Levy Council, on behalf of the Montgomery County Board of County Commissioners, is requesting proposals for funding for the delivery of any or all health and human services or human services for frail elderly residents of Montgomery County from the Frail Elderly Supported Services Fund.

Frail elderly persons for this application process are defined as persons 60 years of age and older who are at increased risk of death or functional decline who are residents of Montgomery County.

All applications must show collaboration with other agencies in the community and with the Senior Services Network Office. Current information about your services must be provided to the Senior Services Network Office as requested.

Quarterly meetings with the Senior Services Network staff and the other 2017-2018 contracted providers are a requirement of this Application, if Frail Elderly Supported Services funding is awarded to the provider. These quarterly meetings will discuss individual programs and help facilitate collaboration and the coordination of knowledge and services within Montgomery County.

Application responses must provide:

- A statement explaining why the project is a high priority for frail elders in Montgomery County.
- A statement describing how the project is evidence-based and cost-efficient.
- A statement discussing how funding from this award can be leveraged.

The frail elderly targeted areas for the applications include the following:

- 1) Services that help elderly individuals remain as independent as possible.
- 2) Enhancement of transportation systems for the elderly.
- 3) Services that support caregivers of the frail elderly
- 4) Education of the elderly, their caregivers, and the community about important medical and social issues such as but not limited to:
 - importance of case management services and other available services
 - reducing the risk of malnutrition
 - appropriate use of prescription and over the counter medications
 - reducing the risk of falls
 - reducing the risk of abuse, neglect and exploitation
 - appropriate utilization of emergency services
 - services for people with dementia, delirium, and depression
 - services that utilize and promote interdisciplinary care teams
 - services that support counseling and goal setting for families with chronic diseases

IMPORTANT NOTE: This application is specifically designed for citizens age 60 and older. Applications designed to serve citizens age 59 and under are directed to meet the requirements of the Supported Services Funding. Similarly, applications designed to provide homeless and housing services are directed to meet the requirements of the Homeless and Housing application.

SECTION 5. B. LETTER OF INTENT CONTENT

A complete Letter of Intent for Frail Elderly Services should include the following. Applicants providing Core Safety Net, General Supported Services, or Homeless Services should see their respective sections in this Application.

1. Contact information for the applicant organization
2. A Program name
3. Financial Information and Required Documentation (see Documentation Checklist in Section 1N)
 - a. Estimated cumulative total program revenues from all funding sources
 - b. Total amount being requested from the Human Services Levy and/or United Way
4. Program Narrative
 - a. Provide a 25 word description of the program
 - b. Provide a program summary, of no more than 300 words, describing the community need being addressed. Provide a summary of program content or services being offered to meet the identified need. Identify any organizations with which you partner to serve clients in this program.
 - c. Program Goals and Benefits: What are the major goals of this program? What are the benefits (outcomes) for the clients? (no more than 300 words)
 - d. Identify the projected unduplicated number of individuals to be served by the program.
5. Print and email a pdf of the signed Letter of Intent Signature Page to jointrfpinfo@dayton-unitedway.org by March 3, 2017.

****Financial documents required in Section 1.N. must be emailed to jointrfpinfo@dayton-unitedway.org by 5:00 p.m. March 3, 2017. ****

SECTION 5.C. FRAIL ELDERLY SUPPORTED SERVICES - LETTER OF INTENT SCORING RUBRIC

Title of Program: _____

- | | | |
|---|-----|----|
| 1. Are all areas of the Letter of Intent complete? | Yes | No |
| 2. Was the Letter of Intent received on or before the due date? | Yes | No |
| 3. Were all supporting documents emailed? | Yes | No |
| 4. Is the Human Services Levy or United Way funding request identified? | Yes | No |
| 5. Was the number of unduplicated clients identified? | Yes | No |
| 6. Is there a signed signature page? | Yes | No |

If the above requirements have been met, proceed to the scoring rubric. If you answered “no” to any the above questions, the Letter of Intent will not be considered for further review.

0 - Not at all, 1 – Not Adequately, 2 – To Some Extent, 3 – To a Good Extent, 4 – Completely

Question	Score	Comments
Is the estimated cumulative total program revenue from all funding sources correct?		
Did the applicant include the Total amount being requested from the Human Services Levy and/or United Way?		
Is the 25 word description of the program clear and understandable?		
Does the program summary describe the community need being addressed by this program?		
Does the program summary describe how the services will be provide and who they will provide the services to?		
Did the applicant identify any organizations with which they will partner with to serve clients in this program?		
Are the program goals and client benefits clearly defined? Will they measure a positive change in the client?		
Did the applicant identify the projected unduplicated number of people to be served by the program?		

Total Score _____

An applicant in Core Services must receive a score of 21 out of 32 to continue to be invited to complete the Full Application.

SECTION 5.D. FULL APPLICATION FOR FRAIL ELDERLY SUPPORTED SERVICES

Program Description

- 1) Program Goals and Benefits: What are the major goals of this program? What are the benefits (outcomes) for the clients?
- 2) Provide a brief summary description (300 words)
- 3) Identify the level of service the proposed program provides (Prevention, Early Intervention, Intervention, Treatment)
- 4) How long has the program been in existence?
- 5) Discuss the accomplishments from the last two years. Use outcome data to provide details of success. If a new program, demonstrate the agency's capacity to administer this program.
- 6) Provide a timeline for implementation.
- 7) Identify how the project will be sustained beyond the period for which funding is requested and what other funding has been sought and committed to this program.

Target Population

- 1) Describe the target population served by this program. List your criteria and/or eligibility guidelines used for serving this target population.
- 2) Describe the individual client assessment/intake process used to determine individual client needs, including when and how the assessment(s) will be administered.
- 3) Describe the criteria used to determine when clients should receive additional or different services than those proposed.

Statement of Need

- 1) Describe the need or community benefit this program will address. Provide evidence of the need or community benefit using local information and/or documentation.
- 2) Explain any changes in service availability in recent years.
- 3) Identify any barriers faced by the client group(s) you serve.

Collaboration

- 1) How and with whom will the organization collaborate on this particular program/project? Please describe each organization's role.
- 2) How is your program different from similar existing projects at other organizations? How does your program complement these other programs?

Evaluation

- 1) Identify how customer satisfaction will be evaluated including what tools will be used.
- 2) Complete the program outcome measurement system components identifying short-term, intermediate and long-term outcomes in chronological order. (Please refer to the *Measuring Program Outcomes* Manual or training PowerPoint for examples of complete logic models).
 - a. Inputs
 - b. Activities/outputs / output numbers
 - c. Outcomes Statements
 - d. Indicators/ measurement numbers/ data/measurement details
- 3) Include project demographic Information for the target population and all those served by the program.

Budget

Following are examples of budget line items. Some may not be applicable to your program. All organizations seeking funding should complete an agency budget, program budget, and county expenditure budget (explaining which lines and amount of the Supported Services or Frail Elderly request will be used to cover which expenses).

	Agency Budget	Program Budget	County Expenditure Budget	
REVENUE				
Supported Services Request				
Frail Elderly Request				
United Way Request				
All Government				
Private Support: Foundations; Corporations; Major Gifts				
Organization Support and Revenue-assigned to this program				
Program Generated Support (Program Service Fees; Client fees)				
Fund Raising & Special Events (Gross)				
Contributions by Affiliated Organizations				
United Way Donor Designations/Federated and/or Charitable Campaigns				
Other Earned Income (i.e. interest income)				
INCOME TOTAL				
EXPENSES				
Salaries - All				
Payroll Taxes				
Employee Benefits				
Supplies				
Telephone/Telecommunications				
Postage/Shipping				
Equipment Rental/Maintenance				
Printing/Publications				
Travel				
Certification/License Fees				
Training/Conferences/Meetings				
Program Related Insurance				
Occupancy/Utilities				
Total Client Assistance				
Miscellaneous				
Fund Raising Expense				
Payment to Affiliated Organizations				
All Other Indirect Expenses				
Consultants/Professional Services				
EXPENSE TOTAL				

Budget Narrative

- 1) Explain how UW/County funding will be used.
- 2) What changes will be made to the program if you receive less than you requested?
- 3) How will these changes affect program outcomes?
- 4) Will these funds leverage additional resources? If yes, explain.
- 5) Please explain any consultation expenses reported in your budget.
- 6) Please explain any details of in-kind support.
- 7) Please identify special events and fundraisers.

Unit of Service

- 1) Proposed unit of service definition.
- 2) Proposed unit cost.
- 3) How many proposed units from July 1, 2017 – June 30, 2018
- 4) Prior actuals (# of units, cost per unit, definition if different)

SECTION 5.E. APPLICATION SCORING RUBRIC – FRAIL ELDERLY SUPPORTED SERVICES

Title of Program: _____

The following scale will be used by reviewers to score the Full Application for Core Services.

0 - Not at all, 1 – Not Adequately, 2 – To Some Extent, 3 – To a Good Extent, 4 – Completely

Questions	Score	Comments
PROGRAM DESCRIPTION		
Are the major goals of this program clearly stated? Are the benefits (outcomes) for the clients achievable?		
Does the program summary clearly describe the intent of this program?		
Will this program provide intervention or prevention services?		
Do the previous program results demonstrate a successful program design and service provision? If this is a new program, is the program design achievable?		
Does the program have a plan for sustainability beyond the grant period?		
TARGET POPULATION		
Does the application describe the target population and where they live?		
Does the project identify how they will attract clients to participate with a collaborative program within the project? Will there be intention outreach activities for the most vulnerable Montgomery County residents?		
STATEMENT OF NEED		
Is the community need and overall benefit to the community clearly stated? Does the community need relate to the stated priority area?		
Are the changes in services this target population needs clearly identified? Has the program identified barriers to client success?		
COLLABORATION		
Will the program collaborate with other service providers? Is there a clear plan of how these collaborations will occur?		
Is the program unique and of have a niche that complements other program services in the community?		
EVALUATION		
Does the program have enough staff and volunteers to deliver the program?		
Do the program activities and the number of people that participate in those activities demonstrate a well planned program and plan for client success?		
Do the program outcomes build on each other? (short term success leads to intermediate success which leads to long term success)		
Does the program expect an adequate number of people to participate in the program and be measured in the indicator statements?		
Is the number of clients expected to reach the long term outcome achievable?		
BUDGET		
Are the funds requested reasonable		
Does the unit of service cost multiplied by the proposed number of unit to be delivered by the program equal the total cost of the program budget?		
Can the program perform the services if the program receives less funding than they requested?		

Total Score possible 76

TOTAL _____

Appendix I

Eligible and Ineligible Human Services Levy Costs

The following list is to be used as a guideline for acceptable purchases and expenditures. Please note that the list does not include every purchase(s) or expenditure(s) that is allowable.

Human Services Levy funds can only be expended for the direct delivery of services.

Human Services Levy funds cannot be used for the following expenses:

- Bad Debt – Losses arising from uncollected accounts and other claims and related costs.
- Contingencies – Contributions to a contingency reserve or any similar provision for unforeseen events.
- Capital Expenditures or Equipment Purchases – Any materials or supplies that will not be exhausted within one year.
- Contributions and Donations – Outlays of case with no prospective benefit to the agency or program.
- Entertainment – Cost of amusements, social activities and related activities.
- Advertising – Costs of advertising, with the exception of contract related recruitment needs, procurement of scarce items, and disposal of scrap and surplus items.
- Fines, Penalties and Court Judgments – Costs resulting from violations of or failure to comply with laws and regulations.
- Interest and Other Financial Costs – Interest on borrowings, bond discounts, or any costs or financial or refinancing activities.
- Costs Borne by Other Federal or State Programs – Any costs specifically subsidized by federal or state monies.
- Cash Payments – Cash payments to individuals.
- Sabbatical Leave – Payment of any sabbatical leave.
- Fundraising – Costs associated with activities to raise money to support the provider program.
- Education – Costs associated with activities provided

Appendix II

GLOSSARY

ACT	American College Test. The ACT is a standardized test to determine a high school graduate's preparation for college-level work. It covers four areas: English, mathematics, reading, and science reasoning.
Capital expenditures	Money spent by a business or organization on acquiring or maintaining fixed assets, such as land, buildings, and equipment
Collaboration	The action of working with another community service to produce a desired outcome.
Collective impact	A common agenda for solving a specific social problem, using a structured form of collaboration with a common agenda and common measurements for change.
Collective impact model	Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations.
Community indicator	Indicators are measurements that reflect the interplay between social, environmental, and economic factors affecting a region's or community's well-being. Community indicators projects typically are conducted by nonprofit organizations within a community, although in some cases they are initiated by the public sector.
Community Needs Assessment	A needs assessment is a systematic process for determining and addressing needs, or "gaps" between current conditions and desired conditions or "wants". The discrepancy between the current condition and wanted condition must be measured to appropriately identify the need.
Competitive Funding	A discretionary grant which awards funds on the basis of a competitive process, rather than a mandate.
Core Services	Essential services that help individuals manage an immediate crisis and emergency needs by providing food, shelter, medical care, and freedom from violence.
EBP	Evidence-based practice
Equity	Providing what an individual needs to be successful as opposed to equality which all are provided the same help.
ESG	Emergency Solutions Grant
Evidence-based practice	The use of systemic decision-making processes or provision of services which has been shown, through available scientific research, to consistently improve measurable client outcomes
FAFSA	The Free Application for Federal Student Aid. It is a form that can be prepared annually by current and prospective college students (undergraduate and graduate) in the United States to determine their eligibility for student financial aid.
FCFC	Montgomery County Family and Children First Council
Focus area	Focus Areas are: Education and Life Skills, Health and Safety and Income and Stability.
Focus group	A demographically diverse group of people assembled to participate in a guided discussion about a particular issue to gain a greater understanding of the issue or to provide ongoing feedback.

Food insecurity	The state of being without reliable access to a sufficient quantity of affordable, nutritious food.
Full Application	The second part of the overall application process to be completed by applicants who are invited to continue based on the results of their Letter of Intent.
Goal	Goals in this process refer to Program Goals. These are activities the program staff will perform on behalf of their clients.
HMIS	Dayton-Montgomery County Housing/Homeless Management Information System
HSLC	Montgomery County Human Services Levy Council
HSPB	Homeless Solutions Policy Board
Joint Strategic Plan	A plan that was created identifying priority areas based on the Community Needs Assessment and subsequent focus groups, panel presentations, work groups, public polling, and additional research.
KRA	Ohio's Early Learning and Development Standards (birth to kindergarten entry) are the basis for the Kindergarten Readiness Assessment. The Kindergarten Readiness Assessment is used to assess four areas of early learning: Social Foundations- including social and emotional development, and approaches toward learning; Mathematics; Language and Literacy; and Physical Well-being and Motor Development
Lead Organization	Within a collaborative effort, one organization should be identified to submit the Letter of Intent on behalf of a project. If the project is invited to submit a full application, this organization will submit additional information about the project. All programs should collaborate on the answers even though one organization is responsible for submitting them.
Letter of Intent	The first part of the application process in which an agency presents a program or a project announces its intention to complete an application for program funding.
Logic Model	Interrelated and sequential components to address a problem. Components include inputs, activities, outputs and outcomes (short-term, intermediate, long-term)
MCFESAC	Montgomery County Frail Elderly Services Advisory Committee
OGT	Ohio Graduation Test
Outcome	Positive benefit or change experienced by individuals participating in a program.
Program	A program consists of the activities and services offered by an organization.
Project	For this application a project is a collaborative initiative involving multiple partners. The overall project should have a name, common agenda, agreed upon goals and measures, mutually reinforcing activities, etc. that can be achieved the individual programs collaborating on the project.
Priorities	The issues within each focus area that were identified through the Community Needs Assessment process as the highest community needs in Montgomery County.
PSAT	Preliminary Scholastic Aptitude Test. The PSAT is a standardized test administered by the College Board and cosponsored by the National Merit Scholarship Corporation (NMSC) in the United States. Portions measured are Math, Critical Reading, and Writing Skills.
PSH	Permanent Supportive Housing

Qualitative	Qualitative research and evaluation refers to appraisal of activities in a formal systematic way addressing factors of quality, not quantity
Quality Program Standards	Quality standards are based on research about the characteristics of programs that produce positive outcomes. They are designed to support the diverse array of program models and providers. The standards include well-defined goals, research-based and structured programming, sustained attendance, trained staff, supportive relationships, builds community, diverse participants, promotes safety and wellness, and continuous evaluation and quality improvement.
Quantitative	An evaluation that measures specific quantities of the subject/factors being evaluated. An evaluation can use quantitative (above) or qualitative data, and often includes both. Both methods provide important information for evaluation, and both can improve community engagement. These methods are rarely used alone; combined, they generally provide the best overview of the project.
SAT	Scholastic Assessment Test. The SAT is intended to forecast a student's ability to perform in his or her freshman (first) year at college. The SAT test consists of two portions, one measuring students mathematical skills and the other their verbal skills.
Stakeholder	Any person or entity that is a leader in their sector. Any person or entity with an invested interest. This includes clients/consumers.
Strategic Coordinators	Organizations that have been identified to utilize their expertise and capacity to work in its respective priority area, monitor data/results, and coordinate the efforts of other agencies and organizations in alignment with the common agenda related to each priority area.
Strategy	A plan of action designed, program component, or activity (ies) to achieve major outcome.
UWGDA	United Way of the Greater Dayton Area