

# Request for Proposal #6598

## United Way of Washtenaw County & Office of Community Development

**COORDINATED FUNDING:**  
FY 2011-13 Human Services Program Operations  
United Way of Washtenaw County (UWay),  
Washtenaw Urban County (CDBG),  
City of Ann Arbor (General Fund) and  
Washtenaw County (General Fund)

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United Way  
of Washtenaw County





**WASHTENAW COUNTY**

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**REQUEST FOR PROPOSAL #6598**

January 28, 2011

Washtenaw County Purchasing Division, on behalf of the Office of Community Development and the United Way of Washtenaw County, is requesting proposals for identified human service program operations.

**Only agencies that submitted an approved response to the Request for Qualifications #6586 are eligible to apply to this Request for Proposals.**

These projects will be funded through the following sources: United Way of Washtenaw County funding, City of Ann Arbor general funds, Washtenaw County general funds, and Community Development Block Grant funds. All funded proposals must benefit low-income Washtenaw County residents (income limits are defined by the Department of Housing and Urban Development; see page 8 of this RFP for detailed income limits). Organizations awarded Community Development Block Grant funds, Washtenaw County general funds or City of Ann Arbor general funds must also comply with certain local requirements regarding insurance coverage, human rights, and living wages.

**Electronic Proposals:** The applicant must complete program applications on the electronic application website [www.CommunityGrants.org](http://www.CommunityGrants.org)

**BY 3:00 PM on March 4, 2011.**

A **mandatory Applicant Conference** is scheduled for Friday, February 4, 2011 from 1:00pm-3:00pm at the United Way of Washtenaw County at 2305 Platt Road, Ann Arbor, MI 48104. **Please read the entire RFP prior to attending.**

**Proposals received after the above-cited deadline will be disqualified, and not reviewed.**

- Please direct questions regarding this RFP document or procurement process to Anne Strieter, Senior Buyer at (734) 222-6760 or [strietera@ewashtenaw.org](mailto:strietera@ewashtenaw.org)
- For questions about the program and service elements of this RFP, please contact Andrea Plevak at (734) 622-9007 or [pleveka@ewashtenaw.org](mailto:pleveka@ewashtenaw.org).
- Please direct technical questions on how to use the communitygrants.org system to [help@communitygrants.org](mailto:help@communitygrants.org).

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## **I. GENERAL INFORMATION**

### **A. PURPOSE OF REQUEST FOR PROPOSAL**

In 2008, the City of Ann Arbor, the Washtenaw Urban County and Washtenaw County embarked upon a coordinated human services funding process in which all three sources of human services program operations funding were to be coordinated, awarded by way of a single RFP, and approved by each entity in coordination. Subsequent to that endeavor, these three entities entered into a coordinated funding process for systemic human services funding with the Ann Arbor Area Community Foundation and the United Way of Washtenaw County. The systemic human services funding is to be distributed through three funding mechanisms: Coordination & Planning; Program Operations and Capacity Building.

This RFP is for human services *Program Operations* funding ONLY. Proposals awarded funding through this RFP will be funded only by the United Way of Washtenaw County, the Washtenaw Urban County, the City of Ann Arbor or Washtenaw County. The funds available through this RFP are limited to five priority areas: Aging, Early Childhood (0-6 years), Safety Net Health, Housing & Homelessness, and School-Aged Youth (7-21 years). The United Way of Washtenaw County, Washtenaw Urban County, City of Ann Arbor and Washtenaw County funding available for bid in this RFP will cover the period from July 1, 2011- June 30, 2013.

The United Way of Washtenaw County allocations are approved by their Board of Directors. The Washtenaw Urban County CDBG allocations are approved by the Washtenaw Urban County Executive Committee. The City and County budgets are approved, respectively, by the City of Ann Arbor City Council and the Washtenaw County Board of Commissioners.

### **B. PROPOSAL AVAILABILITY**

Copies of the complete Request for Proposal #6598 are available online in Adobe format at the Washtenaw County website <http://purchasing.ewashtenaw.org> click on online bids, then click on open bids, find RFP #6598 and download.

### **C. ONLINE GRANT APPLICATION & TRAINING**

All Applicants must complete their applications via the [www.communitygrants.org](http://www.communitygrants.org) website and should attend a training session on how to use the system. In order to access the online application, all applicants must request a password to use the system via the website. The United Way of Washtenaw County, the Office of Community Development and the NEW Center have coordinated trainings for this RFP and *strongly encourage* all applicants to attend a training session as the application format for this RFP is different from previous years.

The following training sessions are available for the Office of Community Development 2011-13 Request for Proposals: **January 28, 2011 from 10:30am to 11:30am. Additional trainings will be made available if agencies request them.**

Agencies must pre-register for these training sessions, which will be held at the Washtenaw County Learning Resource Center Tech Lab located at **4135 Washtenaw Avenue, Ann Arbor, MI**. You may register online at <http://www.communitygrants.org/training.html>. If you have any questions about registering for training, please contact [help@communitygrants.org](mailto:help@communitygrants.org).

### **D. REQUEST FOR PROPOSAL TERMS**

1. The United Way of Washtenaw County, the Washtenaw Urban County, the City of Ann Arbor and Washtenaw County reserve the right to reject any and all proposals received as a result of this RFP. If a proposal is selected, the United Way of Washtenaw County, the Washtenaw Urban County, the City of Ann Arbor and Washtenaw County will consider the most advantageous proposal regarding quality of service, applicant's qualifications and capabilities to provide the specified service, geographic area to be served, funding availability

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and other factors. **Award letters will be sent to applicants in May of 2011, and final contracts will be effective on July 1, 2011.**

2. The United Way of Washtenaw County, the Washtenaw Urban County, the City of Ann Arbor and Washtenaw County reserve the right to waive or not waive informalities or irregularities in bids or bidding procedures. **Once submitted, no proposal may be amended or substituted, unless permitted by the Director of the Office of Community Development (Washtenaw County/City of Ann Arbor) AND the Director of Community Investment (United Way).**
3. An official authorized to bind the provider to its provisions for at least a period of 90 days must electronically sign proposals. Failure of the successful applicant to accept the obligation of the bid may result in the cancellation of any award.
4. Neither the United Way of Washtenaw County, the Washtenaw Urban County, the City of Ann Arbor nor Washtenaw County will be liable for any costs associated with the preparation, transmittal, or presentation of any materials submitted in response to this RFP.
5. In the event it becomes necessary to revise any part of the RFP, an addendum will be provided. Deadlines for submission of the RFPs may be adjusted to allow for revisions.
6. Proposals should be prepared simply and economically, providing a straightforward, concise description of the applicant's ability to meet the requirements of the RFP. Proposals shall be submitted in their entirety on [www.communitygrants.org](http://www.communitygrants.org).
7. The United Way, the Urban County, the City and the County reserve the right before making an award to conduct a site visit to the applicant's program and/or agency site.
8. The contract(s) will last from July 1, 2011 until June 30, 2012. Grantees will receive an amendment to the FY 2011-12 contracts, based on funding availability and performance, to extend the contract for through June 30, 2013.
9. The United Way, the Urban County, the City and the County reserve the right to recapture and reallocate funds to alternate projects for any project where the contract has not been executed by **September 30, 2011**, where the funds have not been expended by the identified grant year-end, or where the projects are not progressing in a timely manner.
10. The United Way, the Urban County, the City and the County reserve the right to establish spending guidelines for all projects and approve funding contingent upon meeting additional requirements.
11. The applicant must affirm that the costs stated in their proposal will be valid for the year period after the proposal is submitted.

## **II. ESTIMATE OF FUNDING ALLOCATIONS**

Based on historic funding allocations from the United Way of Washtenaw County, the Washtenaw Urban County (Department of Housing & Urban Development), the City of Ann Arbor, and the County of Washtenaw, the percentages below indicate how funding will be distributed in each of the 5 priority areas. Actual funding availability will not be determined until budget approvals from each of the funding entities are complete (likely in Spring of 2011).

<b>Priority Area</b>	<b>Approximate Distribution of Funds</b>
Aging	9-14%
Early Childhood	16-21%
Housing & Homelessness	28-33%
Safety Net Health	21-27%
School-Aged Youth	16-21%

### **III. FY 2011-13 HUMAN SERVICES FUNDING PRIORITIES**

The following are the Human Services Priorities for the United Way of Washtenaw County, the Washtenaw Urban County, the City of Ann Arbor and Washtenaw County for these coordinated human services program operating funds. While it is recognized that additional human service needs exist throughout the community, there is a limited pool of resources available. Therefore, only the following priorities will be eligible for funding through this RFP.

1. Aging
2. Early Childhood (0-6 years)
3. Housing & Homelessness
4. Safety Net Health
5. School-Aged Youth (7-21 years)

### **IV. PROPOSAL INSTRUCTIONS**

**Please review all instructions before proceeding.** Be sure to answer all questions as instructed in this RFP and submit all components. Each proposal will be evaluated by a team of reviewers comprised of representatives from each of the funding entities according to the Rating Criteria in Appendix B of this RFP.

#### **A. PROPOSAL SUBMISSION REQUIREMENTS**

##### **ELECTRONIC PROPOSAL**

All Coordinated Funding: Human Services Program Operations proposals will be submitted online through CommunityGrants.org ONLY. **NO HARD COPIES ARE REQUIRED OR REQUESTED IN RESPONSE TO THIS RFP.**

- Applicants are limited to submitting a **MAXIMUM of four (4) proposals** through this RFP; any submissions in excess of this maximum will be discarded prior to review.
- **Collaborative applications are welcome** and must be submitted by a single fiduciary agency on behalf of all partner entities and are included in the maximum of (4) proposals.

##### **DUE DATE/TIME**

Proposals are due **by 3:00pm, March 4, 2011** in CommunityGrants.org; proposals are time-stamped and any submitted after 3pm will not be reviewed or considered for funding through this RFP.

**\*\*LATE PROPOSALS WILL NOT BE ACCEPTED\*\***

##### **APPLICANTS CONFERENCE**

A **mandatory** applicants' conference is scheduled for **Friday, February 4<sup>th</sup>, 2011 from 1:00pm – 3:00pm** at the United Way of Washtenaw County at 2305 Platt Road, Ann Arbor, MI 48104. *PLEASE NOTE: You must park in the church parking lot next door to the United Way. There are signs indicating where parking is allowed.*

##### **CONTENTS OF SUBMISSION**

Please be sure to complete ALL of the following components with each submission and submit prior to the due date/time. Submit one electronic application per proposal.

1. **Application:** You must complete a separate application in Community Grants for each program for which you are requesting funding. All questions must be answered prior to submission of the application.
2. **Program Budget:** You must upload a copy of your most current, Board-approved program/project budget as part of the application by using the format provided on [www.communitygrants.org](http://www.communitygrants.org) (see "Download Funder Budget Formats" link in that section of the online application to download the required format and instructions).

**B. HUMAN SERVICES PROGRAM OPERATIONS APPLICATION QUESTIONS**

GENERAL INFORMATION

All applications for Human Services Program Operations Funding must be completed online at [www.communitygrants.org](http://www.communitygrants.org). Upon arriving at the website, please select “Coordinated Funding: Human Services Program Operations” from the list of funders; this will take you to the appropriate application. The application will then prompt you to answer several general questions about your proposal for funding, including a one-sentence grant summary, grant contact, funder acknowledgement, etc. Please be sure to complete all of the fields in each section and provide a correct email address for the grant contact, as we will use these for disseminating important grant information.

Additionally, please be aware that each question has its own character-limit (including spaces!) on the communitygrants.org application. The limit is listed on the application next to each question and the application will not allow you to save if your answer has exceeded the limit.

**#1: Human Services Priority & Participation in Coordination/Planning Bodies**

**A. Human Services Priorities**

Please choose the ONE (1) human services priority that best aligns with your program from the drop down menu:

1. Aging
2. Early Childhood (0-6 years)
3. Housing & Homelessness
4. Safety Net Health & Nutrition
5. School-Aged Youth (7-21 years)

**B. Coordinating/Planning Bodies**

Please select ONE (1) of the following local Coordination/Planning bodies that corresponds with the priority chosen above and indicate how your agency has participated in that group in the last twelve months.

1. Blueprint on Aging
2. Success by Six
3. Washtenaw Housing Alliance
4. Safety Net Health & Nutrition
5. Washtenaw Alliance for Children and Youth

**#2: Target Population & Community Need**

The Target Population includes the people or groups who will directly benefit from your program and your direct service staff. Defining the Community Need provides the evidence that a program is necessary and effective for your identified target population and geographic area. Higher scores will be awarded to proposals that clearly identify their target population (i.e. demographics or other defining characteristics) and demonstrate the need in the community for this program.

- A. Please complete the chart below indicating the estimated PERCENTAGE (%) of your program’s participants that are residents in each of the following jurisdictions (*totaling all four columns will equal greater than 100%; the Washtenaw County and Out-of-County columns should equal 100%*):

City of Ann Arbor	Urban County	Washtenaw County	Out-of-County

- B. Please describe your program’s target population in terms of demographics and any other relevant, defining characteristics.



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- C. Using credible, research-based information, please define the need in our community for this program (*using both community- and program-level data*).
- D. Please evaluate whether or not the community need is being met in any way by other service providers AND, if it is, whether or not those services are available and accessible to the identified target population.
- E. Please describe how your agency collects and documents demographic information about clients (*including residency*).

**#3: Participant Income Level**

Programs that serve the most economically vulnerable populations in our community help stabilize our neighborhoods and local economies, and prevent more costly public investments in the future. Higher scores will be given to proposals whose primary target populations are the most economically vulnerable.

- A. Please indicate the **percentage of your program participants** whose household incomes will fall into the categories below using the 2010 Department of Housing and Urban Development Income categories<sup>1</sup> (below and online) and estimate **the number of participants** that will have incomes in the categories that follow.

- \_\_\_\_\_ Extremely Low (0% to 30% AMI)
- \_\_\_\_\_ Very Low (31% to 50% AMI)
- \_\_\_\_\_ Low (51% to 80% AMI)
- \_\_\_\_\_ Moderate & Above (81% and above)

<b>2011 Income Limits (as published by HUD)</b>									
<b>Ann Arbor PMSA Income Limits - 2010 (Washtenaw County)</b>									
Income Category*	%Area Median	Household Size							
		1	2	3	4	5	6	7	8
Low income	(80% / 75%**)	\$45,100	\$51,550	\$58,000	\$64,400	\$69,600	\$74,750	\$79,900	\$85,050
Very low income	50%	\$29,500	\$33,700	\$37,900	\$42,100	\$45,500	\$48,850	\$52,250	\$55,600
Extremely low income	30%	\$17,700	\$20,200	\$22,750	\$25,250	\$27,300	\$29,300	\$31,350	\$33,350
*Income categories include the range between the previous income limit and the one listed in that category; for example, a household of 4 people with an annual income of \$45,000 would be considered "Low Income" as it falls between 51% and 80% of the Area Median. Anything over 80% of the Area Median is considered "Moderate & Above."									
**Note: the 80% median income level may not exceed the U.S. median income level, consequently it is actually 75% of median.									
Effective 5.14.2010. Data Location: <a href="http://www.hud.gov/offices/cpd/affordablehousing/programs/home/limits/index.cfm">http://www.hud.gov/offices/cpd/affordablehousing/programs/home/limits/index.cfm</a>									

- B. Please explain how your program currently **documents and verifies** participants' income.

**#4: Program Outcomes**

Please select all applicable outcomes for your program from the menu and indicate the proposed number of participants to be served during the funding period (no score awarded). Please be sure to reference these specific outcomes when completing subsequent questions on this application.

**SEE "APPENDIX A: SHARED COMMUNITY OUTCOMES" FOR DETAILS ON THE SHARED COMMUNITY OUTCOMES.**

**#5: Program Components & Activities**

A clear link between program components and the expected program outcomes is critical to an effective program design. Higher scores will be awarded to proposals that detail the specific program components/activities that will be provided; demonstrate the appropriateness of their scope, duration and intensity; and identify how they will result in the identified program outcomes (see question #4).

<sup>1</sup> When the income limits change in early 2011, the Office of Community Development will provide all funded agencies with the updated limits.



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- A. Please describe the components of this program including the scope, duration and intensity of the services and how they are appropriately conceived for the identified target population (see question #2).
- B. Please be sure to clearly identify the ways in which the described program components will result in the previously identified program outcomes (see question #4).
- C. Please identify the mechanism for measuring the selected program outcomes (see question #4).

### #6: Research-Based Program Design

Programs that replicate—or are at a minimum informed by—research-based designs are more likely to result in effective and efficient resource and service delivery. Higher scores will be awarded to proposals that demonstrate the appropriate use of research-based program design.

- A. Please describe how this program represents a research-based design that reflects an appropriate link to the target population identified (see question #2), the program components detailed (see question #5), and the outcomes selected (see question #4).

### #7: Accessibility

Planning for the accessibility of a program to a wide array of customers is critical to ensuring that services do not exclude specific populations. Higher scores will be awarded to proposals that articulate clear and appropriate plans that address the identified potential barriers to accessing services.

- A. Please address the following barriers to accessibility (at a minimum):
  1. Affordability of services
  2. Hours of operation
  3. Transportation availability (to and from)
  4. ADA-accessibility of location and transportation options
  5. Language/culture barriers
  6. Literacy barriers (reading/writing/comprehending English).

**NOTE:** *Simply listing a program's hours of operations or nearby bus-availability does not constitute a "clear and appropriate plan" to address barriers. The plan must address the specific barriers that your target population may have and how the program design will mitigate these barriers in an effective way.*

### #8: Program Funding

Given the increasing demand for human services in our community and the uncertainty of federal, state and local allocations for such initiatives, funders are seeking an increased return on investment. Diversified, reliable funding is critical to program sustainability and agency stability. Higher scores will be awarded to those proposals that identify reliable, and external funding sources to support their program.

- A. Please complete the program budget (downloadable in community grants) in its entirety. Specific guidance for completion can be found on the program budget form itself.

### #9: Evaluation and Program Improvement

Program success is contingent upon a consistent and rigorous evaluation and quality improvement process. Higher scores will be awarded to proposals that identify an on-going program evaluation and quality improvement process.

- A. Please describe your program evaluation process including a description of how customer satisfaction and the selected program outcomes (see question #4) are measured.
- B. Please indicate who collects, interprets and reviews the program evaluation results.
- C. Please describe how program evaluation results are used to improve program delivery.

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### #10: Key People

A large part of ensuring that an investment will lead to its intended return lies in the demonstrated capability of the people who do the work. Higher scores will be awarded to proposals that identify “key people” (supervisors and direct staff) who possess the relevant experience, training, and education to appropriately and effectively oversee and deliver the identified services (see question #5) and to achieve the selected program outcomes (see question #4). This section of the application will require you to add additional “key people” sections for each person you wish to include.

- A. Please identify the “key people” responsible for delivering the program components detailed in question #5 as well as the relevant supervisory staff. For each person identified, please complete the following narrative boxes:
1. Name
  2. Title
  3. Training and Education
  4. Experience
  5. Key Program Duties
  6. Plan for Future Professional Development

**NOTE:** Please respond to this question judiciously. This question should be answered in a concise manner that clearly identifies RELEVANT experience, training, education, duties and professional development only.

### #11: Collaboration

Collaboration between agencies and/or programs improves service-delivery for consumers through decreased barriers and fragmentation and improved coordination of services. Further, collaboration enables nonprofits to reduce overhead, increase capacity, and deliver services more effectively. Higher scores will be awarded to proposals that are demonstrating effective collaboration to expand services to underserved populations, reduce overhead, avoid duplication of services, and to identify gaps in services.

- A. Please describe how your agency collaborates with other community partners to achieve the following:
1. Expand services to underserved populations
  2. Reduce and/or avoid duplication of services
  3. Identify gaps in services
  4. Reduce administrative overhead
- B. Please describe any of the following interactions with the above identified community partners:
1. Integrated/shared staff and/or programming
  2. Mutual benefits and liabilities as a result of collaboration
  3. Joint assessment of program outcomes
  4. Shared decision-making
  5. Data-sharing

### #12: Agency Experience

Agencies that have experience and demonstrated success in the services they provide are generally more sound investments for funders. Higher scores will be awarded to agencies that have provided this program or similar services over time and have demonstrated success in their proposal.

- A. Please indicate how many years your agency has provided this program or similar services.
- B. Please identify how your agency has measured success in providing this program or similar services. Be sure to include both specific outcomes measures and success rates over the life of the program or provision of similar services.

### Additional Evaluation: Proposal Clarity & Historic Performance

In addition to the narrative responses identified above, staff will also evaluate the clarity of your proposal and the historic performance of your agency/program during previous grants with the funding entities. There is no additional narrative response expected from the applicant for these two categories. Further explanation of the criteria on which those categories will be evaluated can be found on the “Rating Criteria” matrix in Appendix B of this RFP.

### When You are Finished with Community Grants

When you are finished with the narrative questions in [www.CommunityGrants.org](http://www.CommunityGrants.org), scroll back up to the top of the page to the “submitting this application section”; set the application status to “submit”; and then press the “save” button in the blue bar above the application.

## V. **STANDARD PROVISIONS FOR CONTRACTS**

### A. **GRANTS AWARDED BY WASHTENAW COUNTY**

If a grant is awarded, the selected applicant will be required to adhere to a set of general grant provisions, which will become a part of any formal agreement. These provisions are general principles, which apply to all contractors of service to Washtenaw County. A copy of these general provisions may be obtained by contacting Andrea Plevak, Human Services Coordinator, Office of Community Development at (734) 622-9007 or [pleveka@ewashtenaw.org](mailto:pleveka@ewashtenaw.org). Final grant provisions will be communicated after award notices are posted.

### B. **GRANTS AWARDED BY THE CITY OF ANN ARBOR**

If a grant is awarded, the selected applicant will be required to execute a contract containing the terms and conditions set forth by the City of Ann Arbor. A copy of the current contract used for human services providers may be obtained by contacting Andrea Plevak, Human Services Coordinator, Office of Community Development at (734) 622-9007 or [pleveka@ewashtenaw.org](mailto:pleveka@ewashtenaw.org). Final contract terms will be communicated after award notices are posted.

### C. **GRANTS AWARDED BY THE WASHTENAW URBAN COUNTY**

If a grant is awarded, the selected applicant will be required to execute a contract containing the terms and conditions set forth by the Department of Housing & Urban Development and Washtenaw County. A copy of the current contract used for human services providers receiving federal funds may be obtained by contacting Andrea Plevak, Human Services Coordinator, Office of Community Development at (734) 622-9007 or [pleveka@ewashtenaw.org](mailto:pleveka@ewashtenaw.org). Final contract terms will be communicated after award notices are posted.

### D. **GRANTS AWARDED BY UNITED WAY OF WASHTENAW COUNTY**

If a grant is awarded, the selected applicant will be required to adhere to a set of general grant provisions, which will become a part of any formal agreement. These provisions are general principles, which apply to all human services providers funded by the United Way of Washtenaw County. A copy of these general provisions may be obtained by contacting Debbie Jackson, Director of Community Investment, United Way of Washtenaw County at (734) 677-7209 or [djackson@uwwashtenaw.org](mailto:djackson@uwwashtenaw.org). Final grant provisions will be communicated after award notices are posted.

**APPENDIX A: SHARED COMMUNITY OUTCOMES**

**Aging Shared Outcomes\***

FY 2011-12 (Year 1)			1 <sup>st</sup> Half		2 <sup>nd</sup> Half	
Domain	Shared Outcomes**	Verification Source & Method	Projected	Actual	Projected	Actual
Housing & Home Safety	Seniors who have moved from crisis or vulnerable situations to situations assessed as stable, safe, or thriving in the area of <u>housing and home safety</u> .					
Health	Seniors who have moved from crisis or vulnerable situations to situations assessed as stable, safe, or thriving in the area of <u>health</u> .					
Financial Issues	Seniors who have moved from crisis or vulnerable situations to situations assessed as stable, safe, or thriving in the area of <u>financial issues</u> .					
Care giving & Social Support	Seniors who have moved from crisis or vulnerable situations to situations assessed as stable, safe, or thriving in the area of <u>care giving and social support</u> .					
Mobility & Transportation	Seniors who have moved from crisis or vulnerable situations to situations assessed as stable, safe, or thriving in the area of <u>mobility and transportation</u> .					

*\*Outcomes are formatted for CommunityGrants.org and reflect a single fiscal year.*

*\*\*Outcomes are based upon “Aging in Washtenaw County” matrix as developed by the Blueprint for Aging and presume that all agencies selecting these outcomes will utilize this matrix (or any future updated versions) for measurement purposes.*

**Aging in Washtenaw County**

DOMAIN	1 Crisis	2 Vulnerable	3 Stable	4 Safe	5 Thriving
<b>1. Health Care And Mental Health</b>	Significant health concerns are unmet current health care No medical coverage despite an immediate need My problems may pose danger to myself or others Recurring suicidal thoughts or severe difficulty day-to-day due to confusion, memory problems or mental health issues.	Great difficulty accessing care Some important health care needs unmet Can't pay for or understand health care financing for specific need. Persistent difficulty with daily living/responsibilities due to mental health symptoms, but not a danger to myself or others	Some unmet needs delay/reduce care Follow through with routine care difficult Mild symptoms Some difficulty with daily activities and responsibilities due to these symptoms	Can obtain medical care when needed, but some difficulty to follow preventative care or budget is strained Minimal symptoms are expected responses to life stressors Slight problems in daily activities and responsibilities	Covered by adequate health insurance including some preventative care Symptoms are absent or rare Able to function in wide range of activities No more than everyday problems or concerns
<b>2. Housing and Home Safety</b>	Homeless, in foreclosure, or facing imminent eviction. Home or residence is not safe Adult Protective Service may find situation problematic	Housing is temporary or substandard rent/mortgage unaffordable Safety issues significant but not life threatening Need oversight support	Safe, stable housing but only marginally adequate. Need home support in multiple areas Minor safety issues Safety planning needed	Adequate subsidized housing Need minimal support Household is safe with support but future uncertain	Household is in safe, adequate, and affordable.
<b>3. Financial Resources and Money Management</b>	No income. Insufficient retirement funds Bills greatly exceed income in multiple areas or bankruptcy Not aware of or unable to apply for eligible tax rebates Utility Shut Off	Inadequate income or problems with spending Bills for basic needs not paid Utility repair urgent Notice of shut off Outstanding judgments or garnishments	Meeting basic needs with assistance/ subsidy Better spending noticeable Utilities paid irregularly w/o financial support Need public assistance	Meeting basic needs Managing debt without assistance. Increasing budgeting skills Minor assistance is needed to budget and pay utility bills	Income is sufficient Utility bills are paid regularly
<b>4. Caregiving or Social Support</b>	Care of family member threatens safety, health, finances, housing, or psychosocial factors. Family or friends do not provide support needed Family situation produces problems that are financial, abusive or neglectful	Caregiver unable to manage behavior, cognitive or health needs and causes severe stress Family/friends are supportive, but lack ability or resources Abuse or lack of needed care is sometimes a worry	Household is stable but needs home, financial or legal assistance. Some support from family/friends	Household requires minimal support for sustainability Adequate support from family or friends Household members support each other's efforts	Able to provide beyond basic needs of daily living for self and family Have viable support network Communication is consistently open
<b>5. Mobility or Transportation</b>	No access to transportation, public or private Car is inoperable Unable to obtain accompaniment for life threatening medical appointments	Transportation is available, but unreliable, unpredictable, or unaffordable Have informal ride support, but need financial help to pay	Transportation is available and reliable, but limited and/or inconvenient Need assistance finding transportation at times	Transportation is generally accessible to meet basic travel needs.	Transportation is readily available and affordable

Isolated  
Few supports



Interconnected  
Integrated in community

### Early Childhood Shared Outcomes\*

FY 2011-12 (Year 1)		1 <sup>st</sup> Half		2 <sup>nd</sup> Half		
Domain	Shared Outcomes	Verification Source & Method	Projected	Actual	Projected	Actual
<b>Health and Safety</b>	Parents enrolled in health insurance					
	Children enrolled in health insurance					
	Families and children regularly accessing medical and dental providers for ongoing check-ups and well-baby/child visits					
	Families increasing the practice of safe behaviors, including safe sleep, abuse prevention, and correct car-seat use					
<b>Education &amp; School Preparation</b>	Children attending licensed daycare and early education facilities through scholarship support					
	Eligible children attending Head Start and Great Start Readiness programs					
<b>Strong Parenting</b>	Parents developing measurably stronger parenting skills and capacities					
	Parents report that they are aware of how to access community-based support services					
	Parents regularly access information and community-based support services					
	Parents access early literacy resources and prepare their children for school success					

*\*Outcomes are formatted for CommunityGrants.org and reflect a single fiscal year.*



### Housing Shared Outcomes\*

FY 2011-12 (Year 1)		1 <sup>st</sup> Half		2 <sup>nd</sup> Half		
Domain*	Shared Outcomes	Verification Source & Method	Projected	Actual	Projected	Actual
Eviction Prevention	Participants whose eviction was prevented after receiving direct financial assistance for housing-related payments and/or housing stabilization services (include <i>CURRENT reporting period program participants only</i> ).					
	Participants who have maintained housing for at least 6 months after receiving direct financial assistance for housing-related payments and/or housing stabilization services (include <i>IMMEDIATE PAST reporting period program participants only</i> ).					
Outreach & Engagement	Participants who became engaged in a service relationship as a result of support from outreach and engagement programs (include <i>CURRENT reporting period program participants only</i> ).					
	Participants placed into housing as a result of engagement efforts by outreach and engagement programs (include <i>IMMEDIATE PAST reporting period program participants only</i> ).					
Emergency Shelter	Participants who obtained a positive housing outcome at program exit (include <i>CURRENT reporting period program participants only</i> ).					
	Participants who obtained permanent housing at program exit (include <i>CURRENT reporting period program participants only</i> ).					
	Participants who maintained permanent housing for at least 12 months following exit (include <i>IMMEDIATE PAST reporting period program participants only</i> ).					
	Participants who exited and did not return to emergency shelter in a 12-month period (include <i>IMMEDIATE PAST reporting period program participants only</i> ).					

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Transitional Housing	Participants who obtained permanent housing at program exit (include <i>CURRENT reporting period program participants only</i> ).					
	Participants who maintained permanent housing for at least 6 months (include <i>IMMEDIATE PAST reporting period program participants only</i> ).					
	Participants who maintained permanent housing for at least 12 months following exit (include <i>IMMEDIATE PAST reporting period program participants only</i> ).					
	Participants who maintained or increase their income within 12 months of program entry (include <i>IMMEDIATE PAST reporting period program participants only</i> ).					
	Participants who showed aggregate gains in self-sufficiency within 12 months of program entry, as measured by an increase in total score on the Self-Sufficiency Matrix (include <i>IMMEDIATE PAST reporting period program participants only</i> ).					
Permanent Housing with Supports	Participants who maintained permanent housing for at least 6 months (include <i>CURRENT reporting period program participants only</i> ).					
	Participants who maintained permanent housing for at least 12 months following exit (include <i>IMMEDIATE PAST reporting period program participants only</i> ).					
	Participants who maintained or increase their income within 12 months of program entry (include <i>IMMEDIATE PAST reporting period program participants only</i> ).					
	Participants who showed aggregate gains in self-sufficiency within 12 months of program entry, as measured by an increase in total score on the Self-Sufficiency Matrix (include <i>IMMEDIATE PAST reporting period program participants only</i> ).					

*\*Outcomes are formatted for CommunityGrants.org and reflect a single fiscal year.*

*\*\*Housing programs must measure all outcomes under the domain (or program type) that they select. For example, any Emergency Shelter program must select and measure all 4 (FOUR) program outcomes for that domain; they cannot choose to measure fewer than the 4 listed.*

**Safety Net Health & Nutrition Shared Outcomes\***

FY 2011-12 (Year 1)		1 <sup>st</sup> Half		2 <sup>nd</sup> Half		
Domain	Shared Outcomes	Verification Source & Method	Projected	Actual	Projected	Actual
<b>Promoting Health and Managing Chronic Disease</b>	Patients/clients receiving immunizations, age-appropriate screenings & Body Mass Index status					
	Patients/clients receiving preventative health care services					
	Patients/clients effectively managing chronic illness					
	Patients/clients receiving cancer screenings					
	Patients/clients demonstrating improvement in health knowledge or behavior					
	Patients/clients regularly accessing and consuming healthy foods					
	Patients/clients demonstrating a decreased nutritional risk					
<b>Providing Affordable and Accessible Health Services</b>	Patients/clients enrolled or re-enrolled in public health insurance programs					
	Patients/clients establishing ongoing care with a primary care provider					
	Patients/clients receiving subsidized medical/dental services					
	Patients/clients completing specialty care treatment plans					
	Patients/clients completing dental treatment plans					
	Patients/clients linked to mental health or substance abuse services					
	Women receiving pre-natal, inter-pregnancy, and post-natal care					

*\*Outcomes are formatted for CommunityGrants.org and reflect a single fiscal year.*

**School Aged Youth Shared Outcomes\***

FY 2011-12 (Year 1)		1 <sup>st</sup> Half		2 <sup>nd</sup> Half		
Domain	Shared Outcomes	Verification Source & Method	Projected	Actual	Projected	Actual
<b>Connecting</b>	Youth living in safe and stable housing					
	Youth living in an emotionally safe home environment					
	Youth behaving legally/living a legal lifestyle					
	Youth can identify at least one adult who can provide practical and emotional support.					
<b>Thriving</b>	Youth accessing physical, dental, and vision care regularly					
	Youth accessing mental health services as needed					
	Youth reporting no use of alcohol, tobacco, and other drugs					
	Youth engaging in safe, consensual sexual activity ( <i>if sexually active</i> )					
<b>Learning</b>	Youth enrolled in school					
	Youth attending school in accordance with attendance policy					
	Youth making educational gains					

*\*Outcomes are formatted for CommunityGrants.org and reflect a single fiscal year.*

**APPENDIX B: CRITERIA FOR RANKING OF PROPOSALS**

## Review Committee Evaluation

Category	Purpose	Criteria	Proposal Question	0	1	2	3	4	5	Max	Weight	Total
<i>Target Population &amp; Community Need</i>	The Target Population includes the people or groups who will directly interact with your program and your direct service staff. Defining the Community Need provides the evidence that a program is necessary and effective for your identified target population and geographic area.	Higher scores will be awarded to proposals that clearly identify their target population (i.e. demographics or other defining characteristics) and demonstrate the need in the community for this program.	Does the proposal completely describe the target population? Does the proposal use credible, research-based information to define the need for this program? If there are similar services provided in the community, does the proposal describe whether or not they are available and accessible to the target population?	0= Proposal does not identify the target population and does not define the need for the program or evaluate whether it is currently being met in the community	1= Proposal identifies target population, but does not define the need for the program or evaluate whether it is currently being met in the community	2= Proposal identifies target population and clearly defines the need for the program, but does not evaluate whether the need is currently being met in the community	3= Proposal identifies target population and clearly defines the need for the program; limited similar services are available and accessible	4= Proposal identifies target population and clearly defines the need for the program; proposal identifies no similar services are available.	5= Proposal identifies target population and clearly defines the need for the program using appropriate data; no similar services are available.	5	2	10
<i>Participant Income Level</i>	Agencies serving the most economically vulnerable populations in our community help stabilize our neighborhoods and local economies, and prevents more costly public investments.	Higher scores will be given to proposals whose primary target populations are the most economically vulnerable.	Does the proposal indicate that the program will target services primarily to low income customers?	0= Proposal has no income-based target population identified	1= Proposal demonstrates that the program serves customers <80% AMI	2= Proposal demonstrates at least 75% of the program participants are <50% AMI	3= Proposal demonstrates that the program exclusively serves customers <50% AMI	4= Proposal demonstrates at least 75% of the program participants are <30% AMI	5= Proposal demonstrates that the program exclusively serves <30% AMI	5	2	10
<i>Program Components &amp; Activities</i>	A clear link between program components and the expected program outcomes is critical to an effective program design.	Higher scores will be awarded to proposals that detail the specific program components/activities that will be provided; demonstrates the appropriateness of their scope, duration and intensity; and demonstrates how they will result in the selected program outcomes (i.e. the community-defined, shared outcomes).	Does the proposal clearly describe the program components? Does the proposal demonstrate that the scope, duration and intensity of the program components appropriately serve the target population? Does the proposal make clear how the program components lead to the selected outcomes? Does the proposal identify a clear and effective mechanism for measuring the selected program outcomes?	0= Proposal does not provide a description of the program components	1= Proposal identifies the program components, but they are unrelated or conflicting	2= Proposal clearly describes the program components, but does not address the appropriateness of this approach, a relationship to the selected outcomes or a mechanism for measuring the selected outcomes	3= Proposal clearly describes the program components and addresses the appropriateness of this approach, but does not indicate a relationship to the selected outcomes or a mechanism for measuring the selected outcomes	4= Proposal clearly describes the program components, addresses the appropriateness of the approach and indicates a relationship to the selected outcomes, but does not identify a mechanism for measuring the selected outcomes	5= Proposal clearly describes the program components, addresses the appropriateness of the approach, indicates a relationship to the selected outcomes, and identifies a mechanism for measuring the selected outcomes	5	2.5	12.5
<i>Research-Based Program Design</i>	Programs that replicate—or are at a minimum informed by—research-based designs are more likely to result in effective and efficient resource and service delivery.	Higher scores will be awarded to proposals that demonstrate the appropriate use of research-based program design.	Does the proposal demonstrate the use of research-based program design? Does the research cited reflect a clear connection to the Target Population identified, Program Components detailed, and Outcomes selected?	0= Proposal does not identify a research-based program design	1= Proposal references some research related to the program design, but does not support the choice of target population, program components or outcomes	2= Proposal references some research related to the program design and supports the choice of target population, but not the program components or outcomes	3= Proposal references some research related to the program design and supports the choice of program components, but not the target population or outcomes	4= Proposal references some research related to the program design and supports the choice of outcomes, but not the target population or program components	5= Proposal clearly describes an appropriate research-based program design that supports the choices of target population, program components and outcomes	5	2	10



Category	Purpose	Criteria	Proposal Question	0	1	2	3	4	5	Max	Weight	Total
<i>Accessibility</i>	Planning for the accessibility of a program to a wide array of customers is critical to ensuring that services do not exclude specific populations.	Higher scores will be awarded to proposals that articulate clear and appropriate plans that address the identified potential barriers to accessing services. These should include, at a minimum, affordability, hours of operation, transportation availability, ADA-accessibility of location, language/culture barriers and literacy barriers (reading/writing/comprehending English).	Does this proposal specifically identify how each of the identified barriers will be addressed? For example: Is the program accessible by modes of transportation available to your target population (public, private, walking, biking, paratransit, etc.)? Does the program have access to speakers of other languages spoken among your target population?	0= Proposal does not address accessibility OR has an accessibility plan that clearly and appropriately addresses one (1) potential accessibility barrier	1= Proposal has an accessibility plan that clearly and appropriately addresses two (2) of the identified potential accessibility barriers	2= Proposal has an accessibility plan that clearly and appropriately addresses three (3) of the identified potential accessibility barriers	3= Proposal has an accessibility plan that clearly and appropriately addresses four (4) of the identified potential accessibility barriers	4= proposal has an accessibility plan that clearly and appropriately addresses five (5) of the identified potential accessibility barriers	5= Proposal has an accessibility plan that clearly and appropriately addresses six (6) or more of the identified potential accessibility barriers	5	2	10
<i>Program Funding</i>	Given the increasing demand for human services in our community and the uncertainty of federal, state and local allocations for such initiatives, funders are seeking an increased return on investment. Diversified, reliable funding is critical to program sustainability and agency stability.	Higher scores will be awarded to those proposals that identify reliable, and external funding sources to support their program.	Does the proposal demonstrate reliable, external funding?	0= Proposal does not list other funding sources	1=Proposal indicates at least 15% of its program budget will be obtained from external funding sources, but sources are un-defined or speculative.	2= Proposal indicates that at least 15% of its program budget will be obtained from reliable, external funding sources.	3= Proposal indicates that at least 40% of its program budget will be obtained from external funding sources, but sources are un-defined or speculative.	4=Proposal indicates that at least 40% of its program budget will be obtained from reliable, external funding sources.	5= Proposal indicates that at least 60% of its program budget will be obtained from reliable, external funding.	5	1.5	7.5
<i>Evaluation and Program Improvement</i>	Program success is contingent upon a consistent and rigorous evaluation and improvement process.	Higher scores will be awarded to proposals that identify an on-going program evaluation and improvement process.	Does the proposal demonstrate an evaluation process that includes staff, program participant, and external stakeholder input? Does the proposal ensure that both consumer satisfaction AND program outcome results are regularly reviewed by key stakeholders (including the Board of Directors)? Does the proposal indicate how evaluation results are used to improve program delivery?	0= Proposal does not indicate any evaluation or program improvement process	1= Proposal indicates that consumer satisfaction is surveyed but does not indicate regular review by key stakeholders or use in program improvement	2= Proposal indicates that consumer satisfaction is surveyed and is reviewed regularly by key stakeholders, but does not indicate use in program improvement	3= Proposal indicates that consumer satisfaction is surveyed, is reviewed regularly by key stakeholders, and is used in program improvement	4= Proposal indicates that both consumer satisfaction and program outcomes are evaluated, reviewed regularly by key stakeholders, and used in program improvement	5= Proposal indicates that consumer satisfaction and program outcomes are evaluated, reviewed regularly by key stakeholders, and used in program improvement. Proposal also identifies clear, quantifiable program improvements made as a result of these processes.	5	2	10
<i>Proposal Clarity</i>	Presenting a clear and consistent program plan and proposal demonstrates an agency's capacity to define and execute their program and purpose.	Higher scores will be awarded to those proposals that are complete, accurate and clear in composition.	Is the proposal complete? Are the responses consistent throughout the proposal? Is the proposal clear in its description of the program?	0=Proposal is incomplete (information missing/questions unanswered)	1=Proposal is complete, but demonstrates multiple inconsistencies.	2=Proposal is complete, but does not clearly describe the program and contains some inconsistent information.	3= Proposal is complete and consistent, but does not clearly describe the program.	4= Proposal is complete and clearly describes the program, but contains some inconsistent information.	5= Proposal is complete, consistent and clearly describes the program.	5	1	5



## Staff-Only Evaluation

For the following categories, only staff will evaluate the answers provided and determine a final score. The purpose for this is to ensure the consistent application of historical program knowledge, program-delivery expertise and the systemic context into which each program fits.

Category	Purpose	Criteria	Proposal Question	0	1	2	3	4	5	Max	Weight	Total
<i>Key People</i>	A large part of the probability that an investment will lead to its intended return, lies in the demonstrated capability of the people who do the work.	Higher scores will be awarded to proposals that identify "key people" (supervisors and direct staff) who possess the relevant experience, training, and education to appropriately and effectively oversee and deliver the identified services and to achieve the selected outcomes.	Does the proposal describe "key people" that have relevant professional experience, training and education needed to deliver the program effectively and appropriately, and to achieve the selected outcomes?	0= No key people identified	1= Key people are identified, but no experience/training/education is identified.	2= Key people identified, but experience/training/education listed is not relevant to outcome achievement.	3=Key people identified, but only SUPERVISORS have experience/training/education relevant to outcome achievement.	4=Key people identified, but only DIRECT SERVICE PROVIDERS have experience/training/education relevant to outcome achievement.	5=Key people identified AND both SUPERVISORS & DIRECT SERVICE PROVIDERS have experience/training/education relevant to outcome achievement.	5	1	5
<i>Collaboration</i>	Collaboration between agencies and/or programs improves service-delivery for consumers through reduced overhead, increased capacity, improved coordination of services, and more.	Higher scores will be awarded to proposals that are demonstrating effective collaboration to expand services, reduce overhead, avoid duplication of services, and to identify gaps in services.	Does the proposal describe how the agency effectively collaborates with other partners and what the impact of the collaboration is on the program?	0= no collaboration attempt and/or does not explain impact of collaboration on program	1= Proposal describes networking, minimal inter-agency communication, and independent decision-making	2= Proposal describes information sharing and resource sharing, minimal inter-agency communication, and independent decision-making processes	3= Proposal describes information and resource sharing, frequent and formal communication, and some shared decision-making	4= Proposal describes frequent and formal communication, cross-training of staff, and complete shared decision-making	5= Proposal describes integrated staff or programming, mutual benefits and liabilities, joint assessment of outcomes and complete shared decision-making & data-sharing	5	2	10
<i>Agency Experience</i>	Agencies that have experience and demonstrated success in the services they provide are a typically more sound investment for funders.	Higher scores will be awarded to agencies that have provided this program or similar services over time and have demonstrated success in their proposal.	Has agency provided this program or similar services previously and for how long? Does the agency demonstrate, in their application, successful, measureable outcomes over the life of the program?	0= Agency has never provided this program OR similar services previously.	1= Agency has provided this program or similar services for three years or less.	2= Agency has provided this program or similar services for more than three years.	3= Agency has provided this program or similar services for three years or less and has demonstrated success.	4= Agency has provided this program or similar services for three to five years and has demonstrated success.	5= Agency has provided this program or similar services for five years or more and has demonstrated success.	5	1	5
<i>Historic Performance</i>	An agency with a good performance record demonstrates a commitment and capacity to deliver on the investment of their funders.	Higher scores will be awarded based on past positive performance with City of Ann Arbor, Urban County, Washtenaw County or United Way funding; If a program is new or has been operating less than three years and is not currently funded by OCD, it will be scored a zero (0). If a program is not currently funded by OCD, but has been operating for at least three years, it will be scored a three (3).	Are contractual and reporting deadlines met and are performance targets achieved? (to be completed by staff)	0= Program has never met a deadline and PTs are not achieved OR Program is new	1= Program has met SOME deadlines and PTs are NOT achieved	2=Program has met SOME deadlines and SOME PTs are achieved	3=Program has met ALL deadlines and SOME PTs are achieved OR program is not currently funded by OCD	4= Program has met SOME deadlines and ALL PTs are achieved	5= Program has met ALL deadlines and ALL PTs are achieved	5	1	5
<b>TOTAL</b>											<b>100</b>	