STRONG INDIVIDUALS AND FAMILIES
IMPACT COUNCIL

REQUEST FOR SERVICES
PROCESS GUIDE
April 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 both strategies and activities designed to achieve and bolster 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. A Request for Services (RFS) will be issued for the provision of volunteer services associated with the Volunteer Income Tax Assistance Program (VITA). Final funding decisions will be approved by the Partners for Community Change Committee.

United Way is aligning its priorities to leverage impact and improve outcomes at a greater scale. To that end, any agency funded through this Request for Services will be required to partner with United Way Impact Councils, with a primary focus to include the Strong Individuals and Families Impact Council. The funded agency(ies) is also required to become a member of the VITA San Antonio Coalition. It is expected that the funded agency(cies) will work collectively with other agencies and community members to achieve and contribute to the results of United Way.

STRONG INDIVIDUALS AND FAMILIES IMPACT COUNCIL
In this RFS, United Way’s Strong Individuals and Families Impact Council seeks programs and/or initiatives that recruit, train and place volunteers in the Volunteer Income Tax Assistance (VITA) program, and that offer other VITA-related services at the discretion of applicant(s), in order to help contribute to the results of United Way. The primary focus will be on the Strong Individuals and Families Impact Council’s result (all individuals and families are stable, flourish economically, reach their full potential and maintain a quality of life free of discrimination), but because VITA can connect to clients served by all of United Way’s Impact Councils, applicant organizations are encouraged to look at all of United Way’s Impact Council results here. This RFS seeks applicants who can meet all required criteria and deliver services as 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. This guide describes how to register for e-CImpact, access the RFS, upload documents and submit completed proposals.

Each proposal will be reviewed by volunteer review teams to:

• ensure the agency meets or has already met 2018 Eligibility Requirements and Partner Standards (pp. 5-7)
• evaluate the proposal based on the 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 Monday, April 29, 2019 at 12:00 noon. CDT. Proposals not submitted via e-CImpact by the deadline will not be eligible for consideration.

**Strong Individuals and Families Impact Council**

**Summary of Result, Indicators and Strategies**

All individuals and families are stable, flourish economically, reach their full potential and maintain a quality of life free of discrimination.

**Indicator 1:** % of population at or below 200% of FPL

**Indicator 2:** % of population between 200-300% of FPL

**Indicator 3:** Wage disparity ratio between full-time women of color earners and white male full-time earners

**Indicator 4:** # of family violence incident reports reported per 100,000 population

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**Summary of Strategy:**
1a: Provide and/or build capacity for organizations that offer education and workforce development (e.g. adult basic education and/or non-degree certificates, industry-specific certificates or other career pathways) to clients at or below 200% of FPL.

**Summary of Strategies:**
2a: Provide and/or build capacity for organizations that offer education and workforce development (e.g. adult basic education and/or non-degree certificates, industry-specific certificates or other career pathways) to clients between 200-300% of FPL.

2b: Support collective impact initiatives that convene community partners and stakeholders and which result in system-level changes that advance people beyond 300% of FPL.

**Summary of Strategies:**
3a: Build an awareness campaign that communicates wage and opportunity disparities between women of color earners and Anglo male earners, focused on the broader economic impact this disparity has on Bexar County overall.

3b: Provide and/or build capacity for organizations that offer education and workforce development (e.g. adult basic education and/or non-degree certificates, industry-specific certificates or other career pathways) to women of color.

**Summary of Strategy:**
4a: Expand prevention and/or intervention services that interrupt the cycle of family violence (e.g. for individuals and families who are either at risk of family violence or who are already victims or perpetrators themselves. Services should seek to increase connection of isolated and vulnerable populations with the community and may include efforts that help people stay safe, stay healthy, and/or stay in their homes.

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**TIMELINE**

April 1, 2019  Request for Services released in e-CImpact

April 1 – April 19, 2019  Question and Answer Period

April 20 – 29, 2019 at 4:45 p.m.  Blackout Period for Questions

April 26, 2019 at 4:45 p.m.  Blackout Period for e-CImpact

April 29, 2019  RFS Deadline - must be submitted by 12:00 noon CDT

May 1-30, 2019  RFS Review by Impact Council Volunteer Review Team and Partners for Community Change Committee

June 2019  Applicants notified regarding outcome of RFS process; Contracts negotiated and issued

July 1, 2019  Grant Start Date
STRONG INDIVIDUALS AND FAMILIES IMPACT COUNCIL
REQUEST FOR SERVICES

SOLICITATION SUMMARY

SCOPE OF WORK:
United Way’s Strong Individuals and Families Impact Council seeks proposals that recruit, train and place volunteers, as well as provide optional additional services such as ITIN application assistance and mobile services, for the Volunteer Income Tax Assistance (VITA) program in order to contribute to the results of United Way’s Impact Councils, with particular emphasis on the Strong Individuals and Families Impact Council's result. The full scope of work and funding details are identified in Appendix A at the end of this guide. Successful proposals will demonstrate the ability to effectively implement the volunteer components of the VITA program, have experience in managing complex volunteer initiatives, have the ability to partner with a wide variety of stakeholders, and be able to support the connection of VITA services meaningfully to clients served through multiple United Way Impact Councils.

FUNDING DETAILS:
For the Strong Individuals and Families Impact Council RFS, United Way will award contracts to a successful proposal for a period of up to five years, pending performance and with an annual contract review and/or an opportunity to renegotiate the contract. Total funding available for this RFS is $100,000 annually.

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 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 some of the Strong Individuals and Families Impact Council meetings, the VITA San Antonio Coalition and help support the connection of VITA services meaningfully to clients served by other United Way Impact Councils

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
**PARTNER STANDARDS:**
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 a RFS 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.

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 RFS differ from the manual, the RFS 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
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 help turn the curve on the result 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 a 50% co-investment. Exceptions may be considered for innovative or start-up programs.
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-invest in this program? United Way will not fund 100% of any programs and will require a 50% co-investment. Exceptions may be considered for innovative or start-up programs.
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 program metrics
- 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 the collaboration’s decision making.
- United Way is not obligated to fund all partners in a joint application.
**QUESTION AND ANSWER PERIOD:**
The Question and Answer period is April 1 – April 19, 2019. This period will provide applicants an opportunity to submit any technical or clarifying questions regarding the RFS.

Questions may be asked only via e-mail to rfpfamilies@unitedwaysatx.org April 1-19, 2019. Responses will be posted online at www.unitedwaysatx.org/rfp on April 8, 11, 15, 18 and 22, 2019. No questions will be accepted after 5:00 pm CST on Friday, April 19, 2019. This does not apply to questions regarding e-CImpact. The Blackout Period for e-CImpact begins at 4:45 pm on Friday, April 26, 2019.

**BIDDERS CONFERENCES, TECHNCIAL ASSISTANCE AND PROGRAM METRICS:**
Due to the nature of this Request for Services, United Way will not hold Bidders Conferences, Technical Assistance or Program Metrics Assistance sessions. Questions may only be submitted via email to rfpfamilies@unitedwaysatx.org April 1 -19, 2019. Responses will be posted online biweekly until April 22, 2019.

**ADDITIONAL RESOURCES:**
The following documents are available at www.unitedwaysatx.org/rfp.

- Impact Council Results, Indicators and Strategies
- RFS Process Guide
- RFS Implementation Plan Template
- Joint Application Budget Spreadsheet
- RFS 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. If an agency has already met United Way's Partner Standards (i.e. Accountability Standards and/or Stewardship Review) via the submission of an RFP in 2018 or through United Way’s 2018 Accountability Process, documents do not need to be uploaded again. For any new applicant organization that has not already met Partner Standards, 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-Clmpact* at [www.unitedwaysatx.org/rfp](http://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% 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 RFS. 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.

**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 program or financial reports by the due date or the Program 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.

**RFS SUBMISSION PROCESS AND DEADLINE:**
Respondents must submit the RFS electronically via e-CImpact by Monday, April 29, 2019 at 12:00 noon 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.

**RFS CHANGES AND RE-SUBMISSION:**
Proposals may be modified provided such modifications are received prior to the RFS 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 RFS.

To re-open a proposal for changes prior to the RFS due date, please e-mail the e-CImpact Administrator at CTyler@unitedwaysatx.org. For all other questions, please e-mail rpfamilies@unitedwaysatx.org.
**EVALUATION OF RFS 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 RFS 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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<tr>
<th>STRONG INDIVIDUALS AND FAMILIES RFS SCORING RUBRIC - INDEPENDENT APPLICATION</th>
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<td>Agency: ___________________________________________________</td>
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<th>Section</th>
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<td>Organization’s Capacity (Questions 1-2)</td>
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<td>▪ Mission/Vision alignment with VITA</td>
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<td>▪ Experience managing volunteer efforts</td>
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<td>Program Design (Questions 3-5)</td>
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<td>▪ Specifics of VITA program (volunteer recruitment, training, certification, placement and additional services)</td>
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<td>▪ Compliance with IRS requirements</td>
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<td>▪ Monthly Implementation Plan</td>
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<td>▪ Overall Budget</td>
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<td>▪ Budget Narrative</td>
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<td>▪ Co-investment Resources*</td>
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<td>Sustainability (Question 8)</td>
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<td>▪ Plan for possible funding fluctuations</td>
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<td><strong>TOTAL</strong></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)
STRONG INDIVIDUALS AND FAMILIES RFS SCORING RUBRIC - JOINT APPLICATION

Lead Agency: __________________________________________
Partner Agencies: _______________________________________
Program: _____________________________________________
Volunteer: _____________________________________________
Date: _________________________________________________

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<th>Section</th>
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<td>• Mission/Vision alignment with VITA</td>
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<td>• Experience managing volunteer efforts</td>
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<td>• Collaboration’s capacity to achieve more than what can be done with a single organization</td>
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<td><strong>Program Design</strong> (Questions 4-6)</td>
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<td>• Specifics of VITA program (volunteer recruitment, training, certification, placement and additional services)</td>
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<td>• Compliance with IRS requirements</td>
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<td><strong>Budget, Narrative and Co-investment Funds</strong> (Question 8)</td>
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<td>• Partner Budgets</td>
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<td>• Overall Budget</td>
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<td>• Budget Narrative</td>
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<td>• Co-investment Resources*</td>
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<td><strong>Sustainability (Question 9)</strong></td>
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<td><strong>TOTAL</strong></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)
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 RFS Review Process if there is clear and convincing evidence the Review Team failed to observe the intent of the process as communicated in the RFS.

Procedure:
The governing Board of an agency wishing to appeal the decisions and/or findings of the RFS 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 RFS 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.
<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability Standards</td>
<td>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.</td>
</tr>
<tr>
<td>Agency Eligibility Questions</td>
<td>Preliminary questions used to determine if an agency is eligible to respond to the Request for Services (RFS).</td>
</tr>
<tr>
<td>Co-investment</td>
<td>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.</td>
</tr>
<tr>
<td>Collaboration</td>
<td>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.</td>
</tr>
<tr>
<td>Collective Impact</td>
<td>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.</td>
</tr>
<tr>
<td>Doing Business As (DBA)</td>
<td>Operating name of a company, as opposed to the legal name of the company.</td>
</tr>
<tr>
<td>Due Diligence</td>
<td>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.</td>
</tr>
<tr>
<td>e-CImpact</td>
<td>Software that gives applying agencies a web-based interface to submit proposals to United Way while allowing United Way volunteers to review those submissions.</td>
</tr>
<tr>
<td>Independent Application</td>
<td>Application form for a single agency submitting a proposal.</td>
</tr>
<tr>
<td>Impact Area</td>
<td>Priority area for investing donor dollars. United Way’s impact areas are ready children, successful students, strong individuals and families and safety net services.</td>
</tr>
<tr>
<td>Impact Council</td>
<td>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.</td>
</tr>
<tr>
<td>Term</td>
<td>Definition</td>
</tr>
<tr>
<td>-----------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Indirect Rate</td>
<td>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 RFS, an indirect rate of no more than 10% may be calculated based on the subtotal of program expenses being requested of United Way.</td>
</tr>
<tr>
<td>ITIN</td>
<td>Individual Taxpayer Identification Number</td>
</tr>
<tr>
<td>Joint Application</td>
<td>Application form for two or more agencies forming a collaboration to submit a proposal.</td>
</tr>
<tr>
<td>Memorandum of Understanding (MOU)</td>
<td>Written and signed agreement between all partners in a collaboration.</td>
</tr>
<tr>
<td>Pacesetter Campaign</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>Preliminary Review</td>
<td>Staff review of proposals to ensure completeness.</td>
</tr>
<tr>
<td>Program Metric</td>
<td>Metric of the program to track quantifiable, relevant data in order to gauge program effectiveness.</td>
</tr>
<tr>
<td>Result</td>
<td>Condition of well-being for children, adults, families or communities.</td>
</tr>
<tr>
<td>Results Based Accountability (RBA)</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>Scoring Rubric</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>Speakers Bureau</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>United Way Contract Request (line item in program budget)</td>
<td>Amount of United Way funding requested for this RFS.</td>
</tr>
<tr>
<td>United Way Grant (line item in program budget)</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>Volunteer Review Team</td>
<td>Impact Council volunteers who review proposals and develop funding recommendations.</td>
</tr>
</tbody>
</table>
Strong Individuals and Families Impact Council Result

Appendix A

Strong Individuals and Families Impact Council Result: All individuals and families are stable, flourish economically, reach their full potential and maintain a quality of life free of discrimination. For information on United Way’s other Impact Councils’ results, please visit www.unitedwaysatx.org/rfp.

Overview of Intent of RFS: Through this RFS, United Way’s Strong Individuals and Families Impact Council seeks applicants to provide volunteer recruitment, training, placement and management services for the Volunteer Income Tax Assistance (VITA) program, as well as other VITA-related services should the applicant wish (i.e. mobile VITA, ITIN application assistance, etc.), in order to contribute to the results of United Way’s Impact Councils, with a primary tie to the Strong Individuals and Families Impact Council. VITA, through a collaborative effort, provides free tax preparation services for low to moderate-income individuals and families and concentrates on ensuring clients claim the tax credits they are eligible for in order to improve their economic well-being. The collaborative effort is comprised of many partners, including nonprofit organizations, the City of San Antonio, the IRS and United Way of San Antonio and Bexar County, all of which make up the VITA San Antonio Coalition. Successful proposals will demonstrate the ability to effectively implement the volunteer components of the VITA program, have experience in managing complex volunteer initiatives, have the ability to partner with a wide variety of stakeholders, be able to implement additional VITA-related services should the applicant wish, and be able to help connect VITA services meaningfully to clients served through multiple United Way Impact Councils.

This RFS is only for VITA volunteer recruitment, training and placement, as well as other VITA-related services (ITIN application assistance and mobile VITA, etc.). Marketing for VITA will continue to be managed by United Way in partnership with the entire VITA Coalition. Applicants may choose to apply as an independent organization or in a formal collaboration with other eligible organizations. If applying in a formal collaboration, an MOU is required (pp. 8). Successful proposals will demonstrate how program services utilize trained and IRS-certified volunteers to accurately prepare taxes free of charge for individuals and families with low to moderate-income in accordance with federal tax law, regulations and requirements of the VITA program. Any agency(ies) funded through this RFS is also expected to help support the meaningful connection of VITA services to clients served by United Way’s Impact Councils.

Available funding: Up to $100,000 annually for a five-year contract is available for this RFS (pending performance, with an annual contract review and/or opportunity to renegotiate the contract). United Way will provide up to 50% of funds needed to operate the program. Exceptions will be considered for innovative or start-up programs.

Administrative Requirements: VITA San Antonio sites are operated under the guidelines and legal requirements of the IRS in partnership with the City of San Antonio’s Department of Human Services. Administrative requirements of VITA and additional information may be found in Publication 4961, VITA/TCE Volunteer Standards of Conduct and Publication 1084, Site Coordinator Handbook.
INDEPENDENT PROPOSALS
Organization’s Capacity
1. Provide the agency’s mission statement and explain how the VITA program aligns with it.
2. What experience does the agency have in managing a complex volunteer initiative such as VITA? If applicable, discuss your partners and the role they play in successfully implementing the work.

Program Design
3. Describe the specifics of the requested VITA funding and its primary purpose, including specifics on the recruitment, training, certification and placement of volunteers, as well as a description of each staff member’s duties that are required to implement the program. Should any additional services (i.e. mobile VITA, ITIN application assistance, etc.) be provided, they should be described in detail here.
4. Describe how the agency will adhere to and maintain compliance with the IRS’s VITA requirements, including Publication 4961 (VITA/TCE Volunteer Standards of Conduct) and Publication 1084 (Volunteer Site Coordinator Handbook).
5. Provide a narrative that details the rationale for the monthly Implementation Plan. (Note: the Implementation Plan may be found at www.unitedwaysatx.org/rfp)

Program Metrics
6. Provide details to accompany your proposed Program Metrics, including how specifically you plan to increase the number of volunteers year over year, as well as any additional metrics you plan to track.
   Required Program Metrics:
   • Total # of volunteers who expressed interest in VITA
   • Total # of volunteers who signed up for VITA training
   • Total # of volunteers who completed VITA training
   • Total # of volunteers who took the IRS certification test
   • Total # of IRS-certified volunteers
   • Total # of volunteers placed at a site
   • Total # of volunteers placed at 2 or more sites
   • Total # of volunteers placed at 3 or more sites
   • Total # of volunteers volunteering 4 hours or more
   • Total # of volunteers volunteering 10 hours or more
   • Total # of volunteers volunteering 20 hours or more
   Optional Program Metrics:
   • Total # of clients seen at mobile VITA
   • Total # of clients seen at year-round tax clinic

Budget Narrative
7. Provide a line item budget narrative for total program expenses, inclusive of the requested United Way funds and the co-investment funds. The budget narrative must include a description of revenue as well as expenses. Regarding co-investment funds, denote whether they are confirmed or pending. (Note: all co-investment funding will need to be confirmed by June 2019.)

Sustainability
8. Understanding that this is a five-year funding cycle based on performance, outcomes and United Way’s annual campaign results, please describe how you will plan for possible financial fluctuations.
JOINT PROPOSALS:
Collaboration’s Capacity
1. Provide an overview of this collaboration and describe how the partners of this joint application have a shared vision for implementing the volunteer aspects of the VITA program.
2. What experience does the collaborative have in managing a complex volunteer initiative such as VITA? Provide a brief narrative that outlines each partner’s roles and responsibilities specific to VITA. (This is a summary of details of the required MOU.)
3. What does the collaboration allow the partners to accomplish that cannot be accomplished by a single organization?

Program Design
4. Describe the specifics of the requested VITA funding and its primary purpose, including specifics on the recruitment, training, certification and placement of volunteers, as well as a description of each organization’s duties that are required to implement the program. Should any additional services (i.e. mobile VITA, ITIN application assistance, etc.) be provided, they should be described in detail here.
5. Describe how the collaboration will adhere to and maintain compliance with the IRS’s VITA requirements, including Publication 4961 (VITA/TCE Volunteer Standards of Conduct) and Publication 1084 (Volunteer Site Coordinator Handbook).
6. Provide a brief narrative that details the rationale for the monthly Implementation Plan. (Note: the Implementation Plan may be found at www.unitedwaysatx.org/rfp)

Program Metrics
7. Provide details to accompany your proposed Program Metrics, including how specifically you plan to increase the number of volunteers year over year, as well as any additional metrics you plan to track.
   Required Program Metrics:
   - Total # of volunteers who expressed interest in VITA
   - Total # of volunteers who signed up for VITA training
   - Total # of volunteers who completed VITA training
   - Total # of volunteers who took the IRS certification test
   - Total # of IRS-certified volunteers
   - Total # of volunteers placed at a site
   - Total # of volunteers placed at 2 or more sites
   - Total # of volunteers placed at 3 or more sites
   - Total # of volunteers volunteering 4 hours or more
   - Total # of volunteers volunteering 10 hours or more
   - Total # of volunteers volunteering 20 hours or more

   Optional Program Metrics:
   - Total # of clients seen at mobile VITA
   - Total # of clients seen at year-round tax clinic

Budget Narrative
8. Provide a line item budget narrative for total program expenses, inclusive of the requested United Way funds and the co-investment funds. Applicants must note how specifically funds will be distributed and used amongst partners. Budget narrative must include a description of revenue as well as expenses. Regarding co-investment funds, denote whether they are confirmed or pending. (Note: all co-investment funding will need to be confirmed by June 2019.)

Sustainability
9. Understanding that this is a five-year funding cycle based on performance, outcomes and United Way’s annual campaign results, please describe how you will plan for possible financial fluctuations.