

Notice of Funding Opportunity (NOFO)

for
April 1, 2022-March 31, 2024
Grant Cycle

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United Way of Northeast Mississippi fights for the academic success, health and wellness, and family stability of every person in Northeast Mississippi. Our mission is to create opportunities to improve lives in the communities we serve.

We are an organization that does not just raise dollars for *charity* but rather one that fights for *change*. We do this by strengthening the caring power within your organizations, by raising funds, and by deepening collaborative efforts which align to our community impact goals. We take a broad, regional approach to this work serving Chickasaw, Itawamba, Lee, Monroe, Pontotoc, Prentiss, Tishomingo, and Union counties.

We call this a Community Impact Model because we focus on results and on aligning our investments to only those programs that can concretely address 3 focus areas:

- **Academic Success**
 - Investing in student character education, parenting skills, high quality early education, and preparation for life after graduation
- **Health & Wellness**
 - Investing in increasing health and wellness literacy, affordable outpatient services, educational resources, and resources for senior adults
- **Family Stability**
 - Investing in reducing food insecurity, soft and technical skills job training, personal finance education, increasing availability of reliable housing, and helping families in crisis

Help us tell others:

- How much will you do?
- How well will you do it?
- How many people will be better off?

ACADEMIC SUCCESS

Categories	Barriers	UW Strategies	Programming Ideas	Indicators
Parental Support	<p>Inconsistent or low parenting skills limiting student academic achievement</p> <p>Generations of educational poverty</p> <p>Low value on education and goal-setting</p>	<p>Invest in parent/guardian programs that increase parenting skills and knowledge of their child's education</p>	<p>Community-based parent training offered at workplace, schools, churches, and neighborhood centers (addressing conflict, boundary-setting/rules, developmental milestones)</p> <p>Programs offering exposure to events and activities at child's school</p> <p>Web-based workshops providing incentives</p>	<p># of parents attending parent support sessions</p> <p># and % of students served who reduced their school discipline referrals</p> <p># and % of students served who reduced their school absences</p> <p># and % of parents completing an agency-sponsored program</p> <p># and % of parents attending school events</p> <p># and % of parents engaged in child's education and know where to find additional resources</p> <p># and % of parents participating in academic support (via reading, reviewing school work, helping with homework) on a regular basis</p>
Social/Emotional Support	<p>Students unable to self-regulate</p> <p>Students unable to demonstrate age-appropriate soft skills and life skills</p>	<p>Invest in student programs that focus on collaboration, decision-making, goal-setting and character education</p>	<p>School-based after-school programs offering character, soft skills, and gender-specific leadership development</p> <p>Programs offering interest-specific activities, including sports, outdoor experiences, dance, movement, the arts, STEM, business/industry exposure, philanthropy</p> <p>Mentoring programs targeting 6th-8th graders in partnership with churches, civic groups, university communities</p>	<p># of parents engaging in participation opportunities</p> <p># of students enrolled in agency's program 6 months or longer</p> <p># of students who participated in social skills-related activities, leadership or civic activities, or career opportunities</p> <p># and % of students served who reduced their school absences</p> <p># and % of students served who reduced their school discipline referrals</p> <p># and % of students served who volunteered at least 5 hours</p> <p># and % of high school students served who completed their academic program on time (diploma, GED, certificate of completion)</p>

Categories	Barriers	UW Strategies	Programming Ideas	Indicators
Academic Support	<p>Lack of affordable and high-quality early education</p> <p>Lack of awareness of/exposure to mentorships, internships, and career and technical pathways for job readiness</p>	<p>Invest in affordable and high-quality early learning and early literacy programs</p> <p>Invest in preparation for life after K-12 for traditional and non-traditional students</p>	<p>Programs for students with developmental delays and learning barriers</p> <p>Literacy-rich programs for early education students</p> <p>Academic programs during summer months in collaboration with churches</p> <p>Use of digital tools to provide professional development for childcare workers and for students to take courses</p> <p>Increased professional development opportunities for those working with early education population</p> <p>Programs which expose students to career options, college process, and vocational training</p> <p>Incorporation of the career coaching model</p>	<p># of kindergarten students served who have no previous early childhood school experience</p> <p># of students accessing online coursework</p> <p># of staff accessing and completing professional development/training</p> <p># and % of students served promoted to next grade level</p> <p># and % of high school students served who completed their academic program on time (diploma, GED, certificate of completion)</p> <p># and % of students served who reduced their school discipline referrals</p> <p># and % of students who reduced their school absences</p> <p># and % of students served who scored proficient or above in Math, Science, or English on MDE assessments</p> <p># and % of students served who reached social/emotional/academic milestones</p> <p># and % of students served who were exposed to career options, college process, and vocational opportunities</p>

HEALTH AND WELLNESS

Categories	Barriers	UW Strategies	Programming Ideas	Indicators
Behavioral Health	<p>High number of untreated and repeatedly treated individuals with substance abuse disorders</p> <p>High number of untreated individuals with behavioral health and wellness challenges</p> <p>Insufficient understanding of and information on behavioral health and wellness issues</p>	<p>Invest in affordable outpatient intervention services and support services for individual and families</p> <p>Invest in education and awareness of behavioral health and wellness issues to reduce stigma and increase access to services</p> <p>Invest in increasing access to both long-term and short-term behavioral health and wellness services</p>	<p>Administration of screenings/assessments</p> <p>Establishment of satellite services (workshops, sessions) where clients in need are already present</p> <p>Creation of lists with updated information about available resources to provide to agencies</p> <p>Capacity-building by connecting the dots with providers, creating resource lists, sharing information, convening resources, and building data bases</p> <p>Access to basic healthcare services which aid client recovery (medical, dental, smoking cessation, sex education, and prescriptions)</p>	<p># of individuals screened</p> <p># and % of individuals who participated in program and maintained or improved their mental health and wellness status</p> <p># and % of individuals who participated in program and maintained or improved their sobriety</p> <p># and % of individuals who maintained their performance at school, work, or home after completion of program</p> <p># and % of individuals who participated in program and avoided or reduced risky behavior</p>
Community/Preventive Health	<p>Lack of accessibility to and limited operating hours of free medical services</p> <p>Need for more support services for individuals with chronic illnesses (diabetes, heart disease)</p> <p>Need for more resources for the aging population</p>	<p>Invest in health and wellness services and educational resources that reach children through adults</p> <p>Invest in increasing affordable resources available to senior adults and their caregivers</p>	<p>More access to care that is already in place (screenings, therapies)</p> <p>Access to tools/courses that promote healthy behavior and healthy families</p> <p>Access to in-school clinics</p> <p>Additional free clinic hours</p> <p>More health and wellness literacy through parental education (health and wellness benchmarks, symptoms)</p> <p>Access to adult day care programming</p>	<p># of individuals who attended a health and wellness education class or community health and wellness event</p> <p># and % of individuals who participated in programs that provided information on healthy behaviors</p> <p># and % of individuals who participated in programs and avoided or reduced risky behavior</p> <p># and % of individuals who met or exceeded benchmarks as determined by agency's healthcare professional or case worker</p> <p># and % of individuals who reported an improved ability to maintain their independence at home</p> <p># and % of individuals who moved towards a healthy BMI (body mass index)</p>

Categories	Barriers	UW Strategies	Programming Ideas	Indicators
	<p>and their caregivers</p> <p>Socioeconomic and cultural influences that affect the high number of untreated individuals</p>		<p>Programs for grandparents who are rearing grandchildren (preventive care, health and wellness milestones, discipline, FAFSA, digital tools, custody/legal issues, helping with homework)</p> <p>Transportation to appointments for the elderly</p> <p>Use of faith-based communities to convene, identify the needs in their own congregations (food insecurity, seniors, etc.)</p>	<p># and % of individuals who returned to their healthcare provider(s) for at least one follow-up visit</p>

FAMILY STABILITY

Categories	Barriers	UW Strategies	Programming Ideas	Indicators
Food Insecurity	<p>Insufficient access to food pantries, hot meals, and school-based weekend backpack programs</p> <p>Lack of information on healthy eating on a budget</p>	<p>Invest in programs that provide access to nutritious and affordable foods on a continual basis</p> <p>Invest in educational programming about a healthy eating and food preparation</p>	<p>Educational awareness on 'stretching' the food and healthy food preparation</p> <p>Programs that target families with young children (importance of brain development in 0-5 years)</p> <p>Collaboration with church partners to reach people directly in the neighborhoods (mobile food pantries, use of church space to open monthly pantries)</p> <p>Distribution of information at community events which target the food-insecure elderly</p> <p>Online database of resources for clients in need and providers</p>	<p># of individuals provided with at least 10 healthy and economical recipes for cooking</p> <p># of individuals provided with fresh fruits and vegetables</p> <p># of individuals provided with prepared meals</p> <p># and % of individuals who reported their ability to maintain their independence by living at home</p> <p># and % of individuals who reported eating healthier foods</p>
Employment	<p>Instability in family households; families living in isolation</p> <p>Workforce with unreliable or unemployable skills</p> <p>Complacency in economic mobility</p> <p>Lack of awareness of employment opportunities</p>	<p>Invest in programs that offer job skills (soft and technical) training and assistance with job placement</p> <p>Invest in career counseling for those looking for sustainable employment</p>	<p>Community-based life skills programs with incentives (schools, churches, housing complexes); utilization of joint use agreements with city and county facilities</p> <p>Utilization of fraternities and sororities to partner with agencies to help individuals with job placement</p> <p>Partnerships with industries to expose high school students to technical training opportunities</p> <p>Access to online platforms of job opportunities</p> <p>Implementation of a soft skills/life skills expo for high school students</p>	<p># of partnerships formed providing educational awareness to individuals</p> <p># of students exposed to career opportunities in the region</p> <p># and % of individuals who increased their educational level</p> <p># and % of individuals who increased their wages</p> <p># and % of individuals who earned a GED, license, certificate, or other credential</p> <p># and % of individuals who gained employment</p> <p># and % of individuals exposed to soft skills training</p>

Categories	Barriers	UW Strategies	Programming Ideas	Indicators
Financial Literacy	Access to free and practical personal finance courses	Invest in personal financial education using evidence-based instruction	High school extracurricular programs to offer financial education Education of families lacking financial literacy skills, including basic budgeting information Incentivized on-site programs	# and % of individuals completing financial education classes # and % of individuals who obtained and sustained a bank account # and % of individuals who were exposed to training on increasing their disposable income (by accessing benefits or reducing costs) # and % of individuals who accessed affordable housing and financial services
Housing	Access to temporary housing and emergency shelter for those in crisis situations Need for more transitional programs for the homeless Affordable and safe housing for low-income families	Invest in increasing availability for safe, affordable, and reliable housing Invest in programs that provide temporary housing and needed resources to individuals and families in crisis	Re-entry housing program for those recently incarcerated Temporary housing for families in crisis Programs that repurpose space to offer transitional housing Educational resources for safe housing options, financing options, and home maintenance	\$ amount or value of total assistance (shelter, utilities, rent assistance, disaster relief) # of individuals provided with case management and referral services # of individuals participating in educational/counseling sessions # and % of individuals who followed through with referrals # and % of individuals who improved their performance at school, work, or home # and % of individuals who moved into safe and permanent housing

ORGANIZATION ELIGIBILITY

1. Services provided by the organization must **meet an identified need** within one of our community impact areas (Academic Success, Health and Wellness, and Family Stability). Services must be provided within one or more counties in our service area (Chickasaw, Itawamba, Lee, Monroe, Pontotoc, Prentiss, Tishomingo, and Union).
2. Organizations should be declared tax exempt under the provisions of 501(c)3 of the Internal Revenue Code as a non-profit corporation or have a 501(c)3 or church that has agreed to administer funds.
3. An organization must have a definite budget, itemizing income and expense. All funds granted by UWNEMS must be spent on local program costs, operating expenditures, or local administrative costs for which the grant is awarded. Funds may not go towards capital expenditures. The organization shall operate within its original approved budget and notify UWNEMS of any budget changes during the current year that would substantially affect program services.
4. Organizations are to submit a complete copy of the most recent MS Secretary of State yearly filing. All organizations will be required to submit financial statements. Organizations with total revenue of \$250,000 to \$500,000 will be required to submit reviewed financial statements. All organizations with revenue in excess of \$500,000 will be required to submit audited statements. Regardless of budget, any organization required by federal or state law to have an audit will be asked to submit their audited statements to United Way. Only audits or reviews performed by an independent licensed C.P.A. or C.P.A. firm will be accepted. No internal audits will be accepted.
5. There should be a functioning independent board of directors, which meets at least quarterly, keeps meeting minutes, has a member rotation schedule, and represents the diverse elements of the community. Board members should not receive financial compensation (cash or in-kind) from the program.
6. The grant request must have approval by the applicant's board of directors before submission.
7. The organization must comply with the United Way Non-Discrimination Policy and the U.S. Patriot Act.
8. During the application review process, community impact panel members will request one interview to discuss proposed program outcomes, financial management, and organizational effectiveness. Applicants are *strongly encouraged* to have the organization's director, board president, and a staff member familiar with the program present at the interview.

EXPECTATIONS OF FUNDED ORGANIZATIONS

1. Conduct an annual UWNEMS fundraising campaign among staff and/or volunteers
2. Provide to UWNEMS written notification prior to effective date of change of any significant program changes including activities, target population, and /or use of funds
3. Ensure community impact payments are credited to the correct programs in the correct program amounts as indicated in the 2022 Notice of Funding letter
4. Provide services within the UWNEMS service area and under an impact area, as identified in grant request

5. Use the UWNEMS logo on digital, print, and marketing materials, when appropriate
6. Participate in any appropriate event or services as provided by UWNEMS and as available
7. Provide proofs of insurance coverage, where applicable
8. Participate in any program evaluation processes as determined by UWNEMS to include site visits, biannual reporting (where applicable), and end of year reporting
9. Attend biannual collaboration meetings with impact area partners
10. Submit reports according to deadline schedule. Any late reports will require a written notification to UWNEMS Board of Directors. Failure to submit required reports may result in a termination of funding.
11. Provide Volunteer NEMS with any volunteer opportunities available within the organization

APPLICATION CHECKLIST

Part 1: Organization's Documents (due by 11:45 pm on August 20, 2021)

1. Profile
2. Mission and Main Services
3. Board of Directors Information
4. Compliance with Patriot Act and Non-Discrimination Policy
5. Type of Insurance Coverage
6. Investigations of Your Agency
7. Other: Whistleblower, Conflict of Interest, Salary Review, Board Compensation and Board Minutes, Loans, Rotation, Meetings
8. Organization Financials
 - Most Recent Audited Financial Statements (\$250K-\$500K –financials reviewed by individual CPA or auditor; ≥ \$500K – audited financials) (if applicable)
 - Current Certificate of Registration
 - Organizational Budget
 - Statement of Financial Position
 - Current 501(c)3 (except for CREATE or Healthcare Foundation programs—not needed)
 - Current IRS Form 990 (if applicable)
 - Statement of Functional Expenses

Part 2: Program Information (Agencies will be notified if they are eligible to proceed to Part 2. Part 2 is due by 11:45 pm on November 17, 2021)

1. Program Name
2. Grant Request Amount
3. Impact Area
4. Category
5. Program Narrative
6. Proposed Program Outcomes
7. Indicators to be Tracked
8. Proposed Geographic Reach
9. Proposed Program Budget
10. Proposed Demographics

APPLICATION AND AWARD TIMELINE

Tuesday, July 13 - Friday, July 16, 2021	Notice of Funding Opportunity information sessions for returning agencies (funded by UWNEMS in 2020-2022)
Tuesday, July 20 - Thursday, July 22, 2021	Notice of Funding Opportunity information sessions for new agencies (not funded by UWNEMS in 2020-2022)
Friday, July 23, 2021	Online funding application Part 1 opens
Friday, August 20, 2021	Part 1 due electronically by 11:45 pm
Thursday, October 7, 2021	Organizations notified if approved for Part 2
Friday, October 8, 2021	Online funding application Part 2 opens
Wednesday, November 17, 2021	Part 2 due electronically by 11:45 pm
Wednesday, January 5 - Tuesday, January 18, 2022	Organization interviews
Tuesday, March 8, 2022	Funding awards announced
Monday, March 14 - Thursday, March 17, 2022	Reporting information sessions
Friday, April 1, 2022	Funding cycle begins

SCORING GUIDE FOR PART 1

TRANSPARENCY

0-34 points	35-44 points	45-55 points
Organization lacks adequate financial transparency	Organization possesses reasonable financial transparency	Organization possesses excellent financial transparency
Transparency Information (55 points maximum)		Up to 5 points per item
Insurance [Directors & Officers (2 points), Limited Liability (2 points), Theft Coverage (1 point)]		
Policies		
Has no investigations for policy violations		
Has a whistleblower policy		
Has a conflict of interest policy		
Has a process for reviewing salaries		
Board of Directors		
Has no loans to or from board/staff		
Meets quarterly		
Is independent		
Is on a rotation schedule		
Keeps minutes		
Directors receive no compensation		

FINANCIAL HEALTH

0-29 points	30-44 points	45-60 points
Organization lacks adequate financial health and wellness	Organization possesses reasonable financial health and wellness	Organization possesses excellent financial transparency
Financial Health (60 points maximum)		Up to 10 points per item
Program expense percentage (% of total functional expenses spent on programs and services)		
Administrative expense percentage (% of total functional expenses spent on management/general)		
Fundraising expense (% of total functional expenses spent on fundraising)		
Fundraising efficiency (amount an organization spends to raise \$1)		
Working capital ratio (determines how long in years an organization can sustain its level of spending using only its net available assets, as reported on the most recent 990)		
Liabilities to assets ratio (measures the ratio by % of total liabilities compared to total assets)		

SCORING GUIDE FOR PART 2

PROGRAM INFORMATION

0-39 points	40-59 points	60-80 points
Organization demonstrates a low likelihood of successfully implementing the proposed program	Organization demonstrates a reasonable likelihood of successfully implementing the proposed program	Organization demonstrates a high likelihood of successfully implementing the proposed program
Program Information (80 points maximum)		Up to 5 points per item
Narrative		
The program and its goals are clearly explained and consistent with the organization's history and mission.		
There is a demonstrated community need being addressed which is aligned with UWNEMS strategies.		

Program activities/services are clearly outlined to meet needs.	
Program impact on how clients' lives will improve is evident.	
Program staff and volunteers appear knowledgeable, skilled, and relevant in delivering services/activities.	
Outcomes	
Program outcomes are meaningful and clearly explained.	
Projection of clients to be served is realistic and demonstrates an impact to the community.	
Collected data strongly corresponds to indicators.	
Measuring program results is done at appropriate times.	
Challenges in measuring indicators are clearly addressed and indicate an understanding of barriers.	
Indicators	
Proposed indicators align well with program goals and outcomes.	
Proposed indicators are aggressive yet realistic for the scope of work proposed.	
Budget	
Budget accurately reflects and supports the goals of the program.	
Budget reflects an effective use of resources.	
Budget Narrative	
Variances or additional information was clearly explained to understand program revenues and expenses.	
The program leverages resources to improve quality and quantity of services.	

FREQUENTLY ASKED QUESTIONS

Will organizations have to apply for funding every year?

No, funding contracts cover two years. The funding cycle will begin April 1, 2022, and end March 31, 2024. You will receive quarterly allocations over the two-year period. UWNEMS volunteers and staff will review outcomes biannually and finances annually. Awards each year are based on funds available.

What are the 3 impact areas?

- Academic Success
 - Investing in programs that focus on student character education, parenting skills, high quality early education, and preparation for life after graduation
- Health and Wellness
 - Investing in increasing health and wellness literacy, affordable outpatient services, educational resources, and resources for senior adults
- Family Stability
 - Investing in reducing food insecurity, soft and technical skills job training, personal finance education, increasing availability of reliable housing, and helping families in crisis.

Can organizations seek funding for multiple programs?

Yes, you can. You may apply for multiple programs under the same application, but each program should fall under only one impact area. You will complete the organizational information just once and the program information for each of the programs you apply for.

How many times per year will organizations be required to report outcomes and financial reports?

On outcomes, twice per year (a mid-year report and an end-of-year report). On financial reports, once per year at the end of each year.

Will UWNEMS continue to allow donors to designate pledges to specific organizations?

Yes, donors can still designate to a particular agency on their pledge form.

Why does UWNEMS take a regional approach?

We have consulted with many United Ways of our size that have used this approach successfully. Organizations would not be limited to the money solely raised in the county as our funding process was in the past. Our goal is to be able to raise more money and tell a more results-driven story using data across programs to see how donor investments are making a broader impact in our region.

Who will evaluate applications and interview agency representatives?

Applications will be reviewed by the Community Impact Task Force and Cabinet. These individuals are volunteers from across our 8-county region who have content expertise in academic success, health and wellness, family stability, and financial practices or are knowledgeable about the needs in our region. These volunteers will also be conducting the interviews, which will take place in a centralized location for all 8 counties.

How will applications be evaluated?

Programs will be evaluated using 3 general criteria: 1) the soundness of financial and organizational practices; 2) the degree to which program goals, activities, and outcomes address an identified community need; and 3) a commitment to outcomes measurement. Volunteers will use a scoring guide to assist in the decision-making process. A scoring guide is included in this packet.

Who makes the funding decisions?

Recommendations by the Community Impact Task Force and Cabinet will be made to the UWNEMS Board of Directors for approval at the March 2022 board meeting.

Who do I contact if I have a question about the application?

Rebecca Nelson at rebecca@unitedwaynems.org or Patti Parker at patti@unitedwaynems.org or 841-9133.