



United Way of San Antonio  
and Bexar County

# SUCCESSFUL STUDENTS IMPACT COUNCIL

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## REQUEST FOR PROPOSAL PROCESS GUIDE

September 2018



## **SUCCESSFUL STUDENTS IMPACT COUNCIL REQUEST FOR PROPOSAL PROCESS GUIDE**

### **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 will be guided by Impact Councils comprised of community leaders, content experts, residents, funders and public sector representatives committed to United Way's goal. Requests for Proposals (RFP) will be issued for each of the Impact Councils. Agencies may submit proposals in any or all of the impact areas and may submit multiple proposals per Impact Council. Final funding decisions will be approved by the 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 Successful Students Impact Council and work collectively with other agencies and community members to achieve results.

### **SUCCESSFUL STUDENTS IMPACT COUNCIL**

United Way's Successful Students Impact Council seeks programs and/or initiatives that support young people ages 0 to 24 years old to grow, graduate and become successful adults. This 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](http://www.unitedwaysatx.org/rfp). This guide describes 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, November 15, 2018 at 12:00 noon CST. Proposals not submitted via e-CImpact by the deadline will not be eligible for consideration.

## **TIMELINE**

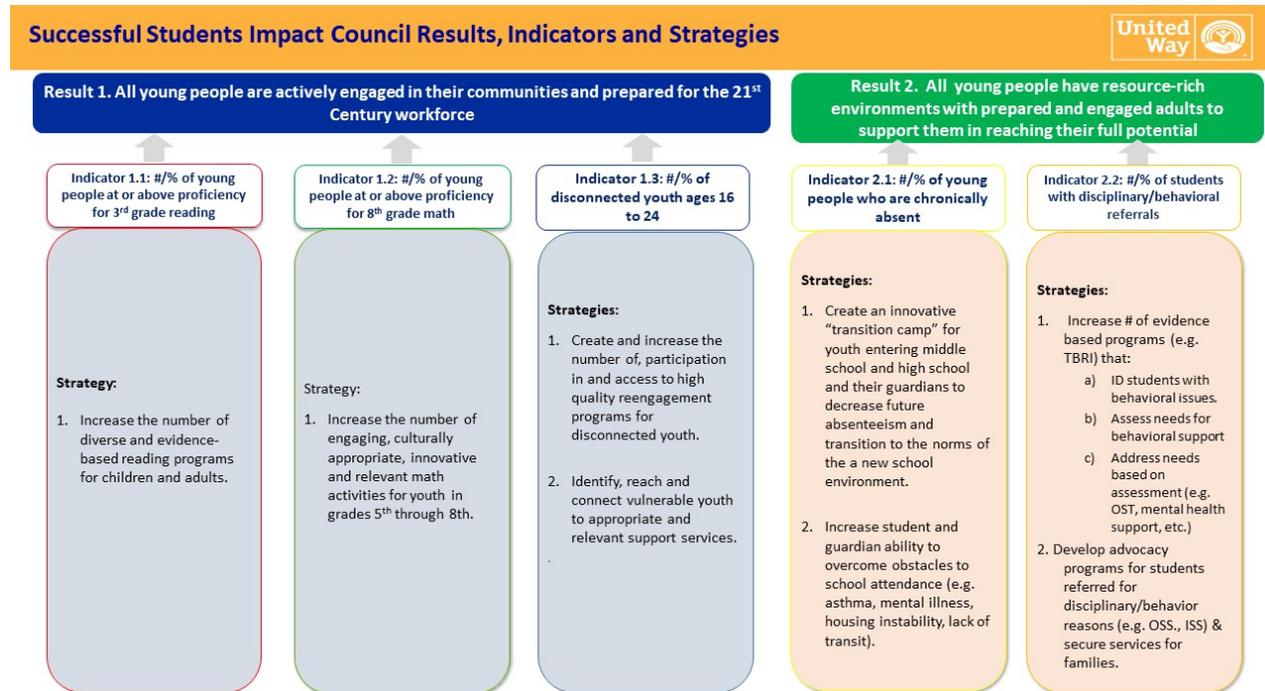
October 1, 2018	Request for Proposal released in e-CImpact
October 3 - 5, 2018	Bidders Conference Sessions <ul style="list-style-type: none"><li>• Wednesday, October 3, 2018 1:30 pm – 3:30 pm</li><li>• Thursday, October 4, 2018 9:00 am – 11:00 am</li><li>• Thursday, October 4, 2018 1:30 pm – 3:30 pm</li><li>• Friday, October 5, 2018 9:00 am – 11:00 am</li></ul>
October 10, 2018	Technical Assistance Sessions <ul style="list-style-type: none"><li>• Wednesday, October 10, 2018 8:30 am – 11:00 am</li><li>• Wednesday, October 10, 2018 1:30 pm – 4:00 pm</li></ul>
October 11 - 12, 2018	Performance Measure Assistance Sessions <ul style="list-style-type: none"><li>• Thursday, October 11, 2018 1:00 pm – 2:30 pm</li><li>• Thursday, October 11, 2018 3:00 pm – 4:30 pm</li><li>• Friday, October 12, 2018 8:30 am – 10:00 am</li><li>• Friday, October 12, 2018 10:30 am – 12:00 pm</li></ul>
October 3 - November 4, 2018	Question and Answer Period
November 5 - 16, 2018	Blackout Period (Exception for questions regarding e-CImpact)
November 14, 2018 at 5:00 pm	Blackout Period for e-CImpact
November 15, 2018	RFP Deadline - must be submitted by 12:00 noon CST
December 2018 – March 2019	RFP Review by Impact Council Volunteer Review Team
March – April 2019	Executive Committee and Board Approval
April 2019	Applicants notified regarding outcome of RFP process
May 2019	Selected applicants notified of funding amount; Contracts negotiated and issued
July 1, 2019	Grant Start Date; Funded agencies join Impact Council

# SUCCESSFUL STUDENTS IMPACT COUNCIL REQUEST FOR PROPOSAL

## SOLICITATION SUMMARY

### SCOPE OF WORK:

United Way’s Successful Students Impact Council seeks proposals that support the results, indicators and strategies outlined below. Additional details and specific target populations are identified in appendices A and B at the end of this guide. Successful proposals may be evidence-based, promising practices and/or opportunities for innovation.



### FUNDING DETAILS:

For the Successful Students Impact Council RFP, United Way will award contracts to successful proposals for a period of two years with the option to renew for two additional years depending on performance. Total funding available for this RFP is \$5 million. Applicants may submit a funding request for up to the maximum amount of funds available for an 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

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## **PARTNER STANDARDS<sup>1</sup>:**

United Way's Partner 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.

Each agency submitting a proposal will be evaluated for compliance with the following standards to be considered for and receive United Way funding:

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.

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<sup>1</sup> 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.

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 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
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## **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. **Please note only joint applications will be accepted for Result 1, Indicator 1.3.**

### 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.
  - United Way is not obligated to fund all partners in a joint application.
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**QUESTION AND ANSWER PERIOD:**

The Question and Answer period is October 3 - November 4, 2018. 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 the week of October 3, 2018 or via e-mail to [rfpstudents@unitedwaysatx.org](mailto:rfpstudents@unitedwaysatx.org) October 3 - November 4, 2018. Responses will be posted online at [www.unitedwaysatx.org/rfp](http://www.unitedwaysatx.org/rfp) every Monday and Thursday beginning Thursday, October 11, 2018. No questions will be accepted after 5:00 pm CST on Sunday, November 4, 2018. This does not apply to questions regarding e-CImpact. The Blackout Period for e-CImpact begins at 5:00 pm on Wednesday, November 14, 2018.

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**BIDDERS CONFERENCE:**

United Way will host Bidders Conference sessions the week of October 3, 2018. 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](http://www.unitedwaysatx.org/rfp).

Each agency may register up to two staff or board representatives for the sessions. Location varies by session. All attendees must register at [www.unitedwaysatx.org/rfp](http://www.unitedwaysatx.org/rfp).

**Bidders Conference Schedule:**

Wednesday, October 3, 2018	1:30 pm – 3:30 pm
Thursday, October 4, 2018	9:00 am – 11:00 am
Thursday, October 4, 2018	1:30 pm – 3:30 pm
Friday, October 5, 2018	9:00 am – 11:00 am

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**TECHNICAL ASSISTANCE:**

United Way will host two Technical Assistance sessions October 10, 2018 for the Successful Students RFP. These sessions will be facilitated by STAR FORCE and are designed to provide any assistance on the RFP templates and program proposals.

Applicants are not required to attend the TA sessions, but are strongly encouraged. Each agency may register up to two staff or board representatives for the sessions. All attendees must register at [www.unitedwaysatx.org/rfp](http://www.unitedwaysatx.org/rfp).

**Successful Students Technical Assistance Schedule:**

Wednesday, October 10, 2018	8:30 am – 11:00 am
Wednesday, October 10, 2018	1:30 pm – 4:00 pm

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**PERFORMANCE MEASURE ASSISTANCE:**

Performance Measure Assistance sessions will be offered October 11 – 12, 2018. These optional sessions will focus strictly on developing program performance measures. All attendees must register at [www.unitedwaysatx.org/rfp](http://www.unitedwaysatx.org/rfp).

**Performance Measure Assistance Schedule:**

Thursday, October 11, 2018	1:00 pm – 2:30 pm
Thursday, October 11, 2018	3:00 pm – 4:30 pm
Friday, October 12, 2018	8:30 am – 10:00 am
Friday, October 12, 2018	10:30 am – 12:00 pm

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**ADDITIONAL RESOURCES:**

The following documents are available at [www.unitedwaysatx.org/rfp](http://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

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**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 volunteers to determine if the agency meets United Way's Partner 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)
- Statement of Non-discrimination
- Proof of Insurance
- Current Board of Directors roster that includes end of current term, professional field/experience, gender and ethnicity for each member
- 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; one letter per partner)
- 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](http://www.unitedwaysatx.org/rfp).

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**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% of the subtotal of program expenses requested from United Way. Funds may not be used for capital improvements.

All applicants must provide a full program budget and budget narrative (including revenue and expenses) as outlined in the RFP. Funds requested should be based on the cost to provide services for a one-year (12 month) period beginning July 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.

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**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 contracts 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.

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**RFP SUBMISSION PROCESS AND DEADLINE:**

Respondents must submit the RFP electronically via e-CImpact by Thursday, November 15, 2018 at 12:00 noon CST. Details regarding the submission process may be found in *the User Guide to e-CImpact* at [www.unitedwaysatx.org/rfp](http://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.

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**RFP CHANGES AND RE-SUBMISSION:**

Proposals may be modified provided such modifications are received prior to the RFP deadline. 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](mailto:CTyler@unitedwaysatx.org). For all other questions, please e-mail [rfpstudents@unitedwaysatx.org](mailto:rfpstudents@unitedwaysatx.org).

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**EVALUATION OF RFP CRITERIA:**

The volunteer review team will conduct a comprehensive, fair and impartial evaluation of all proposals which comply with United Way’s Partner Standards. 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.

<b>SUCCESSFUL STUDENTS SCORING RUBRIC - INDEPENDENT APPLICATION</b>			
Agency: _____			
Program: _____			
Indicator: _____			
Volunteer: _____			
Date: _____			
<b>Section</b>	<b>Max Points</b>	<b>Points Scored</b>	<b>Comments</b>
<b>Organization’s Capacity (Questions 1-5)</b>	<b>21</b>		
▪ Mission/Vision alignment with program(s)	<b>4</b>		
▪ Program(s) alignment with result, indicator(s) and strategy(ies)	<b>5</b>		
▪ Support from key agency leadership	<b>4</b>		
▪ Experience measuring impact	<b>4</b>		
▪ Value of Impact Council participation	<b>4</b>		
<b>Program Design (Questions 6-12)</b>	<b>31</b>		
▪ Problem the program(s) will address	<b>3</b>		
▪ Population to be served	<b>3</b>		
▪ Purpose of funding	<b>3</b>		
▪ Community Involvement	<b>4</b>		
▪ Indicators of success for new or existing programs	<b>7</b>		
▪ Partnerships to achieve results	<b>6</b>		
▪ Implementation plan	<b>5</b>		
<b>Performance Measures &amp; Evaluation (Question 13)</b>	<b>20</b>		
▪ Short and long-term impact proposed	<b>10</b>		
▪ Performance Measures and Targets	<b>10</b>		
<b>Budget, Narrative and Co-investment Funds (Question 14)</b>	<b>18</b>		
▪ Overall Budget	<b>7</b>		
▪ Budget Narrative	<b>6</b>		
▪ Co-investment Resources*	<b>5</b>		
<b>Sustainability (Questions 16-17)</b>	<b>10</b>		
▪ Plan for possible funding fluctuations	<b>5</b>		
▪ Systemic changes as a result of the partnership with United Way	<b>5</b>		
<b>TOTAL</b>	<b>100</b>		
<b>Maximum score is 100.</b>			
* The greater the percentage of the agency’s investment, the higher the score. (ex: 90% agency investment = 5 points; 50% agency investment = 1 point)			

**SUCCESSFUL STUDENTS SCORING RUBRIC - JOINT APPLICATION**

Lead Agency: \_\_\_\_\_  
 Partner Agencies: \_\_\_\_\_  
 Program: \_\_\_\_\_  
 Indicator: \_\_\_\_\_  
 Volunteer: \_\_\_\_\_  
 Date: \_\_\_\_\_

Section	Max Points	Points Scored	Comments
<b>Collaboration's Capacity (Questions 1-7)</b>	<b>22</b>		
▪ Overview of collaboration's vision alignment with program(s)	<b>3</b>		
▪ Collaboration's program alignment with result, indicator(s) and strategy(ies)	<b>5</b>		
▪ Experience measuring impact	<b>3</b>		
▪ Coordination of Lead Agency	<b>2</b>		
▪ Partners' roles and responsibilities	<b>3</b>		
▪ Collaboration value vs. single organization	<b>3</b>		
▪ Value of Impact Council participation	<b>3</b>		
<b>Program Design (Questions 8-14)</b>	<b>31</b>		
▪ Problem the program(s) will address	<b>3</b>		
▪ Population to be served	<b>3</b>		
▪ Purpose of funding	<b>3</b>		
▪ Community Involvement	<b>4</b>		
▪ Initial actions for partners	<b>3</b>		
▪ Indicators of success for new or existing programs	<b>10</b>		
▪ Implementation plan	<b>5</b>		
<b>Program Measures &amp; Evaluation (Question 15)</b>	<b>20</b>		
▪ Short and long-term impact proposed	<b>10</b>		
▪ Performance Measures and Targets	<b>10</b>		
<b>Budget, Narrative and Co-investment Funds (Questions 16-17)</b>	<b>17</b>		
▪ Partner budgets	<b>3</b>		
▪ Overall Budget	<b>5</b>		
▪ Budget Narrative	<b>4</b>		
▪ Co-investment Resources*	<b>5</b>		
<b>Sustainability (Questions 19-20)</b>	<b>10</b>		
▪ Plan for possible funding fluctuations	<b>5</b>		
▪ Systemic changes as a result of the partnership with United Way	<b>5</b>		
<b>TOTAL</b>	<b>100</b>		
<b>Maximum score is 100.</b>			

\* The greater the percentage of the agency's investment, the higher the score. (ex: 90% agency investment = 5 points; 50% agency investment = 1 point)

**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.

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**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.

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**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.

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**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

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### **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.

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### **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. All agencies applying for United Way funding
Agency Eligibility Questions	Preliminary questions used to determine if an agency is eligible to respond to the Request for Proposal (RFP).
At or above proficiency	To meet or exceed expectations for the State of Texas standardized testing.
Bidders Conference	In-person meetings that will allow potential applicants to receive information and ask questions about the RFP process.
Chronically Absent	Describes a student who has missed 10% or more school days due to absence for any reason – excused or unexcused absences and suspensions.
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 work towards a common agenda to solve a specific social problem, using a structured form of collaboration. In addition to a common agenda, other key elements include shared measurements, mutually reinforcing activities, continuous communication and a backbone organization.
Culturally Competent	Per the <a href="#">Substance Abuse and Mental Health Services Administration</a> : Ability to interact effectively with people of different cultures. Cultural competence means to <a href="#">be respectful and responsive</a> to the beliefs and practices—and cultural and linguistic needs—of diverse population groups. Developing cultural competence is also an evolving, dynamic process that takes time and <a href="#">occurs along a continuum</a> .
Disconnected Youth	Teen teenagers or young adults between ages of 16 and 24 who are neither working nor in school. Also referred to “disengaged” or “opportunity” youth.
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.
Evidence-based	Proven and informed delivery of treatments and services. Expansion of services to a new target population is not considered evidence-based.
Family Violence	Act by a member of a family or household against another member that is intended to result in physical harm, bodily injury, assault, or a threat that reasonably places the member in fear of imminent physical harm. The law excludes the reasonable discipline of a child and defines abuse as physical injury that results in substantial harm or genuine threat; sexual contact, intercourse, or conduct; or compelling or encouraging the child to engage in sexual conduct. By definition and for the purposes of family violence reports, 'family' includes individuals related by consanguinity (blood) or affinity, marriage or former marriage, biological parents of the same child, foster children, foster parents, and members or former members of the same household (including roommates). Senate Bill 68 of the 77th Legislature amended the Family Code to include "Dating Violence". The "Dating Relationship" means a relationship between individuals who have or have had a continuing relationship of a romantic or intimate nature. (Source: The Texas Family Code)
Independent Application	Application form for a single agency submitting a proposal.
Integrated	A holistic approach to serving clients or addressing challenges using multiple methods of approaches simultaneously based on need in order to ensure lasting change.
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.
Indirect Rate	Percentage of expenses not readily identified with a specific project or organizational activity but incurred for the benefit of the funded program. For the purpose of this RFP, an indirect rate of no more than 10% may be calculated based on the subtotal of program expenses being requested of United Way.
Joint Application	Application form for two or more agencies forming a collaboration to submit a proposal.

Memorandum of Understanding (MOU)	Written and signed agreement between all partners in a collaboration.
Multi-generational	Serving or having the ability to serve multiple generations of a family simultaneously.
Pacesetter Campaign	United Way fundraising campaign that runs prior to the full, community-wide campaign to set the tempo and generate enthusiasm, support and leadership.
Preliminary Review	Staff review of proposals to ensure completeness.
Performance Measure	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?
Place-based Approach	Seeks to improve community conditions at the neighborhood or specific geographic level. Place-based approaches engage local organizations, leaders, residents and existing assets in order to create comprehensive positive change in a given neighborhood or geographic area.
Prepared and Engaged Adult	Person over the age of 18 who is equipped with the necessary tools to aid in a young person's future success and is fully vested in achieving that success.
Reengagement Programs	Services that engage disconnected youth in either education and/or workforce on a permanent basis.
Request for Proposal (RFP)	Guidelines and criteria for developing a program's request for investment from United Way.
Result	Condition of well-being for children, adults, families or communities.
Results Based Accountability (RBA)	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.
Scaffolded	Approach to social services programming that addresses clients' specific needs and meets them where they are as they progress on their individual journey.
Scoring Rubric	Tool used by the volunteer review team to evaluate various aspects of proposals and determine which programs will be recommended for funding.
Shared Data System	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.

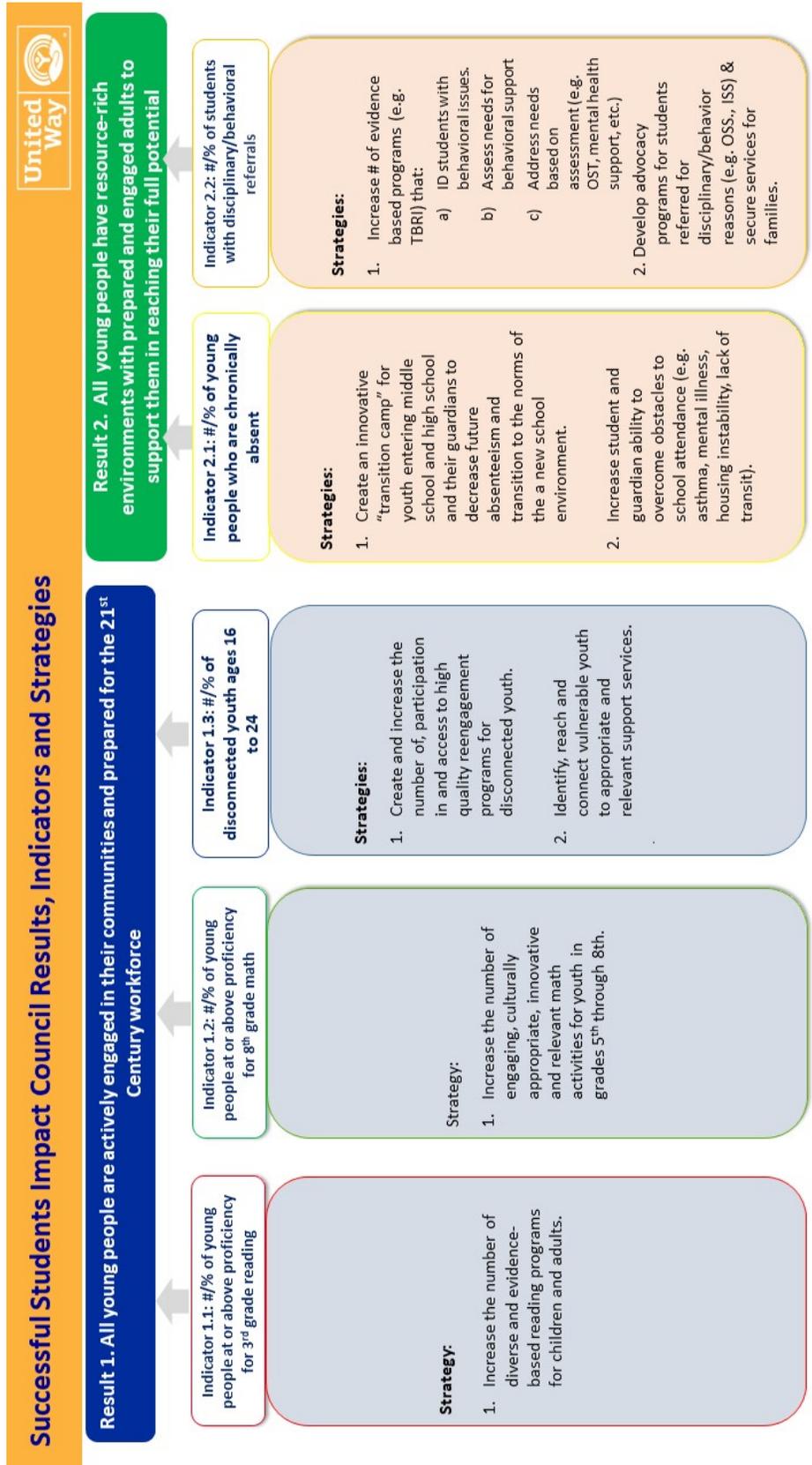
Social and Emotional Learning (SEL)	Process through which young people effectively apply knowledge, attitudes and skills necessary to understand and manage emotions, set and achieve goals, feel and show empathy for others, establish and maintain positive relationships and make responsible decisions.
Speakers Bureau	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.
Strategy	Method or plan chosen to bring about a desired result.
Targeted & Demand Occupations	Identified by Workforce Solutions Alamo as occupations which demonstrate strong regional growth potential and which provide the best employment opportunities for local job seekers. A list of those occupations may be found <a href="#">here</a>
Transition Camp	Program designed to acclimate students to the rigor of either the middle school or high school environment. Transitions happen from 5 <sup>th</sup> to 6 <sup>th</sup> and 8 <sup>th</sup> to 9 <sup>th</sup> grades.
Trauma-informed	<p>Program, organization or system that is trauma-informed:</p> <p>a) <i>Realizes</i> the widespread impact of trauma and understands potential paths for recovery;</p> <p>b) <i>Recognizes</i> the signs and symptoms of trauma in clients, families, staff, and others involved with the system;</p> <p>c) <i>Responds</i> by fully integrating knowledge about trauma into policies, procedures, and practices; and</p> <p>d) Seeks to actively resist <i>re-traumatization</i>.</p> <p>(Source: <a href="#">Substance Abuse and Mental Health Services Administration</a>)</p>
United Way Contract Request (line item in program budget)	Amount of United Way funding requested for this RFP.
United Way Grant (line item in program budget)	Funding agency currently receives for a United Way grant-funded program such Dual Gen, EFSP, HOPES, MIECHV or Military (MVFPF) that is associated with this request.
Volunteer Review Team	Impact Council volunteers who review proposals and develop funding recommendations.
Vulnerable Youth	Young people at risk of becoming disconnected from school or work, chronically absent or have disciplinary/behavioral issues.

Wraparound  
Case Management

Individualized, multi-faceted, person-centered care that meets the holistic needs of clients in a manner that is based on developing a strong relationship between the case manager and the client. Priority will be given to applicants who address multiple components outlined below well:

- a) Culturally competent support services which aid clients in achieving self-sufficiency, including soft skills development
- b) Mental health, behavioral health and substance abuse services
- c) High-quality dependent care support (dependents include children, special needs family members and/or seniors)
- d) Transportation assistance
- e) Financial counseling and access to tax credits
- f) Utility, clothing, food and housing assistance (basic needs support)
- g) Public benefits coordination
- h) Parenting education
- i) Health and wellness (both preventative and treatment-based)
- j) Employment and education-related scholarships for needed supplies and fees
- k) Additional supports as defined by applicant agencies

# Successful Students Impact Council Result/Indicator/Strategy Table



## Appendix A

**Successful Students Impact Council Result 1:** All young people are actively engaged in their communities and prepared for the 21st Century workforce

Through this RFP, United Way of San Antonio and Bexar County seeks applicants providing quality programming that supports on grade level reading by the end of 3rd grade. Priority will be given to applicants who approach the social emotional learning components tied to the indicator and submit data that demonstrates interventions/student-centered baseline recruitment criteria for students most in need. Successful proposals will demonstrate how program initiatives will provide services to youth in the above mentioned priority areas by way of:

**Indicator 1.1:** Number and percentage of young people at or above proficiency for 3<sup>rd</sup> grade reading

**Data Resources:** Available at <https://www.unitedwaysatx.org/impact-council-data/>

**Target:** The number of young people reading at or above proficiency in 3rd grade increases by 5%.

**Available funding per indicator:** \$750,000

**Projected timeframe for impact:** 2 years

Indicator	2018 Current Rate (not passing)	Total # Tested	5% Change
<b>3<sup>rd</sup> Grade Reading</b>	<b>6166</b>	<b>21,473</b>	<b>308</b>

**Strategy 1.1:** Increase the number of diverse and evidence-based reading programs for children and adults.

**Service Area:** Bexar County. Applicants will need to demonstrate where students are most in need.

### Performance Measures Strategy 1.1:

How much?	How well?
Number of 1 <sup>st</sup> grade students enrolled in program as participants	Percentage of participating 1st-3rd grade students attending 80%+ of program as scheduled
Number of 2 <sup>nd</sup> grade students enrolled in program as participants	
Number of 3 <sup>rd</sup> grade students enrolled in program as participants	Percentage of participating 1st-3rd grade students completing program (as defined by program standard)
Number of 1 <sup>st</sup> -3 <sup>rd</sup> grade students enrolled in programs as participants	

<p>Number of participating 1<sup>st</sup>-3<sup>rd</sup> grade students assessed as off-track to achieve reading proficiency at or above grade level by the end of the school year (at time of enrollment)</p> <p>Number of participating 1st-3rd grade students assessed as at risk to achieve reading proficiency at or above grade level by the end of the school year (at time of enrollment)</p> <p>Number of participating students with at least one adult (e.g., family member or mentor - NOT PROGRAM STAFF) with an active role supporting progress towards grade level reading proficiency</p>	
<p><b>How better off?</b></p> <p>Number/Percentage of participating 1st grade students narrowing reading proficiency gap by the end of the school year (even if students are not reading at grade level)</p> <p>Number/Percentage of participating 2nd grade students narrowing reading proficiency gap by the end of the school year (even if students are not reading at grade level)</p> <p>Number/Percentage of participating 3rd grade students narrowing reading proficiency gap by the end of the school year (even if students are not reading at grade level)</p> <p>Number/Percentage total of participating 1st-3rd grade students narrowing reading proficiency gap by the end of the school year (even if students are not reading at grade level)</p> <p>Number/Percentage of participating 1st grade students with reading proficiency at or above grade level by the end of the school year (as assessed by either school or program)</p> <p>Number/Percentage of participating 2nd grade students with reading proficiency at or above grade level by the end of the school year (as assessed by either school or program)</p> <p>Number/Percentage of participating 3rd grade students with reading proficiency at or above grade level by the end of the school year (as assessed by either school or program)</p> <p>Number/Percentage total of participating 1st-3rd grade students with reading proficiency at or above grade level by the end of the school year (as assessed by either school or program)</p> <p>Number/Percentage of participating 3rd grade students passing 3rd grade STAAR reading assessment</p>	

Through this RFP, United Way of San Antonio and Bexar County seeks applicants providing innovative programming for students in need of additional supports to increase proficiencies in math by 8th grade. Priority will be given to proposals that approach social emotional learning components to this indicator and identify/outreach to students with special needs. Applicants must submit their own data on their interventions/student-centered baseline recruitment criteria to demonstrate students most in need. Successful proposals will demonstrate how program initiatives will provide services to youth in the above mentioned priority areas by way of:

**Indicator 1.2:** Number and percentage of young people at or above proficiency for 8<sup>th</sup> grade math

**Data Resources:** Available at <https://www.unitedwaysatx.org/impact-council-data/>

**Target:** The number of young people at or above proficiency in 8<sup>th</sup> grade math will increase by 5%.

**Available funding per indicator:** \$750,000

**Projected timeframe for impact:** 2 years

Indicator	2018 Current Rate (not passing)	Total # Tested	5% Change
8 <sup>th</sup> Grade Math	5107	18,779	255

**Strategy 1.2:** Increase the number of engaging, culturally appropriate, innovative and relevant math programs for youth in 5<sup>th</sup> through 8<sup>th</sup> grade (e.g., STEM or STEAM).

**Service Area:** Bexar County. Applicants will need to demonstrate where students are most in need.

**Performance Measures for Strategy 1.2:**

How much?	How well?
Number of 5 <sup>th</sup> grade students enrolled in program as participants	Percentage of participating 5th-8th grade students attending 80%+ of program as scheduled
Number of 6 <sup>th</sup> grade students enrolled in program as participants	Percentage of participating 5th-8th grade students completing program (as defined by program standard)
Number of 7 <sup>th</sup> grade students enrolled in program as participants	
Number of 8 <sup>th</sup> grade students enrolled in program as participants	

<p>Number of 5th-8th grade students enrolled into program as participants</p> <p>Number of participating 5th-8th grade students assessed as off-track to achieve math proficiency at or above grade level by the end of the school year (at time of enrollment)</p> <p>Number of participating 5th-8th grade students assessed as at risk of becoming off-track to achieve math proficiency at or above grade level by the end of the school year (at time of enrollment)</p>	
<p><b>How better off?</b></p> <p>Number/Percentage of participating 5th grade students narrowing math proficiency gap by the end of the school year (even if students are not math proficient at grade level)</p> <p>Number/Percentage of participating 6th grade students narrowing math proficiency gap by the end of the school year (even if students are not math proficient at grade level)</p> <p>Number/Percentage of participating 7th grade students narrowing math proficiency gap by the end of the school year (even if students are not math proficient at grade level)</p> <p>Number/Percentage of participating 8th grade students narrowing math proficiency gap by the end of the school year (even if students are not math proficient at grade level)</p> <p>Number/Percentage total of participating 5th-8th grade students narrowing math proficiency gap by the end of the school year (even if students are not math proficient at grade level)</p> <p>Number/Percentage of participating 5th grade students passing 5th grade STAAR math assessment</p> <p>Number/Percentage of participating 6th grade students passing 6th grade STAAR math assessment</p> <p>Number/Percentage of participating 7th grade students passing 7th grade STAAR math assessment</p> <p>Number/Percentage of participating 8th grade students passing 8th grade STAAR math assessment</p> <p>Number/Percentage total of participating 5th-8th grade students passing 8th grade STAAR math assessment</p>	

Through this RFP, United Way of San Antonio and Bexar County seeks applicants providing prevention and/or intervention services designed to reduce the number of disconnected youth or those at risk of becoming disconnected in Bexar County. Priority will be given to proposals demonstrating attention to the needs of special populations in these service areas, including economically disadvantaged youth, those with disabilities and/or are homeless. Successful proposals will demonstrate how program initiatives will provide services to youth in the above mentioned priority area and focus on reducing disconnected youth by way of one or more of the following strategies:

**Indicator 1.3:** Number/percentage of disconnected youth.

**Data Resources:** Available at <https://www.unitedwaysatx.org/impact-council-data/>

**Target:** The number of disconnected youth will decrease by 10%.

**Available funding per indicator:** \$1,500,000 **JOINT APPLICATIONS ONLY**

**Projected timeframe for impact:** 2 years

Indicator	Current Rate	Bexar County Pop*	10% Change
Disconnected Youth	34,600	254,400	3460

**Strategy 1.3.a:** Create and increase the number of, participation in and access to high quality reengagement programs for disconnected youth. (This strategy is building the capacity of direct service practitioners to work with a hard to identify target population of 16 to 24 year olds).

**Service Area:** Bexar County

**Performance Measures for Strategy 1.3.a:**

How much?	How well?
Number of disconnected youth 16-24 identified and reached through outreach efforts	Percentage of disconnected youth 16-24 identified and reached through outreach efforts who were enrolled in programming
Number of disconnected youth 16-24 enrolled in programming	Percentage of participating disconnected youth 16-24 completing programming (as defined by program model)
Number of direct service practitioners participating in capacity building on how to successfully reengage disconnected youth	Percentage of participating direct service practitioners completing capacity building on how to successfully reengage disconnected youth

<p><b>How better off?</b></p> <p>Number/Percentage of participating disconnected youth 16-24 reengaged by one or more systems (education and/or workforce) at the time of program completion</p> <p>Number/Percentage of participating disconnected youth 16-24 remaining reengaged in one or more systems (education and/or workforce) after program completion (duration of period to be defined by applicant)</p> <p>Number/Percentage of participating direct service practitioners demonstrating increased skills on how to successfully reengage disconnected youth</p>
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**Strategy 1.3b:** Identify, reach and connect vulnerable youth to appropriate and relevant support services (e.g., community health worker, *promotora*, home visiting programs, out-of-school time programs)

**Service Area:** Bexar County

Performance Measures for Strategy 1.3.b:

<p><b>How much?</b></p> <p>Number of vulnerable youth identified and reached through outreach efforts</p> <p>Number of vulnerable youth enrolled in support services</p>	<p><b>How well?</b></p> <p>Percentage of vulnerable youth identified and reached through outreach efforts enrolled in support services</p> <p>Percentage of participating vulnerable youth completing support services (as Percentage of participating vulnerable youth with reduced risk of disconnection from one or more system(s) (education and/or workforce) at time of program completion</p>
<p><b>How better off?</b></p> <p>Number/Percentage of participating vulnerable youth remaining connected to one or more systems (education and/or workforce) after program completion (duration of period to be defined by applicant)</p> <p>Number/Percentage of participating vulnerable youth remaining connected to one or more systems (education and/or workforce) after program completion (duration of period to be defined by applicant)</p>	

## Appendix B

**Successful Students Impact Council Result 2:** All young people have resource-rich environments with prepared and engaged adults to support them in reaching their full potential.

Through this RFP, United Way of San Antonio and Bexar County seeks applicants providing support to students who have received 10 or more unexcused absences. Successful proposals will demonstrate how program initiatives will provide services to youth in the above mentioned priority areas by way of:

**Indicator 2.1:** Number and percentage of young people who are chronically absent.

**Data Resources:** Available at <https://www.unitedwaysatx.org/impact-council-data/>

**Target:** The number of young people who are chronically absent or at risk of becoming chronically absent will decrease by 10%.

**Available funding for indicator:** \$1,000,000

**Projected timeframe for impact:** 2 years

Indicator	Current rate	Total #	10% Change
<b>Chronically Absent or at Risk of Being Chronically Absent</b>	<b>7666</b>	<b>49,723</b>	<b>767</b>

**Strategy 2.1.a:** Create an innovative “transition camp” for youth entering middle school and high school and their guardians to decrease future absenteeism and transition to the norms of a new school environment. (Special emphasis on chronically absent students and those on the verge of becoming chronically absent).

**Service Area:** Targeted high school feeder patterns with highest absentee rates.

### Performance Measures for Strategy 2.1.a

How much?	How well?
Number of 5 <sup>th</sup> grade students enrolled in transition camp	Percentage of participating 5th grade students participating in 80%+ of transition camp activities/sessions
Number of 5 <sup>th</sup> grade Guardians enrolled in transition camp	Percentage of participating 8th grade students participating in 80%+ of transition camp activities/sessions
Number of 8 <sup>th</sup> grade students enrolled in transition camp	

<p>Number of 5th and 8th grade students enrolled in transition camp</p> <p>Number of participating 5th grade students chronically absent (at time of enrollment)</p> <p>Number of participating 5th grade students at risk of becoming chronically absent (at time of enrollment)</p> <p>Number of participating 5th grade students either chronically absent or at risk of becoming chronically absent (at time of enrollment)</p> <p>Number of participating 8th grade students chronically absent (at time of enrollment)</p> <p>Number of participating 8th grade students at risk of becoming chronically absent (at time of enrollment)</p> <p>Number total of participating 8th grade students either chronically absent or at risk of becoming chronically absent (at time of enrollment)</p> <p>Number of participating 5th grade students with at least one parent/guardian participating in transition camp activities</p> <p>Number of participating 8th grade students with at least one parent/guardian participating in transition camp activities</p> <p>Number total of participating 5th and 8th grade students with at least one parent/guardian participating in transition camp activities</p>	<p>Percentage total of participating 5th and 8th grade students participating in 80%+ of transition camp activities/sessions</p> <p>Percentage of participating 5th grade students completing transition camp</p> <p>Percentage of participating 8th grade students completing transition camp</p> <p>Percentage total of participating 5th and 8th grade students completing transition camp</p>
<p><b>How better off?</b></p> <p>Number/Percentage of participating 5th grade students chronically absent in 6th grade</p> <p>Number/Percentage of participating 8th grade students chronically absent in 9th grade</p> <p>Number/Percentage of participating 5th and 8th grade students chronically absent in the following grade</p>	

**Strategy 2.1.b:** Increase student and guardian ability to overcome obstacles to school attendance (e.g., asthma, mental illness, housing instability, lack of transportation)

**Performance Measures for Strategy 2.1.b:**

<p><b>How much?</b>          Number of students enrolled in intervention(s)           Number of participating students at risk of becoming chronically absent (at time of enrollment)           Number of participating students with at least one parent/guardian participating in the intervention(s)</p>	<p><b>How well?</b>          Percentage of participating students completing intervention(s)           Percentage of participating students with at least one parent/guardian completing intervention(s)</p>
<p><b>How better off?</b>          Number/Percentage of participating students overcoming one or more obstacles to school attendance           Number/Percentage of participating students with at least one parent/guardian overcoming one or more obstacles to school attendance           Number/Percentage of participating students completing intervention(s) demonstrating increased attendance           Number/Percentage of participating students completing intervention(s) no longer chronically absent</p>	

Through this RFP, United Way of San Antonio and Bexar County seeks applicants providing programs that seek to identify, assess and address root causes of disciplinary and behavioral issues with students in targeted high school feeder patterns throughout Bexar County. Successful proposals will demonstrate how program initiatives will provide services to youth in the above mentioned priority areas by way of:

**Indicator 2.2:** Number and percentage of students with disciplinary/behavioral referrals.

**Data Resources:** Available at <https://www.unitedwaysatx.org/impact-council-data/>

**Target:** The number of young people who are referred to DAEP will decrease by 10%.

**Available funding for indicator:** \$1,000,000

**Projected timeframe for impact: 2 year**

Indicator	Current rate	Total #	10% Change
<u>DAEP</u> Referrals	5,598	356,901	560

Indicator	Current rate	Total #	10% Change
<u>OSS</u> Referrals	16,439	356,901	1644

Indicator	Current rate	Total #	10% Change
<u>ISS</u> Referrals	28,166	356,901	2817

**Strategy 2.2.a:** Increase the number of evidence-based programs (e.g., TBRI) that:

- Identify students with behavioral issues
- Assess needs for behavioral support
- Address needs based on assessment (e.g., Out-of-school time programs, mental health support, etc.)

**Service Area:** Targeted high school feeder patterns.

**Performance Measures for Strategy 2.2.a**

<p><b>How much?</b>            Number of students with disciplinary referrals and/or behavioral issues identified</p> <p>Number of students with disciplinary referrals and/or behavioral issues assessed to identify appropriate intervention(s)</p> <p>Number of students with disciplinary referrals and/or behavioral issues enrolled in appropriate intervention(s)</p>	<p><b>How well?</b>            Percentage of participating students completing intervention(s)</p> <p>Percentage of participating students demonstrating improvement on identified behavioral issues</p>
<p><b>How better off?</b>            Number/Percentage of students demonstrating improvement on identified behavioral issues</p> <p>Number/Percentage of participating students with reduction in disciplinary referrals after completion of intervention(s) (tracking duration as per program model)</p>	

Number/Percentage of participating students without disciplinary referrals after completion of intervention(s) (tracking duration as per program model)

**Strategy 2.2.b:** Develop advocacy programs for students referred for disciplinary/behavior reasons and secure services for families.

**Service Area:** Targeted high school feeder patterns.

**Performance Measures for Strategy 2.2.b**

<p><b>How much?</b>          Number of systems worked with on reform of disciplinary practices           Number of systems worked with on reform of disciplinary practices implementing one or more system level changes</p>	<p><b>How well?</b>          Percentage of systems worked with on reform of disciplinary practices completing implementation of one or more system level changes           Percentage of systems worked with on reform of disciplinary practices sustaining implementation of one or more system level changes</p>
<p><b>How better off?</b>          Number/Percentage of systems worked with demonstrating a reduction in disciplinary referrals after achievement of system level changes at the time of completion of systems change implementation           Number/Percentage of systems worked with sustaining a reduction in disciplinary referrals after achievement of system level changes after completion of systems change implementation           Number/Percentage of systems worked with reducing inequity in disciplinary referrals to In-School Suspensions, Out-of-School Suspensions, and/or referrals to Disciplinary Alternative Education Programs between different student groups           Number/Percentage of students in targeted system(s) with disciplinary referrals to In-School Suspension, Out-of-School Suspension, and/or to a Disciplinary Alternative Education Program after achievement of system level changes</p>	