



## **Great Families 2020 – Subgrantee Selection Plan October 26, 2016**

### **I. Goal of the Competition**

The goal of this open competition is to select up to eight subgrantees who best demonstrate the ability to achieve the outcomes of Great Families 2020, to increase the level of evidence for the pre-selected interventions, and to build capacity for scaling of the interventions.

Using Social Innovation Fund (SIF) grant funds and matching dollars, United Way will implement a geographically-based initiative called Great Families 2020, using a two-generation approach to address issues that impact family stability (i.e., finances, employment, education, health and social capital). This initiative is focused on strengthening families in targeted communities by following the Aspen Institute's two generation model. [insert link to 2-Gen overview.] The SIF priority issues will be early childhood education and family economic stability. Wrapped around these two services will be strategies to develop social capital and address health needs – with a focus on mental health/toxic stress. Subgrantees will be required to use grant or match funds to provide or contract for these services from qualified entities (e.g., agencies or consultants).

Four clusters of distressed urban neighborhoods in Indianapolis have been chosen as the focus of Great Families 2020 – Near West, Northwest/Midtown, Near Eastside and Far Eastside. These clusters were chosen based on data that reflect that they are high-crime, low-income neighborhoods, and contain many families with young children who are facing significant challenges to family stability. Conversely, they were chosen because they are target areas for community development initiatives such as LISC's Great Places, which focuses on quality of life plans, and the Mayor's Office of Public Health and Safety's Focus Neighborhood initiative which addresses neighborhood violence through community actions.

Working with United Way on this initiative is a third party evaluation team, led by the Indiana University Public Policy Institute and The Polis Center. These Centers are based in Indiana University-Purdue University Indianapolis's (IUPUI) School of Public and Environmental Affairs and School of Liberal Arts, respectively.

The theory of change for Great Families 2020 is as follows: Establishing neighborhood networks of comprehensive, integrated two-generation services that serve the whole family (i.e., addressing the key components of postsecondary education and workforce preparation, early childhood education, economic supports, health and well-being, and social capital), will result in more children entering kindergarten ready to learn, more parents acquiring 21st century skills and credentials and working in career-track jobs, more families that are financially stable, more children and parents that are healthy, and more families that have formal and informal networks of support.

Additionally, as these neighborhoods leverage existing community development and neighborhood improvement plans and initiatives – as envisioned by the Great Places 2020 project -- then families will have greater incentive to remain in these improving neighborhoods that promote a high quality of life.

Subgrantees will be accountable for the following long- and short-term outcomes of Great Families 2020 over the course of the five-year project. Subgrantees may also include additional outcomes as deemed important for their programs and participants.

Long Term Outcomes to be achieved are: 1) 80% of young children participating in Early Childhood Education (ECE) services will be ready for kindergarten using ISTAR-KR a validated assessment instrument; and 2) 60% of participating adults will achieve family economic stability (FES) as defined by spending less than 30% of income on housing<sup>1</sup>.

Short Term Outcomes to be achieved are: 1) 60% of participating ECE classrooms will improve program quality by advancing in the Paths to Quality rating system; 2) 80% of participating children will show growth in developmental and school readiness domains; 3) 40% of participants unemployed at the time of enrollment in the program will obtain employment; 4) 75% of participants employed after enrollment will retain employment for a minimum of 3 months; 5) 30% of all participants will experience an increase in income over a 6 to 12 month period; and 6) 30% of all participants will experience an increase in their net income over a 6 to 12 month period.<sup>2</sup>

Evidenced-base interventions in ECE and FES will be implemented by selected subgrantees in one or more of the targeted neighborhood clusters.

## **II. Overview of the RFP**

An open and competitive RFP process will be used to identify organizations that meet the eligibility criteria.

### **A. Required Application Components**

1. Application Information Page
2. Executive Summary
3. Program Description
4. Evaluation Capabilities
5. Organizational Capacity
6. Community Collaborations
7. Budget and Budget Narrative for Year One
8. Attachments
  - a. Logic model that illustrates a proposed program's path to achieving Great Families 2020 outcomes
  - b. Commitment letter signed by the Board Chair, Executive Director/CEO, and Finance Director/CFO that includes an explicit commitment to meet the 1:1 match requirement and to assigning the Great Families 2020 manager/director role to a staff member with line responsibility and managerial authority.
  - c. An initial plan for raising the required match for the three-year program period that outlines applicant's approach and potential sources of match.

### **B. Proposal Deadlines**

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<sup>1</sup> 30 percent of household income is the conventional public policy indicator of housing affordability in the United States as identified by the Census Bureau. Housing expenditures in excess of 30 percent of household income reduce the likelihood that a family will have enough left over for nondiscretionary spending. This metric is also the leading indicator for United Way's organizational priority around Financial Stability. Data reflective of this metric is acquired on an annual basis, which will support the program evaluation.

<sup>2</sup> Net income is income after taxes and other deductions. Net income does not include entitlement benefits. This information will be obtained from participants' pay statements and other income documents.

1. Letter of intent (optional) submitted via email to United Way by 5:00 pm EST, December 1, 2016. Letters of intent (LOIs) will allow United Way staff to estimate the number of applications that may be received, and therefore, aid in finalizing plans for the review process. LOIs will also indicate the extent of interest in serving specific neighborhoods and identify potential partnerships for joint applications. Finally, in the event that LOIs reflect less interest than anticipated, United Way will implement additional marketing and outreach.
2. Proposals must be submitted online by 5:00 PM EST, January 9, 2017.

C. Potential Subgrant Ranges

1. Year one subgrant pool: \$2,146,079
2. Total subgrants: Up to 8
3. Subgrant ranges: \$100,000-\$350,000 annually. Since level of evidence of pre-selected interventions is preliminary, subgrant amounts are not expected to vary based on evidence level. Other factors (e.g., estimated number of families served, staffing patterns) will likely influence variations of funding levels among subgrantees.

D. Subgrant Period

April 1, 2017 – March 31, 2020

The grantee will submit a simplified application for continuance six weeks prior to the end of project year which will include a budget for the next project year. Continuation will be based upon current performance (as detailed in grant agreement's scope of work) and compliance to grant terms. Additional funding may be available depending on available funding and subgrantees' performance and compliance.

**III. Competition Promotion/Advertising**

United Way's communications plan for focused promotion of the Great Families 2020 program and RFP includes the following:

- A. An advance communication to the broader community and to eligible non-profits about the forthcoming release of the RFP during the week of October 10, 2016. This communication will include a brief description of Great Families 2020 and will announce the date of the RFP release and subsequent bidders' conferences.
- B. The release of the RFP on November 7, 2016 through the following channels:
  - a. Electronic public notices in the Indianapolis Star and Indianapolis Recorder
  - b. Charitable Advisors, a weekly electronic publication for non-profits that has wide distribution in Central Indiana and is recognized as the primary information source for non-profits (job postings, professional development, board development, non-profit news and events, etc.)
  - c. United Way's website
  - d. United Way's social media platforms
  - e. Email distribution to United Way partner agencies
  - f. Email distribution through the City of Indianapolis to non-profit partners and grantees
  - g. Email distribution through the members of the Coalition of Human Services Planning, a monthly convening of major Central Indiana funders, to their non-profit partners and grantees
  - h. Email distribution to trade associations and collaboratives in the fields of early childhood education and workforce development
- C. Two bidder's conferences, which will be publicized in the advanced communication and in the RFP release, will be conducted on November 9 and 11, 2016.

Finally, as a SIF recipient, United Way will be required to release, at a minimum, the following information about their subaward competitions:

- ) A description of their subrecipient selection process
- ) A list of External Reviewers for their subrecipient selection process
- ) A list of awarded subrecipients
- ) Summaries of External Reviewer comments on successful subaward applications
- ) The full applications of successful subrecipients

#### **IV. Eligibility Criteria**

- A. 501(c)(3) organization.
- B. Must be registered with System for Award Management (SAM) with the federal government prior to approval for funding
- C. Must secure a DUNS number prior to approval for funding. The D&B D-U-N-S® Number is a unique nine-digit identifier for businesses, issued by Dun & Bradstreet.
- D. Capacity to provide evidence-based, integrated ECE and FES services for low-income families, as described in United Way's approved SIF application, in one or more of the four targeted neighborhood clusters. Examples of acceptable partnership configurations are illustrated in a graphic at [www.uwci.org/greatfamilies2020](http://www.uwci.org/greatfamilies2020). Please confer with United Way staff at the bidders conferences about the configuration(s) you are considering.
- E. Social Innovation Fund and Federal Grant Policies.  
Subrecipients should be familiar with and follow the current Code of Federal Regulations under Chapter II part 200 (also known as 2 CFR 200 or Uniform Guidance). In addition, subrecipients must be familiar with all Federal regulations related to contractors (when applicable) and ensure contractor compliance. The full list of regulations can be access via [this link](#).

All award-funded subgrantee staff and volunteers must undergo National Service Criminal History Check (NSCHC) requirements that include:

1. A nationwide name-based search of the National Sex Offender Public Website (NSOPW); and
2. Either:
  - A name- or fingerprint-based search of the statewide criminal history registry in the person's state of residence and in the state where the person will serve/work, or
  - A fingerprint-based FBI criminal history check.

Special Rule for Persons Serving Vulnerable Populations.

Award-funded subgrantee staff and volunteers with recurring access to vulnerable populations (i.e., children age 17 or younger, individuals age 60 or older, or individuals with disabilities) must undergo NSCHCs that include:

1. A nationwide name-based check of the NSOPW; and
2. Both:

- A name- or fingerprint-based search of the statewide criminal history registry in the person's state of residence and in the state where the person will serve/work; and
- A fingerprint-based FBI criminal history check.

F. Organizations that have been convicted of a federal crime are not eligible to apply. United Way will review SAM to determine if any applicant is currently debarred or suspended from conducting business with the federal government including receiving federal funds.

## V. Subgrantee Profile

When assessing the appropriateness of this grant opportunity, potential applicants should review the following attributes of a successful applicant.

- Mission and services are aligned with Great Families 2020 and its theory of change.
- Track record of providing high quality interventions that have yielded measurable results for program participants.
- History of providing services in one or more of the targeted neighborhood clusters.
- History of partnerships with organizations in the neighborhood, and/or track record of partnering with organizations in neighborhood initiatives in similar neighborhoods.
- History of partnerships that involved coordination of services with shared clients.
- Capacity for program growth of Great Families 2020 interventions over time (i.e., demonstrate past success in using additional resources to support program expansion).
- Commitment to engage in rigorous evaluation in partnership with United Way and the third party evaluator. This will include participation in evaluation design and commitment of staff resources for collection of program data and application of evaluation findings to program improvement and expansion.
- Board endorsement and willingness to include Great Families 2020 as a key initiative in agencies' strategic plans.
- History of raising significant philanthropic funds and healthy current relationships with local funders.
- Capacity to develop and implement policies and procedures required to comply with Social Innovation Fund requirements and statutes and regulations governing federal grants management.
- Commitment to develop sustainability plan prior to Year Two. Subgrantees will need to identify the amount of ongoing funding required to sustain programs.
- Commitment to provide 1:1 direct cash match to the subaward. Subgrantees are required to match the entire amount of the subaward on a dollar-for-dollar basis. Matching funds must be in non-federal cash; in-kind match is not allowable. United Way is engaging in discussions with local funders to determine a collaborative approach to support selected subgrantees to meet a portion of their match requirement.

## VI. Application Information

### A. Executive Summary – 0%

### B. Program Description – 30%

1. Describe how applicant organization's/organizations' vision, mission, strategic plan, programs and partnerships are aligned with the purpose and intended outcomes of Great Families 2020.
2. Discuss the reach and outcomes of current programs that are aligned with Great Families 2020.
3. Describe the environmental context in which applicant organization(s) and programs operate (i.e., the neighborhood, its demographics, culture and political dynamics).
4. Discuss applicant organization's approach for annually serving 150 families with young children (i.e., a minimum of 150 young children and 150 parents/guardians) in one or more targeted neighborhoods in an integrated and comprehensive fashion including how participating in Great Families 2020 will help expand and improve current reach and results. Outline key steps/actions applicant organization will take to plan and implement services.
5. Discuss how applicant organization's approach to providing early childhood education and family economic stability interventions adheres to the preliminary evidence described in United Way's approved Great Families 2020 application. See <http://www.uwci.org/files/file/submitted-sif-5-10-16.pdf>
6. Discuss strategy for applicant organization to obtain and leverage wraparound services related to other components of the Aspen Institutes 2-Generation model (i.e. Toxic stress, Economic Empowerment and Social Capital) to support family stability efforts.
7. Present a program logic model that illustrates applicant organization's proposed program's path to achieving the outcomes delineated in Section 2.2. Please upload the logic model as a separate PDF file.
8. Discuss the qualifications and roles of program staff. Include a position description for the program lead (e.g., director, coordinator, etc.) as an attachment.

### B. Evaluation Capability - 30%

The primary goal of a Social Innovation Fund project is to build the level of evidence for interventions which have established a preliminary level of evidence. Data sharing among United Way, the 3<sup>rd</sup> party evaluator, and subgrantees is critical to a successful evaluation. Subgrantees must fully participate in both the implementation and impact evaluations. Data to be shared by the subrecipient will primarily be program participant data that will be used in implementation and outcome evaluations.

Applicant organization must demonstrate an understanding of the time and resources it takes to work with an evaluation firm and collect high quality data (quantitative and qualitative) throughout multiple phases of the program. Applicant organization must demonstrate a commitment to and capacity for being full partners in a rigorous evaluation plan and have the resources/internal capacity to work with the external evaluator. This will include describing current dedicated staff resources and expertise for evaluation and identifying additional capacity needed to coordinate data collection and evaluation efforts.

Applicant organization must explicitly state a commitment to capture and record program data that will be imported into United Ways' data integration system. Interfaces will be developed to facilitate connections between subgrantees' client data systems and United Way's data integration system. Applicant organization will need to demonstrate an understanding of and commitment to quality control of data entry and express interest in using these data for improvement of the interventions and building evidence for efficacy.

Applicant organization should also detail prior experience in participating in evaluations, particularly those involving serving low-income families. For applicants who have demonstrated experience, please provide details about the evaluation, applicant organization's role (including any data capturing requirements), the results of the evaluation, and how the applicant organization incorporated the results to increase program effectiveness.

C. Organizational Capacity -15%

Applicant organization must describe its readiness and capacity to successfully implement Great Families 2020 (individually and/or collaboratively). This description should address how leadership's (board, executive and program management) skills and expertise will be employed to plan, implement, fund and evaluate services. Applicant organization should discuss the organization's track record in successfully managing complex programs or initiatives.

Applicant organization should document its experience, if any, in managing and/or participating in federal grants, including complying with federal grant requirements.

Applicant organization should discuss its track record in sustaining and institutionalizing programs that were launched with grant funds or other types of "seed" money if applicable.

Applicant organization must document institutional commitment to the project. Evidence of institutional commitment must include a letter signed by the Board Chair, Executive Director/CEO, and Finance Director/CFO that includes an explicit commitment to meet the 1:1 match requirement, to assign the Great Families 2020 manager/director role to a staff member with managerial authority, and to continue the project as an ongoing investment priority for the organization.

Applicant organization must submit an initial plan for raising the required match for the three-year program period that identifies potential match sources and describes applicant organization's general approach to planning for program growth and securing long-term financial support. A detailed plan with a timeline and specific goals and strategies will be required later in year one.

D. Community Coalitions– 15%

Applicant should demonstrate participation in key community coalitions that are authentic and meaningful to the neighborhood(s) that is/are proposed to be served. The Great Families 2020 program design and neighborhood targets were intentionally chosen to align with other city-wide initiatives in community development, affordable housing and revitalization. For the partnerships and collaborations discussed below, please indicate which of the following categories best describes the applicant's current or potential relationship with these coalitions as they relate to program implementation.

Cooperation

- Shorter term and informal relationship
- Shared information only about the subject at hand
- Separate goals, resources and structures

Coordination

- Longer term effort around a project or task

- )] Some planning and division of roles and responsibilities
- )] Open communication channels between organizations
- )] Authority still rests with individual organizations, but everyone's risk increases
- )] Resources are made available to participants and rewards are shared
- )] Expect some type of basic written agreement in place, perhaps in the form of an MOU or other concrete evidence

Collaboration

- )] More durable and pervasive relationship
- )] New structure with full commitment to pool or jointly share resources and share the results and rewards
- )] Expect a formal agreement in places between partners that outline roles, responsibilities, etc.

Quality of Life Plans –All neighborhoods targeted for this proposal have an approved Quality of Life Plan (Plan). Please identify which partnership category discussed above best describes your past, current or potential participation in the neighborhood Plan. Describe any engagement or leadership role that you assumed in the development of the Plan and the length of your involvement. Identify goals in the Plan for which you have assumed leadership and discuss progress to date toward accomplishing these goals. See links:

- )] Mid North Quality of Life Plan: <https://www.midnorthplan.org/>
- )] Near Eastside Quality of Life Plan: <http://neareastplan.org/>
- )] Near West Quality of Life Plan: <http://nearwestindy.com/quality-of-life/>
- )] Far Eastside Quality of Life Plan: <http://www.fareastsidequalityoflifeplan.com/>

Great Places 2020 – In 2015, the Indianapolis Local Initiatives Support Corporation (LISC) launched Great Places 2020 to transform neighborhoods and spur urban revitalization in the areas of livability, opportunity, vitality and education. LISC has named three Great Places to date, all of which are embedded in the Great Families 2020 targeted neighborhoods. If applicable, describe ways that you are currently participating or may participate in the future with Great Places 2020, including identifying the partnership category. See link: <http://greatplaces2020.org/>

Plan 2020: The Bicentennial Plan for Indianapolis – This plan is a partnership led by the Greater Indianapolis Progress Committee and the Department of Metropolitan Development in which the City of Indianapolis established a framework for an unprecedented degree of coordination and collaboration between public, private and philanthropic organizations to work toward achievement of the community's collective vision for the future. United Way is an identified partner of Plan 2020 in the areas of Education and Economic Mobility. Describe ways you are currently participating or may participate in the future with Plan 2020, including identifying the partnership category, and discuss how you could contribute to the Plan 2020 goals that United Way has identified as priorities. (See plan at <http://plan2020.com/partners.>)

Public Safety Priority Areas – The Indianapolis Public Safety Department identified six focus areas that account for a significant portion of crime committed in the city. The Indianapolis Metropolitan Police Department (IMPD) has led efforts to implement community policing techniques and partner with human service providers to address the root causes of high crime rates in these areas. Five out of the six focus areas (areas with the highest crime rates) are embedded in Great Families 2020. Describe ways you are

participating in IMPD led efforts in these focus areas, including the partnership category. (See link to IMPD focus area maps at [www.uwci.org/greatfamilies2020](http://www.uwci.org/greatfamilies2020).)

Other community development and revitalization initiatives – There are other neighborhood specific community development and revitalization initiatives that you may want to describe in the same manner as in the above.

In all descriptions of the key partnerships and initiatives, please discuss how investments from Great Families 2020 would change, enhance, grow, sustain or strengthen these partnership and coalitions over time.

E. Budget and Budget Narrative - 10%

The proposal should contain a 12-month budget that reflects both the requested subaward and the 1:1 match for year one. Applicant organization must use the Excel spreadsheet budget template that is part of the application packet. Ten percent (10%) of the match portion of applicant organization's budget must either be cash on hand or committed. Documentation verifying cash on hand and/or commitments must be included as an attachment.

Note: Most evaluation costs will be borne by United Way through grant and match fund investments in the 3<sup>rd</sup> party evaluator. Subgrantees will bear the costs of staff time and technology required to partner with the 3<sup>rd</sup> party evaluator and United Way in implementing the evaluation plan. Supplementary resources will be developed to accompany the RFP that will provide applicants with guidance to calculate evaluation costs.

Applicant organization's budget and budget narrative will be reviewed to ensure that costs are allowable, allocable, reasonable and necessary to meet proposed program goals. Budget narrative must align with the proposed budget. For items such as travel and consultants, please describe how the total amounts were determined. For example, if \$2,000 is budgeted for travel, amounts for transportation, hotel, food, etc. per person for each trip must be identified. For hourly staff, the number of hours and hourly rate must be detailed. When completing the budget, the applicant organization must also include the staff time needed to participate in evaluation activities, such as entering data in the data management system, obtaining data from other organizations and working with the 3<sup>rd</sup> party evaluator. Include travel for up to 2 staff members to attend the annual SIF convening in Washington, DC, and the costs to conduct background checks for all covered positions.

**VII. Review Criteria**

See scoring rubric.

**VIII. Review Process**

- A. Application screening – United Way staff will screen applications for adherence to eligibility criteria. Ineligible applicants will be notified within ten days of submission that they have been disqualified from the competition.
- B. Participating reviewers
  - ) United Way will identify 10-12 internal and external reviewers to assess applications. The review team will be drawn from the following: United Way staff, program content experts, local funders, evaluation experts, grants and financial management experts, individuals with extensive knowledge of urban neighborhoods in Indianapolis, human services coalitions or intermediaries, and consumers.
  - ) The number of applications assigned to each reviewer will be determined by the number of eligible applications, but will not exceed ten.

- ) Each application will receive at least three external reviews.
- ) Reviewers will receive training on Great Families 2020 program, review process and scoring rubric (see attached).
- ) External reviewers will assess each application with the same scoring system utilized consistently across internal and external reviews.

C. Overview of review stages

- ) External and internal reviewers provide scores based upon 100-point scoring system for each application.
- ) Applications are ranked based upon total scores.
- ) External and internal reviewers convene to discuss applications and develop initial recommendations.
- ) 8 to 12 finalists are identified based upon multiple factors including:
  - Total score; and
  - Programmatic and geographic alignment with Great Families purpose and outcomes.
- ) Finalists are notified and application clarifications are requested. Site visits will also be made when deemed necessary.
- ) All clarifications are submitted electronically via email.
- ) Final review made by reviewers based upon responses to clarification questions and information gathered from any site visits.
- ) Subgrantees recommended and approved by CNCS.

D. Plans for reviewing evidence and evaluation

- ) The 3<sup>rd</sup> party evaluator and United Way’s Community Impact staff and Strategic Information staff will review eligible applications to determine whether early childhood education and family economic stability interventions discussed in the proposal adhere to the preliminary evidence described in United Way’s approved Great Families 2020 application. Because subgrantees are implementing pre-selected interventions, the focus for reviewing evidence and evaluation will be on the subrecipients’ capacity to participate in a rigorous evaluation, including capturing and sharing participant data.

E. Conflict of interest policy

- ) No reviewers will have any direct or indirect relationship with any applicant and will sign forms to attest to that fact prior to receiving assignments.

F. Description of who makes final decision

- ) The approval process of the subrecipients is ultimately made by the President and CEO of United Way, the Great Families 2020 team at United Way and the Social Innovation Fund staff at CNCS.

**IX. Process Timeline**

<b>Date</b>	<b>Action</b>
10-13-16	Submit draft subgrantee selection plan and RFP to SIF Program Officer
10-18-16	Advance communication about RFP release
10-24-16	Submit final subgrantee selection plan and RFP to SIF Program Officer

<b>Date</b>	<b>Action</b>
11-1-16	Develop subrecipient match pool
11-1-16	Develop subrecipient contract
11-7-16	Release Request for Proposals (RFP)
11-9-16	Bidders conference
11-11-16	Bidders conference
11-14-16	Develop and post initial FAQs on UWCI website that will be updated weekly
11-14-16 to 1-4-17	Provide limited technical assistance to applicants
11-14 to 11-21-16	Select and train application review team
12-1-16	Letters of Intent (LOI) due – not mandatory
1-15-17	Develop subrecipient applicant risk assessment tool for determining risk level for federal grants management capacity and compliance.
1-9-17	Application due date
1-10-17	Application screening by staff for eligibility including checking for debarment and suspension.
1-11 to 1-17-17	Application reviews by individual reviews review team members
1-18-17	United Way team compiles individual reviews in advance of review team meetings
1-19 to 1-20-17	Review team meetings to share individual reviewers' scores and application evaluations, reach consensus on ratings and identify finalists
1-20 or 1-23-17	Send clarifying questions to finalists
1-26-17	Responses to clarification questions received from finalists on <a href="mailto:greatfamilies2020@uwci.org">greatfamilies2020@uwci.org</a> and site visits conducted as indicated
1-27-17	Review team reconvenes to review responses to clarification questions and information gathered from any site visits and recommend subrecipients and amount of subgrant awards.
1-30-17	Final meeting of United Way team with CEO to ratify recommendations
1-31-17	Information on recommended subrecipients sent to SIF Program Officer in advance of conference call with CNCS

<b>Date</b>	<b>Action</b>
2-7-17	Conference call with SIF Program Officer and Deputy Director to discuss subrecipient finalists and obtain CNCS approval
2-14-17	Conference call with CNCS re: plan for publicizing selections
2-21-17	Subrecipient selections announced at press conference
2-28 to 3-10-17	Negotiate subgrantee agreements
3-15-17	Execute subgrantee agreements

After the announcement of subgrantees, United Way will be release the following information about this subaward competitions:

- ) A description of their subrecipient selection process
- ) A list of External Reviewers for their subrecipient selection process
- ) A list of awarded subrecipients
- ) Summaries of External Reviewer comments on successful subaward applications
- ) The full applications of successful subrecipients