
SYSTEMS CHANGE OVERVIEW

For United Way of Greater St. Louis (UWGSL) Systems Change (SC) addresses the root causes of social problems, which are often intractable and embedded in networks of cause and effect. It is an intentional process designed to fundamentally alter the components and structures that cause the system to behave in a certain way. SC activities seek to shift conditions that are holding the problems in place through advocacy, policy change, and/or resource allocations.

United Way's system change approach will:

- focus on priority needs identified by the 2020 Community Needs Assessment to deepen our approach and pursue problem-solving outcomes.
- pursue internal and external programs and approaches to systems change that align with United Way's impact theory of change.
- identify strategies that will help transform conditions holding problems in place by seeking community partners serving as conveners, organizers, thought leaders, visionaries, and catalysts.
- partner with those demonstrating impact and strategic approaches to address the identified priority need areas.

United Way annually assesses the real-time community needs and gaps based upon the result from its community needs assessment, community landscape reports, United Way's 2-1-1 data source, and additional secondary data sources. The identified needs will align with one or more of United Way's impact areas: basic needs, health and wellness, community stability and crisis response, jobs and financial mobility, early childhood, and youth success. This funding opportunity will target United Way's 16 counties.

2025 FOCUS AREA: UNITED FOR FAMILIES

As a signature Systems Change initiative - the United for Families (UFF) program provides funding to select nonprofits in Missouri and Illinois to support the implementation of the innovative, individualized two-generation family empowerment model centered around flexible assistance and client accountability.

UFF initiates a whole-family coaching and case management model and provides individualized support, financial coaching, and emergency financial assistance.

UFF's objective is to help stabilize and empower families on their road to restoring self-sufficiency by helping them achieve family economic security, prevent homelessness and displacement, and achieve educational stability for school-age children.

UFF's program model includes:

- one-on-one individualized family empowerment coaching focused on housing and educational stability,
- hardship funding to support housing and educational stability,
- access to UW resources (i.e., 2-1-1 including language line support, Community Information Exchange (CIE), shared outreach language, etc.),
- monthly and quarterly data and outcomes tracking, and
- continuous quality improvement.

More detail on the model components can be found on [page 6](#) of this document.

For the 2025 Systems Change Funding Cycle, United Way is seeking eligible nonprofits in Missouri and Illinois that will adopt the United for Families (UFF) model to focus on families with the following documented eligibility criteria:

- Household incomes at/below 80% of area median income (currently \$82,550 for a family of 4)
- Unstable housing situations (unable to pay all housing costs or at risk of literal homelessness within 60 days)
- At least one child enrolled in pre-K through 12th Grade
- At least one family member who is employed or seeking employment
- Willingness to participate in family coaching for 6-18 months

UFF funding will staff infrastructure support for a specialized United for Families Family Empowerment Coach position that provides a full continuum of wraparound support.

PRELIMINARY FUNDING REQUIREMENTS

To qualify for funding, an organization must meet the following minimum eligibility requirements. Any agency seeking funding must provide direct services to individuals living in at least one of the [16 counties](#) within United Way's geographic footprint. The organization and program must be operational for at least two years.

1. Submit Federal 501(c)(3) Tax Determination
2. Submit Missouri or Illinois Certificate of Corporate Good Standing
3. Submit policy on compliance with USA Patriot Act and other counterterrorism laws
4. Submit policy for background checks, including child abuse and neglect screenings if applicable
5. Submit policy on non-discrimination in hiring and service delivery
6. Submit policy on privacy protection practices (HIPAA)
7. Submit a client grievance policy

FUNDING RANGES:

Grant amounts will range from \$60,000 to \$70,000 per agency, per year.

Grant funding will cover the salary for one full-time dedicated UFF Family Empowerment Coach; direct benefits, and indirect costs for the UFF Family Empowerment Coach; and other expenses to implement the UFF model as approved. Potential other expenses could include technology, local mileage and meeting supplies for UFF staff. United Way will provide training for the UFF Family Empowerment Coach and cover the training costs.

Compensation for the fee-for-service contract can be expected to be reimbursed within 45 days of the service month.

The intended funding period is January 1, 2025, through December 31, 2026.

FILE SIZE REQUIRMENTS:

If your agency attempts to upload a file that exceeds 35 MB, you will receive an error. The document will have to be emailed to grantsupport@stl.unitedway.org. This is the only exception for accepting an upload via email. The document must be submitted before the **deadline of October 18th, at 5:00 p.m.**

Technical and Content-Related Questions

Questions regarding this funding opportunity should be emailed to grantsupport@stl.unitedway.org. Responses will be posted in a FAQ on the United Way [Agency HQ](#) following the cycle release.

Click [here](#) to access and complete the 2025 Systems Change Cycle Application Form. The complete list of questions can be found on [page 9](#) of this document. All submissions must be received using the application [form](#); no submissions will be reviewed outside of the required submission platform.

The deadline to apply is **Friday, October 18, 2024, at 5:00 pm**. Questions regarding this funding opportunity should be emailed to grantsupport@stl.unitedway.org.

SYSTEMS CHANGE TIMELINE:

Key Milestone	Date
Application Released	September 27, 2024
Application Due Date	October 18, 2024
Award Announcement	December 16, 2024
Grant Implementation Period Begins	January 1, 2025
UFF Program Orientation Kickoff	January 8, 2025
Peer Learning Group Session (1st Wednesday, Bi-Monthly)	Starting February 5, 2025
2025 Year-End Report Due	February 15, 2026
PLEASE NOTE: Quarterly Programmatic and Data Report Due Last Day of the Month after each Quarter	

UNITED FOR FAMILIES (UFF) MODEL COMPONENTS

United for Families is comprised of the following seven key components. Funded agencies will be expected to adhere to each component.

I. Eligibility Screening: All potential UFF families are subject to screening against the stated program eligibility criteria. All enrolled families must have documentation demonstrating proof of all eligibility criteria in their case files.

II. United for Families Multigenerational Family Empowerment Coaching: UFF employs a two-generation, family empowerment coaching, and case management model to provide full continuum wraparound support beginning at initial intake up to 18 months of program engagement. All enrolled families will complete an intake assessment utilizing the Arizona Self-Sufficiency Matrix (ASSM). Assessment results are used to create a goal-oriented action plan co-designed by the family and program staff. UFF Family Empowerment Coaches are expected to engage with each active family for at least two hours a month to provide accountability, resourcing, ongoing coaching, and support for sustainable results.

III. Financial Coaching and Matched Savings: UFF Family Empowerment Coaches will provide budget counseling for enrolled families and will coordinate financial empowerment activities (i.e., financial education courses, debt and credit counseling, etc.). UFF agencies will implement the United Way of Greater St. Louis ASSET program, (its financial empowerment program through which agencies will be allocated savings match dollars for a select number of participants).

IV. Emergency Hardship Funds: Agencies are allocated up to \$30,000 as hardship funds each year. After enrollment in UFF services for at least 30 days and completing a goal-oriented action plan, families will be eligible for up to \$1,000 of assistance within a 12-month period based on need. Allowable hardship expenses support family goals related to UFF priority outcomes and will include:



Family Goal/Priority Outcome	Potential Uses of Funds
Housing stability	Rent, mortgage, security deposit, utility assistance, moving expenses
Workforce development (i.e., job search, access to workforce development opportunities, and training)	Transportation, auto payment, insurance, cell phone
Children's educational stability	Childcare fees, tuition, uniforms, shoes

Hardship fund payments are made from the United Way of Greater St. Louis directly to the chosen vendor.

V. Shared Technology Platforms: UFF agencies will utilize a shared case management and data platform to capture family enrollment, service delivery, outcome achievement, and program exit. UFF file and resource-sharing will occur through a Microsoft Teams Channel managed by UWGSL.

Funded agencies are expected to participate in the Community Information Exchange (CIE), UWGSL's integrated technology platform to deliver enhanced community care, and utilize the platform to make resource referrals for families as necessary.

VI. Systems Change Learning Community: United Way of Greater St. Louis will host a bi-monthly peer learning meeting for all UFF Family Empowerment Coaches. Participants will be expected to share information and best practices on implementing the UFF family empowerment coaching model, questions and challenges, technology platform user experiences, and additional relevant topics as needed for collaborative discussion. UWGSL staff will also provide regular program updates and relevant resources in these meetings.

VII. Outcomes and Data Tracking: Participating agencies must enroll and work with at least 50 families per funding year. Participating agencies will be expected to track core outcomes and demonstrate successful results:



Stable Housing – Family obtains or maintains safe and stable housing, determined by moving to a higher level on the Housing dimension of the Arizona Self Sufficiency Matrix.

Employment Stability – Family moves to a higher level on the Employment dimension of the Arizona Self Sufficiency Matrix.

Increased Income – Family moves to a higher level on the Income dimension of the Arizona Self Sufficiency Matrix.

Children’s Education Stability – all children are enrolled and attend classes on a regular basis.

Agencies will be expected to meet the following success metrics:

- At least 80% of enrolled families experience Stable Housing.
- At least 60% of enrolled families experience Employment Stability.
- At least 60% of enrolled families experience Increased Income.
- At least 90% of enrolled families experience children’s school stability

VIII. REPORTING: Monthly, quarterly, and annual reports will be required throughout the funding period. Reporting will include key metrics/outcomes; narrative questions on program activities, successes, and challenges; and participant demographics. The reporting cycle will culminate with a final comprehensive report that will be due 45 days after the close of the funding cycle.

File reviews shall be conducted bi-annually (program and fiscal).

Please refer to the Systems Change timeline on [page 5](#) of this document for key dates.

APPLICATION QUESTIONS

(for reference only; submission accepted [here](#))

ORGANIZATION INFORMATION:

1. Organization name
2. Mission/Vision Statement
3. Executive Director/C.E.O. Name
4. Program Contact (for submission), if different from above
5. Program Contact Title
6. Submission Contact email
7. Submission Contact phone number
8. Organization Address, City, State, Zip Code (for official correspondence)
9. Federal Employee Identification Number (EIN)
10. Social media presence links, if applicable (for example: website, Facebook, Instagram etc.)
11. Board Chair name
12. Who are the agency's top three key referral partners for client services and support?
13. Has the agency experienced any legal, ethical, safety, or regulatory issues within the past 14 months? If yes, explain.



PROGRAM SECTION:

1. Program Name
2. Which specific [counties](#) with United Way's footprint will be served?
3. What is the Agency's main population for current family coaching and/or case management services?
4. Please describe the Agency's current assessment procedures and family coaching/case management services model.
5. How would the UFF program fit into the Agency's mission and strategic plan?
6. Does the Agency offer programs and services with a two-generation or whole family approach? If yes, please describe.
7. Does the Agency offer financial education, financial coaching, or financial counseling to current clients? If yes, please describe.
8. Does the Agency offer workforce development services to current clients (job search, resume writing, job placement and training, etc.)? If yes, please describe.
9. How would the agency recruit for United for Families?
10. Does the Agency provide direct cash assistance funding (i.e., rental assistance, mortgage assistance, utilities assistance, childcare assistance?) If yes, please describe.



ADMINISTRATION:

1. What staff training opportunities does the Agency provide around assessment, case management, and/or motivational interviewing? Please describe, if applicable.
2. What staff and/or volunteer training opportunities does the Agency provide around financial literacy and/or financial coaching? Please describe, if applicable.
3. What staff and/or volunteer training does the Agency provide around workforce development? Please describe, if applicable.
4. Please describe the Agency's efforts in integrating diversity, equity, and inclusion within its intake, assessment, and case management processes.

IMPACT MEASUREMENT:

1. Total direct clients the Agency anticipates serving through this program from January 1, 2025 – December 31, 2025.
2. Please describe specific case management software(s) the Agency utilizes, if applicable (i.e., Salesforce, Apricot).
3. Describe the Agency's intended continuous quality improvement (CQI) process for this program.

REQUEST BUDGET SECTION:

1. How would funding for family empowerment coaching through the United for Families program help you better serve families?
2. Detail how the requested grant amount will be used as outlined in the budget template. To complete the request budget, click on the excel spreadsheet template. [Click here to download budget template](#). You will need to download and save the spreadsheet and submit with your application as an attachment.

3. Budget Explanation – please provide narrative summary of the line items included in your proposed budget.

	UFF Funding (Up to \$70,000)	Other Funding Sources (if applicable)
Personnel		
UFF Family Empowerment Coach Salary & Direct Benefits (A)		
Indirect (10% of Direct Salary & Benefits) (B)		
Total Personnel (A+B)		
Other Expenses (C)		
(i.e., laptop, technology fees, local mileage, meeting supplies)		
Total Requested Amount (A+B+C)		
	(MAY NOT EXCEED \$70,000)	

SUBMISSION REQUIREMENT CHECKLIST:

These items must be submitted or affirmed in order for your application to be considered for funding review. United Way reserves the right to request any policy referenced by the grantee for affirmation post award determination.

1. Submit Federal 501(c)(3) Tax Determination
2. Submit Missouri or Illinois Certificate of Corporate Good Standing
3. Submit policy on compliance with USA Patriot Act and other counterterrorism laws
4. Submit policy for background checks, including child abuse and neglect screenings if applicable
5. Submit policy on non-discrimination in hiring and service delivery
6. Submit policy on privacy protection practices (HIPAA)
7. Submit a client grievance policy

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8. Most Recent Audited Financials - Organizations with operating budgets of \$250,000 or more are expected to have audits performed by a certified public accountant (CPA). **Please note if the required documentation is not submitted, your application will not be reviewed for funding consideration.** For audit submissions: submit the most recent audited financial statements, including the auditor's opinion, management, and/or internal control findings letter prepared by an independent auditor.

Organizations with budgets less than \$250,000 may provide narrative justification for not obtaining an audit for funding consideration and in lieu will submit 1) narrative justification 2) the most recent 990 or 990 EZ **and** 3) a third-party [financial compilation](#) report.

Submission acknowledgement:

I hereby certify that the information provided in this submission is accurate and complete.