

## **SOCIAL INNOVATION FUND SUBGRANTEE SELECTION PROCESS**

United Way for Southeastern Michigan is committed to transparency in selections for funding opportunities. The following information is provided to outline the process that led to the selection of the five United Way Social Innovation Fund subgrantees.

### **First Cohort Selection Process**

United Way's Bib to Backpack Team released a SIF 2016 Request for Qualifications (RFQ) package on Oct. 13, 2016. The RFQ was emailed to agencies in United Way's database, and was also posted on a dedicated webpage. The RFQ had two stages: Letters of Intent (LOI) due Nov. 2, 2016 and full bids due Dec. 14, 2016.

#### **Pre-qualification/Letters of Intent Stage:**

A total of 21 agencies submitted LOIs. LOIs were a four-question process:

1. Is the agency a nonprofit?
2. Does the agency serve people in Macomb, Oakland and/or Wayne counties?
3. Does the agency serve people who are at or below 20 percent of the Federal Poverty Level?
4. If the agency receives a SIF 2016 subgrant, does the agency commit to abiding by the Terms and Conditions?

All 21 agencies that submitted LOIs passed all four questions and were invited to submit full bids.

#### **Full Application Stage:**

Fourteen agencies of the 21 submitted full bids. Those bids were scored by an internal review team using the scoring rubric below. This rubric was also provided in the RFQ. Nine agencies were selected for site visits based off the review panel's scores. The Site Visit Team included key staff and leadership from the United Way Social Innovation Fund team, as well as consultants in strategy, finance and evaluation. Site visits were scheduled in advance with a list of questions provided.

After the site visits, an external review panel was assembled to review the site visit findings, resulting in the recommendation of funding for four agencies. Each recommended agency demonstrated that SIF 2016 would be an integral component of their agency offerings and that they had the organizational capacity to implement programming, collect data, participate in evaluation activities and secure matching funds:

1. ACCESS: With services concentrated in Dearborn and Southwest Detroit, ACCESS has the potential to be a strong Wayne County partner. A member of our SIF 2011 cohort, ACCESS has staff expertise in implementation with fidelity and they have demonstrated an organizational commitment to match.
2. CARE of Southeastern Michigan: Serving Macomb County, CARE would be a new partner for Bib to Backpack. The organization's documented matching funds and

demonstrated expertise in programmatic implementation of evidence-based models makes them a strong selection.

3. Leaps and Bounds Family Services: Serving parts of Macomb, Oakland, and Wayne counties as both an Early Learning Community and as a SIF 2011 cohort member, Leaps and Bounds has demonstrated that even smaller agencies can be impactful implementation partners.
4. Oakland Family Services: The organization's commitment to a no-wrong-door approach, combined with evidence-based programmatic alignment with SIF 2016, indicate that they would be a strong implementation partner.

The review panel included Nicole DeBeaufort (Early Works), Sara Gold (United Way's Healthy Kids Team), Keegan Mahoney (Hudson-Webber Foundation), and Leseliey Rose-Welch (Detroit Health Department).

### **Second Cohort Selection Process**

Due to changes in our federal award, United Way's Bib to Backpack Team released a SIF 2016 Request for Qualifications (RFQ) package on June 22, 2017 seeking to bring on a second cohort of partner agencies. The RFQ was emailed to agencies in United Way's database and was also posted on a dedicated webpage. Unlike the first cohort selection process, this RFQ had one round — a full application due July 14, 2017 — to accommodate a shortened timeline.

Ten agencies participated in a mandatory RFQ workshop. Of those ten agencies, four submitted full bids. Those bids were scored by a review team using the scoring rubric below, as was provided in the RFQ. Follow-up interviews were conducted with each of the four applicants. The review team included key staff and leadership from the United Way Social Innovation Fund team, as well as consultants in strategy, finance and evaluation. The review team included the following external reviewers: Chris Trentacosta, Ph.D. (Wayne State University), Ty Partridge, Ph.D. (Wayne State University), Carmen Thomas (United Way financial consultant) and Alice Audie-Figueroa, Ph.D. (United Way strategic consultant).

After the follow-up interviews, the review team assembled the findings, resulting in the recommendation of funding for one agency. The agency recommended demonstrated that SIF 2016 would be an integral component of their agency offerings, and that they had the organizational capacity to implement programming, collect data, participate in evaluation activities and secure matching funds.

1. National Kidney Foundation of Michigan: Serving the tri-county area, NFKM's evaluation experience and content expertise makes them a valuable partner. They will be bringing evidence-based programming and a strong referral network in the tri-county area.

## **Appendix: RFQ Review Criteria**

### **1) Organizational Structure and Capacity, 25 percent**

- How well the described experience and expertise qualify the organization to carry out the proposed plan
- Strength of Organizational Infrastructure, based on subjective review of narrative: financial systems, skills training, fundraising processes and a diverse, qualified board
- Organizational capacity needs are thoughtfully examined and documented
- Evidence that data collection, data use and analysis informs the objective and outcomes, and improves programming
- Community and participant voice inform decision making
- Demonstrates deep understanding of community served
- Agency commitment to success of SIF 2016

### **2) Core Elements, 15 percent**

- Evidence that the applicant will provide services in the eligible target counties/zip codes to the defined low-income population.
- Demonstrated capacity to deliver evidence based programming
- The appropriateness and likelihood of success of the applicant's recruitment and retention plan
- Capacity to deliver key elements
- Rating of the level of evidence provided for the proposed intervention(s)

### **3) Data and Evaluation, 20 percent**

- Demonstrated capacity and experience in collecting, managing and monitoring program data
- Ability to enter into data use and data sharing agreements
- Experience with outside evaluators and using lessons learned from past evaluations
- Identified means to monitor program effectiveness

### **4) Financial Capacity, 20 percent**

- Adequate budget proposed to create a robust delivery of services
- How well the applicant demonstrates, with consistent and complete information, a detailed and appropriate budget that is supported by the budget justification and is consistent with the core elements
- How well the applicant demonstrates the ability to seek and secure match

- The extent to which the applicant’s financial systems and internal controls are sufficient and strengthen their capacity to carry out the project including their ability to comply with federal and United Way reporting requirements

**5) Network Considerations, 20 percent**

- Agency’s experience/readiness to work collectively with other organizations/stakeholders
- Evidence of history of effective partnering that led to strengthened outcomes.
- Ability for intermediary to meet SIF 2016 obligations with network partners