Montgomery County Family and Children First Council and
United Way of the Greater Dayton Area

Working Together to Improve Lives and Make Lasting Change

Combined Funding Application Process
Mandatory Review Sessions
January 23 and 25, 2017
Collective Impact Approach Transition

July 2014  Completed Community Needs Assessment

March 2016  Completed Joint Community Strategic Plan
            Community Priorities Selected

August 2016  Collective Impact Community Training

September 2016  Launch of Substance Abuse Priority Collective Impact
                Approach – Community Overdose Action Team –
                PHDMC & ADAMHS

October –
December 2016  Alignment and Strategy discussions with
               HHS Systems and Strategic Coordinators

January 2017  Combined Funding Application Approved
Combined Funding Application Timeline

**January:**
- Release of the Funding Application
- Proposers Conference
- Question and Answer Submission & Response

**March:**
- Part I: Letter of Intent Due
- Staff Review
- FCFC and UWCPC Discuss and Finalize Recommendations
- Part II: Invitations Sent to selected Applicants
- Notification to the Applicants not moving to Part II

**April:**
- Part II: Full Funding Application Due
- Staff Review

**May:**
- Funding Recommendations by FCFC and UWCPC
- Funding Decisions by BCC and UWGDA Board
- Notification to the Funded Programs

**July:**
- Services begin
Training Sessions:
All Training Sessions will be held at the Montgomery County Madison Lakes Learning and Conference Center located at 581 Olive Road, Dayton, Ohio 45417.

Navigating the Andar system
February 2, 2017 8:30 am – 12:00 pm

Outcomes 101 (New Applicants)
February 7, 2017 8:30 am – 12:00 pm

Measurements 102 (New Applicants)
February 8, 2017 8:30 am – 12:00 pm

Outcomes & Measures – Refresher
February 15, 2017 8:30 am – 12:00 pm
Technical Assistance:

• Contact will be made with agencies that attend the informational sessions.

• Technical questions about the Combined Funding Application may be sent to hspd@mcohio.org during the following time period.

Letter of Intent: 1/24/17 through 2/24/17
Full Application: 4/3/17 through 4/21/17

• Answers will be regularly posted.
Joint Strategic Planning Focus Areas and Priorities

**Income and Stability**
- Neighborhood Stability
- Career Ready / Post Secondary Credentials
- Food Access

**Education and Life Skills**
- Kindergarten Readiness
- Birth Outcomes
- Stable Employment
- Math and Reading Proficiency

**Health and Safety**
- Homelessness / Affordable Housing
- Community Violence – Gun Violence / Domestic Violence
- Chronic Diseases – Heart Disease, Diabetes, Cancer
- Neurodevelopmental Disorders – Fetal Alcohol and Autism Spectrum Disorders

*These priorities appeared in two separate focus areas: Stable Employment (I&S and E&L); Food Access (I&S and H&S)*
## Joint Strategic Plan Focus and Priority Areas

<table>
<thead>
<tr>
<th><strong>Education &amp; Life Skills</strong></th>
<th><strong>Funding Application</strong></th>
<th><strong>Not In Application</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Kindergarten Readiness</td>
<td>X</td>
<td>Preschool Promise</td>
</tr>
<tr>
<td>Elementary Reading and Middle School Math</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>High School Graduation</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Career Ready and Post Secondary Credentials</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Income and Stability</strong></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Neighborhood Stability</td>
<td></td>
<td>Need More Research</td>
</tr>
<tr>
<td>Stable Employment</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Homelessness and Affordable Housing</td>
<td>X</td>
<td>Affordable Housing - Need More Research</td>
</tr>
</tbody>
</table>

| **Health & Safety** | | |
|---------------------|-----------------|
| Food Access         | X | ADAMHS & PHDMC - COAT |
| Substance Abuse - Alcohol and Opioids | | ADAMHS & PHDMC - COAT |
| Community Violence - Gun Violence and Domestic Violence | X | CIRGV - Gun Viol. |
| Chronic Diseases - Heart Disease, Diabetes, Cancer | | PHDMC - CHIP |
| Brain Health - Depression and Anxiety | | PHDMC - CHIP |
| Birth Outcomes      | | PHDMC - CHIP |
| Neurodevelopmental Disorders - FASD and Autism | | Need More Research |
Collective Impact Services Being Sought

**Focus and Priority Areas**

**Education and Life Skills**
- Kindergarten Readiness
- Elementary Reading Proficiency
- Middle School Math
- High School Graduation
- Career Ready / Post Secondary Credentials

**Income and Stability**
- Stable Employment
- Homelessness

**Health and Safety**
- Food Access
- Community Violence – Domestic Violence
5 CONDITIONS OF SUCCESSFUL COLLECTIVE IMPACT

COMMON AGENDA

SHARED MEASUREMENT SYSTEM

MUTUALLY REINFORCING ACTIVITIES

CONTINUOUS COMMUNICATION

BACKBONE SUPPORT ORGANIZATION
Defining Collective Impact

• **Common Agenda:** Shared vision for change that includes a common understanding of the problem and a joint approach to solve the problem through agreed-upon actions;

• **Shared Measurement:** All participating organizations agree on the ways success will be measured and reported, with a short list of common indicators identified and used for learning and improvement;

• **Mutually Reinforcing Activities:** A diverse set of stakeholders, typically across sectors coordinate a set of differentiated activities through a mutually reinforcing plan of action;
Defining Collective Impact

- **Continuous Communication:** All agencies engage in frequent communication to build trust, assure mutual objectives and create common motivation;

- **Backbone Support Organization:** (Strategic Coordinators) An independent, staff dedicated to the initiative provides ongoing support by guiding the initiatives vision and strategy, supporting aligned activities, establishing shared measurements practices, building public will, advancing policy and mobilizing resources.

- **Community Training video available at** [www.mcohoio.org/hspd](http://www.mcohoio.org/hspd)
Services Being Sought

Organizations that operate services according to the quality program standards below:

• Well-defined goals/outcomes
• Research-supported and structured programming
• Sustained attendance
• Trained staff
• Promotes family involvement
• Develops positive supportive relationships
• Builds community partnerships
• Diverse program participants
• Promotes safety, health and wellness
• Ongoing evaluation and continuous quality improvement
Eligibility

Organizations seeking funding through this combined funding application:

• Must attend at least one of two scheduled Mandatory informational sessions
• 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
Services Being Sought

Core Safety Net Services – essential services that help individuals manage an immediate crisis and emergency needs.

Evidence-Based Strategies – Evidence-based strategies are identified in the funding application, however, organizations may submit an evidence-based strategy not listed that meets the established criteria in the application.

Prevention Services – build strength (individual, family, community level) and invest in future risk reduction

Intervention Services – reverse hardships, reduce level of need, and move toward stability

• General Supported Services
• Homeless Supported Services
• Frail Elderly Supported Services
Combined Funding Process Summary
July – June Funding Cycle

Approval of Funding Application process by BCC and UWGDAB → Release of Funding Application (FA) → Bidders Conference → Part I Letter of Intent - Program Review - Financial Review

Part I Application Due → Review of Part I - LOI by Staff → FCFC / UW CPC Applications Approval/Invitation to move to Part II → Part II Full Application

Part II Applications Due → Review of Part II – Full App by Staff → FCFC / UW CPC Part II Recommendations

Approvals
Human Services Levy Council
Board of County Commissioners
United Way of Greater Dayton Area Board

Contracts/Grant Agreements Prepared → Services Begin
## Part I – Letter of Intent (LOI)

Initial review and vetting of proposed services

### Letter of Intent

- Eligibility
- Summary of proposed services and whether the services address an identified community need
- Budget
- Financial capacity of the organization

### Financial/Organizational Information

- Audit
- Tax Return
- Organization/Agency Budget
- Board Roster
- Financial Statements
- Patriot Act Compliance
- Disclosures
- IRS Determination Letter

Full list on page 29
Part II – Full Application

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.

• Program Narrative - Specific details about the proposed activity/strategy – how the program addresses the basics of who is being served, how are they being served, where and when are they being served, why are they being served/statement of need, etc.

• Program Evaluation - short-term, intermediate, long-term outcomes

• Program Budget – Revenue/Expenses and Narrative
<table>
<thead>
<tr>
<th></th>
<th>Core Safety Net Services &amp; Frail Elderly Supported Services</th>
<th>General Supported Services</th>
<th>Homeless Supported Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two-Part Application</td>
<td>Same</td>
<td>Same</td>
<td>Same</td>
</tr>
<tr>
<td>Financial Information Required</td>
<td>Same</td>
<td>Same</td>
<td>Same</td>
</tr>
<tr>
<td>Collaborative Projects</td>
<td>Not Required</td>
<td>Required</td>
<td>Required</td>
</tr>
<tr>
<td>Project Evaluation</td>
<td>Program Outcome Measurement</td>
<td>Program Outcome Measurement</td>
<td>HMIS Data Collection (APR &amp; System Performance Measures)</td>
</tr>
<tr>
<td>Submission Protocol</td>
<td>ANDAR System UWGDA</td>
<td>ANDAR System UWGDA</td>
<td>PDF Email Submission to Montgomery County</td>
</tr>
<tr>
<td>Reviewers/Review Process</td>
<td>Staff/FCFC UW-CPC/ MCFESAC PPEC (Homeless Safety Net Services)</td>
<td>Staff/FCFC UW-CPC</td>
<td>PPEC/ HSPB Executive Committee</td>
</tr>
<tr>
<td>Funding Available</td>
<td>Levy, United Way &amp; ESG</td>
<td>Levy, United Way</td>
<td>Levy, United Way, ESG HOME</td>
</tr>
</tbody>
</table>
Length of Funding

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

• Selected applications may be awarded multi-year agreements up to and including five years beginning July 1, 2017.

• Selected agreements will be negotiated collaboratively but executed with each collaborative partner, independently by funding source.
<table>
<thead>
<tr>
<th>Submission Protocol</th>
<th>General Supported Services</th>
<th>Core Safety Net &amp; Frail Elderly Supported Services</th>
<th>Homeless Supported Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andar System UWGDA</td>
<td>Andar System UWGDA</td>
<td>Email to Montgomery County</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Part I Letter of Intent Deadline</th>
<th>March 3, 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Information Required</td>
<td>March 3, 2017</td>
</tr>
<tr>
<td>Invitation to Part II</td>
<td>No later than March 31, 2017</td>
</tr>
<tr>
<td>Part II Application Deadline - if invited</td>
<td>April 28, 2017</td>
</tr>
<tr>
<td>Funding Notification</td>
<td>No later than May 31, 2017</td>
</tr>
</tbody>
</table>
Core Safety Net Services
Combined Funding Application
OVERVIEW
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 uninsured/under-insured for prescription assistance, medical supplies for chronic diseases, and emergency dental assistance
- **Emergency Freedom from Violence** – protects individuals from domestic violence and provides access to immediate crisis hotline and resources
- **Emergency Shelter** – immediate overnight shelter (this does not include case management or other supported housing programs)
Core Safety Net Services

Process is as just described

Part 1 - Each organization will be expected to complete and submit a Letter of Intent and required Financial Documents

Part 2 – 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.

Applicants are required to identify collaborators and linkages to other services in the community.
General Supported Services
Combined Funding Application
OVERVIEW
General Supported Services

Ties back to

• Joint Strategic Plan
• Community Needs Assessment
• Collective Impact

Requires

• Collective Impact Approach
• Use of Evidence-Based Practices
<table>
<thead>
<tr>
<th>Priority Area</th>
<th>Community-Level Outcome and Why It Matters</th>
<th>Population Level Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kindergarten Readiness</td>
<td><strong>60% of children will be kindergarten-ready</strong>&lt;br&gt;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.</td>
<td>Kindergarten readiness assessment (KRA) scores</td>
</tr>
<tr>
<td>3rd Grade Reading Proficiency</td>
<td><strong>100% of children will have 3rd grade reading proficiency</strong>&lt;br&gt;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.</td>
<td>Ohio Department of Education 3rd grade reading proficiency</td>
</tr>
<tr>
<td>8th Grade Math Proficiency</td>
<td><strong>100% of children will have 8th grade math proficiency</strong>&lt;br&gt;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.</td>
<td>Ohio Department of Education 8th grade math proficiency</td>
</tr>
<tr>
<td>High School Graduation</td>
<td><strong>Increase high school graduation rate to 95%</strong>&lt;br&gt;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.</td>
<td>Ohio Department of Education 4-Year longitudinal graduation rate</td>
</tr>
<tr>
<td>Career Ready/Post Secondary Credentials</td>
<td><strong>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</strong>&lt;br&gt;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.</td>
<td>Ohio Department of Education Educational attainment, college enrollment, college persistence, college graduation</td>
</tr>
<tr>
<td>Food Access</td>
<td><strong>Reduce food insecurity</strong>&lt;br&gt;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.</td>
<td>Feeding America Survey</td>
</tr>
<tr>
<td>Domestic Violence</td>
<td><strong>Reduce the number of domestic violence homicides</strong>&lt;br&gt;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.</td>
<td>Montgomery County Coroner report</td>
</tr>
<tr>
<td>Stable Employment</td>
<td><strong>Increase the number of individuals who have employment stability. (Increase median household income)</strong>&lt;br&gt;*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.</td>
<td>Bureau of Labor Statistics Job availability rate Unemployment rate Census Bureau Median income</td>
</tr>
</tbody>
</table>
General Supported Services

Review of Goals, Strategies, Priorities

- Priority area and sector leader (strategic coordinator)
- Statement of a community-wide outcome, the population level indicator and why it matters
- Goals
- Examples of strategies - must be evidence-based
- Best Practice Measures (not exclusive)
- Required Measures
- Measures that relate to the community indicator
General Supported Services – Part 1

Project Letter of Intent

- **Project Narrative**
  - Overall description of the project
  - Address the elements of Collective Impact

- **Collaboration**
  - Identify partners and their roles (mutually reinforcing activities)
  - Identify selected evidence based strategies

- **Project Budget**
  - Funding request with details

- **Required Financial Documents**
Part II – General Supported Services Application

Only those applicants who are successfully selected through the Letter of Intent process will be invited to complete a Full Application.

- **Project** Narrative –
  Expanding on the LOI questions to further reflect the use of collective impact to address a strategic priority

- **Program** Narrative
  Specific program details about the proposed activity/strategy – how the program addresses the basics of who is being served, how are they being served, where and when are they being served, why are they being served (refer to Joint Strategic Plan), etc.

- **Program** Evaluation - Short-Term, Intermediate, Long-Term Outcomes
- **Program** Budget Revenues/Expenses and Narrative
Homeless Supported Services
Combined Funding Application

OVERVIEW
Homeless Supported Services

Non-emergency programs and services that align with the Joint Strategic Plan and the 10-Year Plan to End Chronic Homelessness and Reduce Overall Homelessness in Montgomery County.
Homeless Supported Services
Combined Funding Application (CFA)

Seeks **Collaborative Projects** to reduce the number of households who experience homelessness in Montgomery County by advancing one (or more) of the following goals:

- **End Chronic Homelessness by 2017.**
- **End Family Homelessness by 2020.**
- **End Youth Homelessness by 2020.**
- **Reduce Overall Homelessness for Single Adults by 2020.**
Evidence-Based Project Activities

- Prevention
- Street Outreach
- Rapid Rehousing
- Transitional Housing
- Permanent Supportive Housing
- Affordable Rental Housing

- Supportive Services
  - Housing
  - Employment
  - Healthcare
  - Education and Life Skills
Homeless Supported Services

Funding Sources

• Montgomery County Human Services Levy
• City of Dayton ESG
• United Way Community Impact Fund
• Montgomery County HOME
• Montgomery County ESG
Frail Elderly Supported Services
Combined Funding Application
OVERVIEW
Frail Elderly Services
Combined Funding Application (CFA)

Seeks Programs to improve the quality of life for those age 60 and over with income under 200% of the federal poverty rate by advancing one (or more) of the following areas:

- Help Elderly individuals remain as independent as possible
- Enhancement of transportation systems for elderly
- Services that support caregivers of the frail elderly
Frail Elderly
Supported Services

Emergency programs and services that advance the goals and objectives of Frail Elderly Services Advisory Committee.

Examples:
✓ Respite Care
✓ Emergency Home Meal Delivery
✓ Healthcare & Medication Services
Frail Elderly Supported Services

Non-emergency programs and services that advance the goals and objectives of Frail Elderly Services Advisory Committee. Frail Elderly Supported Services are intended for those age 60 and over with income under 200% of the federal poverty rate.
Frail Elderly Supported Services

Examples:

✓ Legal Services
✓ Caregiver Services
✓ Non-Medical Transportation
✓ Case Management
✓ Home Repair
Evidence-Based Project Activities

✓ Transportation
✓ Non-Emergency Home Repair
✓ Supportive Services
  ✓ Housing
  ✓ Employment
  ✓ Healthcare
✓ Education and Life Skills
Frail Elderly Support Services

Part 1 - Each organization will be expected to complete and submit a Letter of Intent and required Financial Documents.

Part 2 – 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.

Applicants are required to identify collaborators and linkages to other services in the community.
# Combined Funding Application Deadlines

<table>
<thead>
<tr>
<th>Submission Protocol</th>
<th>General Supported Services</th>
<th>Core Safety Net &amp; Frail Elderly Supported Services</th>
<th>Homeless Supported Services</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Andar System UWGDA</td>
<td>Andar System UWGDA</td>
<td>Email to Montgomery County</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Part I Letter of Intent Deadline</th>
<th>March 3, 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Information Required</td>
<td>March 3, 2017</td>
</tr>
<tr>
<td>Invitation to Part II</td>
<td>No later than March 31, 2017</td>
</tr>
<tr>
<td>Part II Application Deadline - if invited</td>
<td>April 28, 2017</td>
</tr>
<tr>
<td>Funding Notification</td>
<td>No later than May 31, 2017</td>
</tr>
</tbody>
</table>
Technical Assistance Questions:

Combined Funding Application - hspd@mcohoio.org

Andar System - jointrfpinfo@Dayton-unitedway.org
Questions?