READY CHILDREN IMPACT COUNCIL
REQUEST FOR PROPOSAL

PROCESS GUIDE

May 2019
OVERVIEW
United Way of San Antonio and Bexar County (United Way) is a strategic, mission-driven organization with a clear goal: help all community members achieve and maintain self-sufficiency to the greatest extent possible. Our mission is to increase the organized capacity of people to care for one another. Based on our history of investing in key issues and our knowledge gained from current national level research and local community assessments, United Way has selected Ready Children, Successful Students, Strong Individuals and Families and Safety Net Services as areas of significant need in our community and will invest in strategies designed to achieve results in each of these areas.

Our investments are guided by Impact Councils comprised of community leaders, content experts, residents, funders and public sector representatives committed to United Way’s goal. This Request for Proposal (RFP) is being issued for the Ready Children Impact Council. Following the Ready Children Impact Council’s review and recommendation, final funding decisions will be approved by United Way’s Executive Committee and Board of Trustees.

United Way is aligning its priorities to leverage impact and improve outcomes at a greater scale. To that end, any agency funded through this RFP will become a member of the Ready Children Impact Council and work collectively with other agencies and community members to achieve results.

READY CHILDREN IMPACT COUNCIL
United Way’s Ready Children Impact Council seeks programs and/or initiatives that ensure all children are happy, healthy and ready to enter kindergarten and succeed in school. The Impact Council focuses on programs that support families with resources that ensure children ages 0-8 are developmentally on track to reach their full potential. The following RFP seeks applicants who can meet all required criteria and deliver services described in this process guide.

All proposals must be submitted via e-CImpact. The User Guide to e-CImpact is available at www.unitedwaysatx.org/rfp to reference how to register for e-CImpact, access the RFP, upload documents and submit completed proposals.

Each proposal will be reviewed by volunteer review teams to:
- ensure the agency meets Eligibility Requirements and Partner Standards (pp. 5-7)
- evaluate the proposal based on the RFP scoring rubric (pp. 12-13).

For consideration of funding, all proposals must be complete, including all required attachments and signatures, and submitted via e-CImpact by Thursday, June 13, 2019 by 2:00 p.m. CST. Proposals not submitted via e-CImpact by the deadline will not be eligible for consideration.
TIMELINE

May 13, 2019  RFP released via e-ClImpact

May 20 - 24, 2019  Bidders Conference & Performance Measure Assistance Sessions

  •  Wednesday, May 22, 2019  2:00 pm – 4:30 pm
  •  Thursday, May 23, 2019  8:00 am – 10:30 pm
  •  Thursday, May 23, 2019  2:30 am – 5:00 pm

May 20 - June 5, 2019  Question and Answer Period

June 5 - 13, 2019  Blackout Period

Friday, June 13, 2019  RFP Deadline - must be submitted by 2:00 pm CDT

June - July 2019  RFP Review by Impact Council Volunteer Review Team

August & September 2019  Executive Committee and Board Approval

September 2019  Applicants notified regarding outcome of RFP process

September 2019  Selected applicants notified of funding amount; Partnership Agreements negotiated and issued

October 1, 2019  Grant Start Date; Funded agencies join Impact Council
**SOLICITATION SUMMARY**

**SCOPE OF WORK:**
United Way’s Ready Children Impact Council seeks proposals that support the result, indicator and strategy outlined below. Additional detail and specific target populations are identified in appendix A at the end of this guide. Successful proposals may be evidence-based, promising practices and/or opportunities for innovation.

### Funding Details:
For the Ready Children Impact Council RFP, United Way will award contracts to successful proposals for a period of three years with the option to renew for two additional years depending on performance. Total funding available for this RFP is $400,000. Applicants may submit a funding request for up to the maximum amount of funds available for the indicator.
ELIGIBILITY REQUIREMENTS:
Applicant must:

- Have an IRS 501(c)(3) determination letter dated prior to January 1, 2016
- Provide health and human services primarily in Bexar County
- Have the capacity to track program performance metrics and finances on a monthly basis
- Have the ability to procure and track the required co-investment for the proposed program
- Agree to participate in a shared data system following the initial year of funding
- Agree to participate in the Impact Council through which the program is funded

The following are not eligible for United Way funding:

- Services that are principally religious or sectarian in character
- Services which support or promote the arts "for the arts' sake"
- Programs devoted primarily to the political advocacy of special causes or populations
- Services normally deemed to be the mandated responsibility of government
- Costs associated with capital improvements

INDEPENDENT vs JOINT APPLICATION
United Way will accept independent and/or joint applications based on the preference of the applicant, applicant’s partnerships and ability to collaborate and the best use of funds to turn the curve on the results and indicators. Below are guiding questions to help determine if an agency should apply as an independent applicant or as part of a joint application.

Considerations for an Independent Application
1. Does the agency have a successful history of implementing the proposed program or a similar one?
2. Does the agency have the ability to co-invest in this program? United Way will not fund 100% of any program and will require co-investment.
3. Will this program be most successful with a single agency implementing the program?
4. Does the agency’s key leadership support this program?
5. Does the agency have a sustainability plan to continue to operate this program regardless of receiving United Way funding?

Considerations for a Joint Application
1. Does the agency currently have a formal partnership with other agencies who are working towards the same goal?
2. Is there a clear lead applicant that can represent the collaborative in this joint application?
3. Does the agency understand the collective impact model and the backbone/lead applicant role required for a joint application?
4. Does the agency rely on other partners to co-investment in this program? United Way will not fund 100% of any programs and will require co-investment.
5. Does the proposed program have more value-add by including other partners? (i.e., wider array of services, outreach opportunities, etc.)
6. Does the agency have a sustainability plan that includes other agencies to continue to
operate this program regardless of receiving United Way funding?

Additional points to consider:

- Joint funding will be considered only for applicants in which two or more agencies share responsibility for delivering performance targets.
- Preference will be given to collaborations that are better positioned to achieve performance targets, more effectively address the needs of the target population and which leverage greater resources than if operated by a single applicant.
- Partners in a joint application should identify a lead agency which has overall responsibility for managing the collaboration as outlined in the required Memorandum of Understanding (MOU). MOU must include:
  - Each partner’s financial and programmatic commitment to the proposed effort
  - How each partner’s existing vision, theory of change, theory of action and current activities align with the proposed effort
  - Proposed governance structure, including a system for holding partners accountable and description of how residents/clients will have an active role in collaboration’s decision making.

QUESTION AND ANSWER PERIOD:
The Question and Answer period is May 22, 2019 through June 5, 2019. This period will provide applicants an opportunity to submit any technical or clarifying questions regarding the RFP.

Questions may be asked at Bidders Conference sessions held May 22 and 23, 2019 or via email to rfp@unitedwaysatx.org between May 22, 2019 and June 5, 2019. Responses will be posted online at www.unitedwaysatx.org/rfp every Monday and Thursday. No questions will be accepted after 5:00 pm CDT on Wednesday, June 5, 2019.

BIDDERS CONFERENCE:
United Way will host Bidders Conference sessions combined with Performance Measure Assistance training sessions on May 22 and 23, 2019. All sessions will be held at United Way, 700 S. Alamo, San Antonio, Texas 78205. Applicants are not required to attend the Bidders Conference, but are strongly encouraged as it will provide an opportunity to gain knowledge of the Strategic Alignment process, Results Based Accountability and additional details of the RFP. All questions will be documented and answers will be shared online at www.unitedwaysatx.org/rfp.

Each agency may register up to three staff or board representatives for the sessions. All attendees must register at www.unitedwaysatx.org/rfp.

Bidders Conference Schedule:
Wednesday, May 22, 2019   2:00 pm – 4:30 pm
Thursday, May 23, 2019    8:00 am – 10:30 pm
Thursday, May 23, 2019    2:30 am – 5:00 pm
ADDITIONAL RESOURCES:
The following documents are available at www.unitedwaysatx.org/rfp.

- Impact Council Results, Indicators and Strategies
- Request for Proposal Process Guide
- Independent and Joint Application Comparison
- Implementation Plan Template
- Joint Application Budget Spreadsheet
- Checklists for Independent and Joint Applications
- Frequently Asked Questions
- User Guide to e-CImpact
REQUIRED DOCUMENTS (to be uploaded in e-CImpact):
The following documents are required and must be uploaded in e-CImpact. These documents will be reviewed by United Way’s Accountability volunteers to determine if the agency meets United Way’s Accountability Standards.

- Copy of IRS 501(c)(3) Determination Letter
- Articles of Incorporation and/or Certificate of Incorporation and any Amendments
- By-Laws
- Documentation of DBA (if applicable)
- Certificate of Non-discrimination
- Proof of Insurance
- Current list of Board of Directors
- Current Organizational Chart
- Most Recent Audited Financial Statements (Must include Statement of Financial Position, Statement of Revenues and Expenses, Statement of Cash Flows and Footnotes.) If the agency’s annual operating budget is $250,000 or less and the agency does not have an audit, it may submit financial statements that have been reviewed by an independent Certified Public Accountant (CPA). United Way expects the audit/review would be complete within four months of the agency’s fiscal year end.
- Single Audit (if applicable)
- Most Recent IRS Form 990
- Implementation Plan Template
- Joint Application Budget Spreadsheet (required for Joint Applications)
- Letter(s) of support (required for Independent Applications that indicate an existing informal partnership)
- Memorandum of Understanding (required for Joint Applications)
- Checklist with signatures of Board Chair and CEO

Instructions for uploading required documents may be found in the User Guide to e-CImpact at www.unitedwaysatx.org/rfp.
**BUDGET AND BUDGET NARRATIVE:**
United Way will provide up to 50% of funds needed to operate the program. This may include an indirect rate not to exceed 10%. Funds may not be used for capital improvements.

All applicants must provide a full program budget and budget narrative as outlined in the RFP. Funds requested should be based on the cost to provide services for an 8 month period beginning October 1, 2019 and ending June 30, 2020.

United Way reserves the right to award funding in the amount determined by the United Way Board of Trustees. Applicants awarded funding in an amount different from that requested will have the opportunity to revise their performance projections and budget during the contract negotiation process.

**PROGRAM EVALUATION AND REPORTING:**
Monthly, quarterly and annual reports will be required for all funded programs. Applicants must submit monthly program metrics and narrative and quarterly program narrative and financial reports via e-CImpact. Due dates for reporting will be included in final Partnership Agreements for successful proposals.

If the funded agency fails to submit the performance or financial reports by the due date or the program performance metrics are not on target or contract requirements are not met for two consecutive months, the funded agency and United Way will jointly build a plan of action. United Way may temporarily suspend funding or place funding on a month-to-month basis when there is sufficient cause to be concerned about program performance reporting or financial accountability.

**RFP SUBMISSION PROCESS AND DEADLINE:**
Respondents must submit the RFP electronically via e-CImpact by Thursday, June 13, 2019 at 2:00 pm CDT. Details regarding the submission process may be found in the User Guide to e-CImpact at www.unitedwaysatx.org/rfp.

United Way will not accept:
- incomplete proposals
- proposals submitted via mail/e-mail or delivered in person
- proposals submitted after the deadline.

**RFP CHANGES AND RE-SUBMISSION:**
Proposals may be modified provided such modifications are received prior to the RFP due date. Modified proposals must be submitted via e-CImpact in the same manner as the original proposal. No oral statement of any person shall modify or otherwise change or affect the terms, conditions or specifications stated in the RFP.

To re-open a proposal for changes prior to the RFP due date, please e-mail the e-CImpact Administrator at CTyler@unitedwaysatx.org. For all other questions, please e-mail rfp@unitedwaysatx.org.
EVALUATION OF RFP CRITERIA:
The Impact Council volunteer review team will conduct a comprehensive, fair and impartial
evaluation of all proposals received in response to this RFP. Each proposal will be analyzed to
determine overall responsiveness and qualifications under the RFP using the scoring rubrics
below. Volunteer review teams may request additional information or in person meetings with
applicants at any time prior to final approval of a selected applicant.

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<th>Section</th>
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<th>Points Scored</th>
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<td>- Program alignment with result, indicator and strategy(ies)</td>
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<td>- Community Involvement</td>
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<td>- Co-investment Resources*</td>
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* The greater the percentage of the agency’s investment, the higher the score. (ex: 90% agency investment = 5 points; 50% agency investment = 1 point)
**SCORING RUBRIC - JOINT APPLICATION**

Lead Agency: ________________________________
Partner Agencies: _______________________________________
Program: _____________________________________________
Indicator: _____________________________________________
Volunteer: _____________________________________________
Date: _________________________________________________

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<td>▪ Collaboration value vs. single organization</td>
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Maximum score is 100.

* The greater the percentage of the agency’s investment, the higher the score. (ex: 90% agency investment = 5 points; 50% agency investment = 1 point)
ACCOUNTABILITY STANDARDS:
United Way’s Accountability Standards reflect the values that characterize United Way and all its funded agencies. They are designed to assure donors that agencies operating United Way-funded programs are: administered efficiently, financially accountable, funded by both United Way and non-United Way resources and effectively governed by a volunteer Board of Directors or Trustees.

In order to obtain United Way funding, an agency will successfully compete in response to an RFP published by United Way and be awarded funding, or be invited to apply for a specific need that addresses United Way priority areas.

An agency receiving United Way funding must comply with the following standards:

1. The agency must be a provider of services that address the human care or health needs of people principally residing in Bexar County. The following are deemed outside the purview of United Way funding:
   - services that are principally religious or sectarian in character
   - services which support or promote the arts "for the arts' sake"
   - programs devoted primarily to the political advocacy of special causes or populations
   - services normally deemed to be the mandated responsibility of government

2. The agency's program services approved for funding by United Way will be targeted at a clearly defined population and/or geographic area and should be consistent with United Way’s stated priorities.

3. The agency must show proof of incorporation as a nonprofit corporation or be an affiliate of a corporation having a nonprofit charter in Texas or in the United States. The agency must show proof of tax-exempt status as determined by the IRS under section 501(c)(3) of the Internal Revenue Code or be exempt from payment of income taxes under other appropriate provisions of the Internal Revenue Code.

4. The agency will be governed by an autonomous volunteer Board of Directors or Trustees with the authority, diversity and size to effectively represent, set policy for, govern and assure the financial support of the organization.

   When the agency is the local arm of a governing body at the statewide or national level, the local organization must have its own governing body that provides volunteer oversight that meets these criteria. This requirement may be waived at the discretion of the United Way Executive Committee.

5. The agency will have an established staff person, paid or unpaid, who is charged with administering the organization's programs.

6. To be eligible to receive United Way funding, the agency must have been in operation and providing services for a minimum of two years on the first day of January prior to the fiscal

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1 The Community Investments and Funds Distribution Manual outlines United Way of San Antonio and Bexar County’s policies and procedures in the distribution and allocation of funds available through the annual fundraising campaign. This manual is currently being revised. In cases where procedures and requirements stated in this RFP differ from the manual, the RFP supersedes the manual.
year for which affiliation is requested as evidenced by two years of filing IRS form 990 or 990EZ or 990N.

7. The agency must provide and manage its program services effectively and efficiently. Its management and general and fundraising costs may not exceed 25% of the agency’s total operating budget.

8. The agency must be able to demonstrate its development of significant financial and volunteer support from non-United Way resources.

9. The agency must certify that it meets all applicable requirements of local, state and/or federal government concerning credentialing, accreditation and/or licensing. This also includes written nondiscrimination and conflict of interest policies in the provision of its services and in the selection of Board, volunteers and committee members and in the employment of staff.

10. The agency must consent to the full disclosure of its financial condition when necessary or requested.

11. The agency must participate in monthly, quarterly and/or annual reviews of program performance, program budget and other deliverables as specified in contract agreement(s) and/or by United Way volunteers.

12. The agency must participate in an annual review to ensure it is:
   a. administered efficiently
   b. financially accountable
   c. developing non-United Way resources
   d. effectively governed by a volunteer Board of Directors or Trustees

13. The agency will submit an annual proposal to be included in all public sector campaigns (ex: State Employee Charitable Campaign, San Antonio Metropolitan Area Campaign).

14. Additional requirements of funded agencies include but are not limited to:
   a. conduct an annual United Way Pacesetter campaign for all employees
   b. representatives of the agency will be available to assist in the annual campaign by making staff available for the Campaign Speaker’s Bureau and other requests
   c. immediate notification to United Way of Executive Management or Board Chair changes and/or IRS issues
   d. participation in United Way-sponsored volunteer events
   e. use of United Way logo on all public materials
   f. participation of agency CEO in semi-annual United Way Agency meetings
   g. participation of agency representative on the Impact Council in which program is funded
   h. timely notification of changes in agency by-laws

Benefits of being a United Way-funded agency include:
   a. inclusion as a supported Agency in the United Way campaign and other materials
   b. opportunities to promote United Way-funded programs in the annual campaign
   c. inclusion in all state, county, municipal, school district and other special campaigns that United Way manages or in which United Way participates
**EQUITY:**
As United Way is the steward of this Community Impact work, equity is upheld in the highest standard. United Way believes that equity means a just and fair inclusion into a society in which all can participate, prosper and reach their full potential. As an applicant, we ask the agency to commit to providing services and resources that build on this inclusion and uphold this statement of equity in all facets of this work.

**DIVERSITY:**
United Way recognizes diversity and inclusion as values that are critical to achieving its mission. To be diverse and inclusive is to bring together unique individual backgrounds to collectively address the issues facing our community.

**INTELLECTUAL PROPERTY:**
If selected, the applicant agrees to abide by the following regarding intellectual property rights: Applicant shall pay all royalties and licensing fees that may be necessary in the Respondent’s performance of services. Applicant shall hold United Way harmless and indemnify United Way from the payment of any royalties, damages, losses or expenses including attorney’s fees for suits, claims or otherwise, growing out of infringement or alleged infringement of copyrights, patents, materials and methods used in the project performed by the applicant. It shall defend all suits for infringement of any Intellectual Property rights. Further, if the applicant has reason to believe that the design, process or product utilized in the performance of services under an awarded contract is an infringement of Intellectual Property right, it shall promptly give such information to United Way.

**INSURANCE REQUIREMENTS:**
Each funded agency must carry the following minimum level of liability insurance coverage required:

**General Liability**
- $1,000,000 Per Occurrence
- $2,000,000 General Aggregate
- $2,000,000 Products/Completed Operations Aggregate
- $1,000,000 Personal & Advertising Injury

**Sexual Abuse & Molestation Liability**
- $1,000,000 Per Occurrence/Aggregate

**Professional Liability**
- $1,000,000 Each Professional Incident
- $2,000,000 Aggregate
  - Policy must be ‘Primary & Noncontributory’
  - Policy must contain an endorsement listing United Way of San Antonio and Bexar County as an ‘Additional Insured’ using Form CG2010 07 04 or equivalent
  - Policy must contain a ‘Waiver of Subrogation’ endorsement

**Automobile Liability**
- $1,000,000 Combined Single Limit
  - Policy must contain ‘Additional Insured’ endorsement listing United Way of San Antonio and Bexar County
  - Policy must contain a ‘Waiver of Subrogation’ endorsement
Workers’ Compensation & Employer’s Liability
$1,000,000 Each Accident
$1,000,000 Disease – Policy Limit
$1,000,000 Disease – Each Employee
  • Must provide evidence of Worker’s Compensation & Employer’s Liability
  • Policy must contain a ‘Waiver of Subrogation’ endorsement

REQUIRED BACKGROUND CHECKS:
All personnel associated with a United Way-funded program are required to undergo a criminal background check prior to beginning work on a United Way funded program and prior to serving clients or viewing client files. The funded agency will conduct background checks via DFPS, DPS and FBI (if applicable) for each employee. Specific requirements related to background checks will be included in final contract for successful proposals.

APPEALS PROCESS:
Grounds for Appeal: The governing Board of any agency may request an appeal of the decisions of the RFP Review Process if there is clear and convincing evidence the Review Team failed to observe the intent of the process as communicated in the RFP.

Procedure:
The governing Board of an agency wishing to appeal the decisions and/or findings of the RFP Review Process must submit its request for an appeal in writing to United Way within 30 days of its official funding notification.

The Chairman of the Board of Trustees will appoint at least three members of the Executive Committee and at least five members from the Partners for Community Change Committee to serve as the Appeals Committee.

The Appeals Committee will review all letters requesting appeals to determine which of these meet, or fail to meet, the required grounds. The Appeals Committee may, as they make this review, consult with the Chair and Co-Chair of the RFP Review Team whose findings are being appealed. The Appeals Committee will report its recommendations to the Executive Committee.

The Executive Committee will consider the report of the Appeals Committee and render its decision concerning the appeal. There is no appeal of the decision of the Executive Committee.

Timing:
The Appeals Process will be concluded within 120 days following the receipt of the request for appeal.
GLOSSARY

Accountability Standards: Core policies that reflect the values that characterize United Way and its partner agencies; designed to assure donors that agencies operating United Way-funded programs are administered efficiently, financially accountable, governed effectively and have diverse sources of funding.

Agency Eligibility Questions: Preliminary questions used to determine if an agency is eligible to respond to the Request for Proposal (RFP).

Bidders Conference: In-person meetings that will allow potential applicants to receive information and ask questions about the RFP process.

Co-investment: Resources the applicant will invest in the program budget. United Way will provide up to 50% of funds needed to operate program. This may include an indirect rate not to exceed 10%. The amount of the co-investment plus the United Way award will equal 100% of the proposed budget.

Collaboration: Formal relationship in which all parties strategically choose to cooperate in order to achieve shared or overlapping objectives. A collaboration combines resources to improve direct services to clients. It may also include administrative functions such as shared human resources, training, information services, equipment, finances, co-location of staff or service or joint efforts to reduce overlap/duplication of services.

Collective Impact: Commitment of a group of actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration.

Doing Business As (DBA): Operating name of a company, as opposed to the legal name of the company.

Due Diligence: Review process conducted by a volunteer review team to determine an agency’s financial solvency, independent board oversight, sound administrative practices and program viability. This process will determine which programs will receive an investment and at what level.

e-CImpact: Software that gives applying agencies a web-based interface to submit proposals to United Way while allowing United Way volunteers to review those submissions.

Independent Application: Application form for a single agency submitting a proposal.

Impact Area: Priority area for investing donor dollars. United Way’s impact areas are ready children, successful students, strong individuals and families and safety net services.

Impact Council: Group of community leaders, content experts, residents, funders and public sector representatives who come together to work on a common agenda and determine how to invest donor dollars to achieve community-level change. Funded agencies become members of an Impact Council.

Indicator: Population-level measure which helps quantify the achievement of a result.
<table>
<thead>
<tr>
<th><strong>Joint Application</strong></th>
<th>Application form for two or more agencies forming a collaboration to submit a proposal.</th>
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</thead>
<tbody>
<tr>
<td><strong>Memorandum of Understanding (MOU)</strong></td>
<td>Written and signed agreement between all partners in a collaboration.</td>
</tr>
<tr>
<td><strong>Pacesetter Campaign</strong></td>
<td>United Way fundraising campaign that runs prior to the full, community-wide campaign to set the tempo and generate enthusiasm, support and leadership.</td>
</tr>
<tr>
<td><strong>Preliminary Review</strong></td>
<td>Staff review of proposals to ensure fit and completeness.</td>
</tr>
<tr>
<td><strong>Performance Measure</strong></td>
<td>Measure of how well a program, agency or service system is working by answering the questions: How much did we do? How well did we do it? Is anyone better off?</td>
</tr>
<tr>
<td><strong>Request for Proposal (RFP)</strong></td>
<td>Guidelines and criteria for developing a program’s request for investment from United Way.</td>
</tr>
<tr>
<td><strong>Result</strong></td>
<td>Condition of well-being for children, adults, families or communities.</td>
</tr>
<tr>
<td><strong>Results Based Accountability (RBA)</strong></td>
<td>Disciplined way of thinking and acting to improve entrenched and complex social problems. Communities use it to improve the lives of children, youth, adults and families. RBA uses a data-driven decision-making process to help communities and organizations get beyond talking about problems to taking action to solve problems.</td>
</tr>
<tr>
<td><strong>Scoring Rubric</strong></td>
<td>Tool used by the volunteer review team to evaluate various aspects of proposals and determine which programs will be recommended for funding.</td>
</tr>
<tr>
<td><strong>Shared Data System</strong></td>
<td>Database that includes all relevant client information that is shared with partner organizations for the purpose of coordination of a continuum of services, referrals between programs and agencies, outcome performance tracking and continuous improvement.</td>
</tr>
<tr>
<td><strong>Speakers Bureau</strong></td>
<td>Agency representatives who share with donors (employee groups) the impact of the work funded by United Way and success stories experienced by clients and their families.</td>
</tr>
<tr>
<td><strong>Strategy</strong></td>
<td>Method or plan chosen to bring about a desired result.</td>
</tr>
<tr>
<td><strong>United Way Contract Request (line item in program budget)</strong></td>
<td>Amount of United Way funding requested for this RFP.</td>
</tr>
<tr>
<td><strong>United Way Grant (line item in program budget)</strong></td>
<td>Funding agency currently receives for a United Way grant-funded program such Dual Gen, EFSP, HOPES, MIECHV or Military (MVFPP) that is associated with this request.</td>
</tr>
<tr>
<td><strong>Volunteer Review Team</strong></td>
<td>Impact Council volunteers who review proposals and develop funding recommendations.</td>
</tr>
</tbody>
</table>
Ready Children Impact Council
Results, Indicators, Strategies and Available Funding

Result 1. All children grow up in safe, stable and nurturing environments
Indicator: # of confirmed victims of child abuse per 1,000 children
Funding for this Indicator $1.5 million

Result 2. All children are healthy in mind, body and spirit
Indicator: % of pregnancies receiving late or no prenatal care
Funding for this Indicator $0.4 million

Result 3. All children are curious learners progressing towards their full potential
Indicator: % of children/childcare slots in quality early childhood education centers*
Funding for this Indicator $1.6 million

Result 3. All children are curious learners progressing towards their full potential
Indicator: % of Kindergarteners assessed as vulnerable in 4 of the 5 developmental domains
Funding for this Indicator $1.5 million

Strategies:
1. Expanding access to child and/or adult mental health, substance abuse, domestic violence and/or respite care services
2. Increase parent and caregiver knowledge and understanding of age-appropriate developmental milestones through preventive programs, increasing community awareness of child abuse/impact prevention and intervention
3. Utilize faith-based networks, educational institutions, hospitals, nonprofit agencies and businesses to educate the community on prevention and intervention

Strategy:
1. Increasing access to prenatal care for at-risk mothers in segments of the community where there is an indication of need

Strategies:
1. Increase and maintain the number of quality early childhood slots with priority for children ages 0-5
2. Partner with early childhood education centers to create a culture of child-centered and developmentally appropriate practices in all of the following ways:
   a. Provide access to Professional Development (PD) for early childhood education directors and teachers
   b. Provide support and incentives for early childhood education centers to progress toward accreditation
   c. Expand mentorship/service learning opportunities with Texas Rising Star (TRS)
3. Expand dual-credit programs focused on earning an Associate of Arts in Child Development at the high school level

Strategies:
1. Increasing early childhood intervention screening for children ages 0-5
2. Increase parent and caregiver knowledge and understanding of age-appropriate developmental milestones through preventive programs
3. Initiate a "Kindergarten" for children about to enter Kindergarten, which helps decrease summer learning loss and transition to the norms of a school environment before they start the school year. Kinder Camp curriculum must target each of the five developmental domains:
   a. Physical Health & Well-Being
   b. Social Competence
   c. Emotional Maturity
   d. Language and Cognitive Development
   e. Communication Skills and General Knowledge

* Quality early childhood education centers are defined as childcare centers with Texas Rising Star certification, national accreditation or participation in a quality childcare continuum.
Appendix A

**Ready Children Prenatal Care Scope of Work**

Through this RFP, United Way’s Ready Children Impact Council seeks applicants addressing and reducing the barriers to accessing prenatal care for expectant mothers in order to decrease the number of women receiving late or no prenatal care. Examples of these barriers include, but are not limited to: cost of medical care, transportation, child care, racial and cultural disparities, language, gender or other social barriers preventing expectant mothers from accessing prenatal care. Priority will be given to proposals demonstrating attention to the needs of expectant women ages 20 - 29 years in high birth zip codes who are economically disadvantaged, have a disability and/or are experiencing homelessness. Successful proposals will demonstrate how program initiatives will address the systemic and social barriers preventing expectant mothers from accessing prenatal care in the above mentioned priority areas by way of the strategy listed below.

**Indicator:** Percentage of pregnancies receiving late or no prenatal care

**Target:** The number of pregnancies receiving late or no prenatal care will decrease by 5%.

**Available funding for indicator:** $400,000

**Investment Period:** 3 Years

**Strategy:** Increasing access to prenatal care for at-risk mothers in segments of the community where there is an indication of need.

**Data Resource:** [Bexar County Zip Code Level Data](#)

<table>
<thead>
<tr>
<th>How much?</th>
<th>How well?</th>
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<tbody>
<tr>
<td># of women ages 20-29 matching priority demographics receiving information on prenatal care (regardless of pregnancy status)</td>
<td>% of women who received information on prenatal care and were enrolled in prenatal care</td>
</tr>
<tr>
<td># of pregnant women enrolled in prenatal care</td>
<td># / % of participating pregnant women starting prenatal care by the end of the first trimester of pregnancy</td>
</tr>
<tr>
<td># / % of pregnant women consistently participating in prenatal care following prescribed care schedule from time of enrollment through delivery</td>
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</table>

**How better off?**

- # pregnant women carrying pregnancy to full term (at least 37 weeks)
- % participating pregnant women carrying pregnancy to full term (at least 37 weeks)
- # of pregnant women delivering healthy weight babies (no lower than 5 pounds 8 ounces)
- % of participating pregnant women delivering healthy weight babies (no lower than 5 pounds 8 ounces)

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1 Social barriers: “Differences (inequalities), in gender, ethnicity, race, religion, health or socioeconomic status, between individuals or groups that prevent them from achieving or accomplishing their goals, or deny their opportunity to access resources and to advance their interests.”
Reference