



United Way
of Central Ohio

2021

PROGRAM INVESTMENT

REQUEST FOR PROPOSALS

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FUNDING PRIORITIES

Due to COVID-19, nonprofits serving people in need found themselves under-resourced to meet the growing demand for help. United Way of Central Ohio (United Way) launched its COVID-19 Community Response Fund in March 2020 to help nonprofits address critical community issues exacerbated by the pandemic. Maintaining support for central Ohio’s health and human services sector during this public health crisis will remain our highest priority for 2021. United Way will support efforts that:

- Help students succeed and
- Help central Ohioans meet their basic needs

Through this Request for Proposals (RFP), United Way seeks to support high-quality, high-impact programs that serve those experiencing poverty. This program investment grant period begins July 1, 2021 and ends June 30, 2022.

DIVERSITY, EQUITY AND INCLUSION

United Way is committed to creating and maintaining a community that opposes systems of injustice, racism and inequality. Racism, prejudice and discrimination including violence, threats and denying

access to fair and equitable treatment are unacceptable. Everyone in our community should have equal opportunities to succeed. We must continue to challenge ourselves to seek out and acknowledge injustice against human rights in all forms while leading and contributing to community solutions. United Way is committed to creating an inclusive program investment process that will embrace newly funded partners that are diverse and reflective of our community. United Way is also committed to collecting client-level disaggregated data from grantees. Diversity, equity and inclusion strategies are explained in more detail throughout this RFP.

BOARD DIVERSITY

United Way embraces diversity, equity and inclusion as key principles. We understand that our community is stronger and our mission more viable when the gifts of all community members are valued, embraced and maximized. In 2019, United Way published a report of survey results on the state of nonprofit board diversity in central Ohio. The findings indicated that local nonprofit boards are less diverse than Franklin County across various demographics. United Way believes that organizational leadership that reflects the diversity of the community will not only put our partners on a pathway to growth and success, but more importantly will allow us to better serve central Ohio's diverse community.

Having boards that are representative of the community will lead to more authentic and effective service provision and better outcomes. Agencies supported by United Way are strongly encouraged to reflect these core values in their missions, goals and strategic directions, as well as at all levels of organizational decision-making. United Way will require all current and future funded partners to submit board demographics and a board-approved plan outlining their approach for gaining and/or maintaining greater board diversity and inclusion. All funded partners should aspire to achieve a board composition that reflects the diversity of Franklin County by 2025.

STRATEGIES AVAILABLE FOR PROGRAM INVESTMENT

United Way supports a set of strategies through program investment. All applications submitted for program investment must align with one of the following strategies:

1. Help children develop the skills and behaviors needed to enter kindergarten ready to succeed.
2. Help young people develop the skills and behaviors needed to graduate from high school prepared for success.
3. Provide access, intervention and stabilization for people experiencing a crisis.

See Attachment A for a Strategy Framework that describes these strategies and United Way's funding priorities in further detail.

FUNDING ELIGIBILITY

The program investment application is open to nonprofit organizations that meet the following eligibility requirements:

1. Support United Way's mission, key principles and efforts to fight poverty in central Ohio.
2. Qualify as an exempt organization under Section 501(c)(3) of the Internal Revenue Code.
3. Provide proof of current liability insurance coverage.
4. Comply with the Patriot Act, are not on any federal terrorism watch lists and do not

support known terrorists or terrorist organizations.

5. Provide services without regard to race, religion, national origin, ethnicity, age, gender, gender identity and expression, disability, sexual orientation, veteran status, familial status or socio-economic status.
6. Maintain commitment to cultural competence and development of cultural competence capabilities.
7. Have a board of trustees that is racially and ethnically diverse or a board-approved plan for increasing board diversity by 2025.
8. All proposals must focus on program services or activities that take place in Franklin County.

PROGRAM INVESTMENT APPLICATION PROCESS

The program investment application process includes the following steps:

- Applicants will complete a Letter of Intent (LOI) and full proposal **for each program seeking investment**.
- The LOI will collect key information regarding program services, program results and racial demographics of agency's board and leadership team. See Attachment B for LOI questions.
- LOIs will be reviewed by United Way volunteers and staff. Successful applicants will be invited to submit a full proposal. See Attachment C for the LOI Review Criteria that will be used to evaluate submissions.
- Upon invitation to submit a full proposal, applicants will receive full proposal questions and review criteria. The full proposal will consist of more detailed questions and will require the completion of supporting forms and documentation.
- Applicants who submit full proposals will be asked to host virtual site visits from United Way staff. During site visits, applicants will have an opportunity to share their work with United Way and respond to questions that surfaced during application review.
- Partners will receive notification of funding recommendations during the week of April 12, 2021. Confirmation of final funding decisions will be sent following approval by United Way's Board of Trustees on April 27, 2021.

The following principles guide United Way's program investment process:

- United Way will continue to invest in programs rather than provide general operating support for agencies.
- Future funding is not guaranteed for currently funded programs.
- Funding decisions will reflect United Way's commitment to diversity, equity, inclusion and cultural competence.
- The process will continue to focus on accountability to donors and the broader community.
- Funded programs and their host agencies will be expected to provide disaggregated client-level data.
- Host agencies are committed to developing/maintaining racially and culturally diverse boards of trustees.

Note about funding decisions:

- All funding decisions will be made at the discretion of United Way volunteers, staff and Board of Trustees based on recommendations from the full proposal review process.
- Qualification under the criteria and eligibility requirements for the program investment process does not guarantee United Way investment.
- United Way anticipates a highly competitive program investment process. Successful awards will support programs deemed most likely to advance its priorities and strategies.
- United Way reserves the right to issue partial funding based upon available resources.
- United Way may request additional clarifying information regarding any fiscal, reporting or programmatic details that may impact effective service delivery.

KEY DATES

The following are key dates for United Way's program investment process:

- **December 7, 2020** – Access to Letter of Intent Application and RFP Materials
- **January 11 at 11:59 p.m.** – Letter of Intent Submission Deadline
- **Week of February 8** – Notification of Full Proposal Invitations
- **February 15** – Full Proposal Form Available in e-CImpact
- **March 12** – Full Proposal Submission Deadline
- **Weeks of March 22 and March 29** – Agency Site Visits
- **Week of April 12** – Agency Notification of Funding Recommendations
- **April 27** – United Way Board of Trustees Approves Investment Recommendations
- **July 1, 2021** – Program Investment Cycle Begins
- **October 31, 2021** – Board Approved Plan Due (outlining approach for maintaining/increasing board diversity)
- **June 30, 2022** – Program Investment Cycle Ends

CAPACITY ASSESSMENT

As part of the full proposal, applicants will submit information used to assess their capacity. The purpose of the Capacity Assessment is to determine organizational capacity, financial stability and future viability of applicants. United Way will utilize a separate team of volunteer reviewers to assess capacity by examining the most current financial audit/review and IRS Form 990 submitted with the full proposal.

CAPACITY STANDARDS AND ASSURANCES

United Way and its funded partners share a joint obligation to demonstrate the highest standards of professionalism and accountability. Applicants should be aware of the following capacity standards and expectations:

- Governed by a board that has the appropriate skills, knowledge, background and diversity needed to fulfill its responsibilities, including:
 - Strategic planning
 - Policy development and review

- Financial and legal oversight
 - Fundraising capability
 - Evaluation of the executive director
 - Ensuring racial and cultural diversity or have a plan to become more diverse
- Fiscally viable and sustainable beyond United Way funding, including a plan for fundraising above and beyond United Way funding streams.
 - Completed audit conducted by an independent certified public accountant **or** most recent fiscal year-end financial statements reviewed by an independent CPA (acceptable for organizations with annual revenue of less than \$500,000).
 - Able to illustrate, through clear objectives and a plan to track and report disaggregated client-level program outcomes in accordance with the requirements noted in the Performance Measurement section of this RFP.

PERFORMANCE MEASUREMENT

As part of the Full Proposal, applicants will submit responses to performance measurement questions. Performance measurement demonstrates the impact programs have on improving the lives of clients. After the application process, United Way will develop specific measures in collaboration with successfully funded partners. Funded partners will be required to provide anonymized client-level data from which the following can be derived:

1. How many clients received services and demographic data for those clients.
2. Measures of how many units of service were delivered.
3. Outcomes and outputs for each client (disaggregated) that demonstrate the impact of service and/or progress/achievement of stated goals.

Also, applicants must identify the tools and methods used to track and measure client progress. To the extent possible, United Way will encourage funded partners to use common reporting tools and methods. Reporting will look different due to the shift from aggregated results to disaggregated (client-level) data. Collected data will be used to support United Way's efforts to fight poverty in the community, through an equity lens. United Way seeks to collect disaggregated data to closely examine the impact of services on disproportionately affected groups, such as African Americans. While programs may report overall success or positive impact, that may or may not be the case for all groups; examining disaggregated data will provide opportunities to address persistent disparities some groups face. Our goal is that, over time, this targeted approach will yield lasting change.

LOI AND FULL PROPOSAL SUBMISSION INSTRUCTIONS

All application information submitted as part of the LOI and full proposal will occur through the e-Clmact online platform. Full instructions for first-time and returning applicants can be found in Attachment D of this document and on United Way's website at www.liveunitedcentralohio.org.

APPLICANT INFORMATION SESSIONS

United Way will offer three voluntary information sessions where applicants can meet with staff and ask questions about this funding opportunity:

Date	Time	Location
Thursday, Dec. 10, 2020	3 - 4 p.m.	Register Here
Monday, Dec. 14, 2020	11 a.m. - 12 p.m.	Register Here
Wednesday, Dec. 16, 2020	10 - 11 a.m.	Register Here

APPLICANT TECHNICAL ASSISTANCE

United Way staff will provide technical assistance to applicants during scheduled virtual office hours and by appointment as needed. These sessions are not mandatory but are meant as a resource to help with technical aspects of submission through the e-CImpact platform. Advice on application content will not be provided during these sessions.

Office hours for technical assistance will be offered virtually during the following dates and times. Applicants are asked to register for technical assistance sessions by following the links provided.

Date	Time	Location
Friday, Dec 11, 2020	9 - 11 a.m.	Register Here
Tuesday, Dec 15, 2020	9 - 11 a.m.	Register Here
Thursday, Dec 17, 2020	2 - 4 p.m.	Register Here

VOLUNTEER AND STAFF REVIEWER ROLES

United Way utilizes a broad base of volunteers during the program investment review process. Volunteer subject matter experts, nonprofit agency staff and community leaders will have key roles in reviewing LOIs and developing funding recommendations.

CONTACT INFORMATION

This document and its attachments provide all necessary information for the program investment process. Should additional clarity be needed, please refer to the following contact information:

For technical questions about application submissions through e-CImpact:

- Email: reporting.help@uwcentralohio.org

For general questions about United Way's program investment process contact Reyna Hughes:

- Email: Reyna.hughes@uwcentralohio.org; Phone: 614.227.2730

Program Investment Strategy Framework

FUNDING PRIORITY	PROGRAM INVESTMENT STRATEGY	STRATEGY DESCRIPTION	OUTCOME
<p>Student Success</p>	<p>Help children develop the skills and behaviors needed to enter kindergarten ready to succeed</p>	<ul style="list-style-type: none"> • Services that provide children with quality early care and learning experiences in community settings • Services that identify various developmental delays and link children and families with appropriate services • Early intervention and treatment services that address developmental delays and special needs or that address family conditions • Services focused on addressing pandemic related learning and achievement gaps 	<ul style="list-style-type: none"> • Children meet early childhood developmental milestones • Children are prepared to enter kindergarten
	<p>Help young people develop the skills and behaviors needed to graduate from high school prepared for success</p>	<ul style="list-style-type: none"> • Services that provide or enhance educational experiences and support the development of reading and math skills • Services that enhance social competencies and protective factors or that decrease risk factors and problem behaviors • Services that increase life skills • Services focused on reducing pandemic related learning loss • Services that further Collective Impact through provider connection and coordination 	<ul style="list-style-type: none"> • Improved attendance, behavior and/or coursework. • Developmentally appropriate or improved social-emotional development • Increased third-grade reading proficiency
<p>Basic Needs</p>	<p>Provide access, intervention and stabilization for people experiencing a crisis</p>	<ul style="list-style-type: none"> • Services and linkages that promote immediate or temporary relief for people that seek assistance for any of the following needs: <ul style="list-style-type: none"> ○ Food insecurity ○ Housing insecurity/ Homelessness prevention ○ Access to services including transportation, healthcare, furniture, clothing, etc. ○ Direct material/cash assistance 	<ul style="list-style-type: none"> • People experiencing a crisis including the impacts of COVID-19 have their immediate needs met and crises resolved

Letter of Intent (LOI) Questions

1. Program Name
2. Program Overview (max 1500 characters)
3. Program Investment Strategy (select one from drop down)
4. Describe how the program supports identified Strategy (max 1250 characters)
5. Program Outcomes (select from Strategy Framework drop down)
6. Describe the Challenge / Opportunity. (max 1250 characters)
7. Describe the Client Population served by the program. (max 750 characters)
8. Describe how the program will serve identified client population in a culturally responsive way. (max 750 characters)
9. Describe how client feedback is used to improve service delivery outcomes. (max 750 characters)
10. Does your agency currently collect disaggregated client-level data? If yes, what client-level demographics do you currently collect? If no, briefly explain why, and what information or strategies are used to understand/describe the client population? (max 750 characters)
11. Describe geography / area of service (max 500 characters)
12. Describe how the program will impact selected outcomes. (max 1000 characters)
13. 2021 Financial Request
 - Fill in the blank dollar amount.
14. United Way request percent of total program budget
 - Fill in the blank numerical value
15. Clearly and concisely describe how requested funding will be used. (max 500 characters)
16. List current major funders. (max 400 characters)
17. List expected 2021 funders. (max 400 characters)
18. Does agency provide diversity, equity and inclusion training for staff? If yes, how often?
19. Does agency collect demographic information for its board of trustees? (yes/no)
 - If yes, what demographics do you collect for your board of trustees? (select all that apply)
 - If no, do you have a plan in place to capture the demographics of your board of trustees?
20. Does agency collect demographic information for its leadership staff? (yes/no)
 - If yes, what demographics do you collect for your leadership staff? (select all that apply)
 - If no, do you have a plan in place to capture the demographics of your leadership staff?

Letter of Intent Review Criteria

Program Design

- The program aligns with the identified United Way strategy.
- The challenge/opportunity presented is compelling and justifies investment.
- The applicant demonstrates a clear connection between the program and the organization's mission.
- The applicant exhibits the ability and/or willingness to use client-level feedback to improve program delivery.
- The applicant exhibits the ability and/or willingness to use disaggregated client-level data to achieve greater equity in the delivery of program services.

Client Population

- The program approach is adapted to the needs of the identified client population.
- The program is culturally responsive to the identified client population.
- The program intentionally demonstrates efforts to serve client populations that are disproportionately impacted by poverty or at a higher risk of poor outcomes in the identified strategy area.

Program Impact

- Program activities will produce the expected results for the client population.
- The program demonstrates the capability to show results.
- The program uses or plans to use disaggregated client data to determine/ensure that services meet the needs of all clients, especially subgroups with disparate outcomes.

Program Resources

- The program's existing and requested financial resources are adequate to support program activities.
- The summary of how funding will be used aligns with the financial request and program design.
- Program resources are diverse and not heavily dependent on United Way funding.

Diversity, Equity and Inclusion

- Agency has a diverse board of trustees and/or a board-approved plan to increase board diversity.
- Agency has a diverse senior leadership team and/or a plan to increase staff diversity.
- Agency offers diversity, equity and inclusion training to all staff and board members.

Letter of Intent Application Instructions

The application process will take place on United Way's e-CImpact platform. You may add the application if your agency is already using this system or register your organization to access it.

Currently funded agencies or those agencies using the platform through the City of Columbus or Franklin County: Log in to e-CImpact at <https://agency.e-cimpact.com/login.aspx?org=37145F>. If you are unable to access the system, send an email to Reporting.Help@uwcentralohio.org for further assistance.

All other agencies must create an account: Visit e-CImpact at <https://agency.e-cimpact.com/login.aspx?org=37145F>. *Note: You must have an EIN to self-register an agency.* Follow the prompts on the website to set up your agency profile and register any program(s) for which you wish to request funding. See below for step by step instructions or click [here](#) for the LOI Application Guide.

If unable to access the site, email us at Reporting.Help@uwcentralohio.org. For more guidance navigating the site once logged in, check out the user guide in the Resources section in the lower left corner of the home page.

New Registrants

1. Click the green button to create a new account. Enter EIN # and click next.
2. Fill in all required fields on the Agency Registration page. When choosing a username, we recommend using your email address. Click Next.
3. Select the 2021 Letter of Intent under United Way Program Investment. Click Next.
4. Review the agency registration information then click Complete Registration. Review the confirmation information on the next page, then click Next.
5. Once your agency is registered, you will be taken to the agency homepage. Click on 2021 Letter of Intent to access the application forms.
6. On the next screen, you will see the link to ONE of the required forms under your

agency's name (Agency Information form). IMPORTANT: To access the "Letter of Intent" form, you will need to either create a new program or assign an existing program. (If you are new to e-CImpact, you will be creating a program)

7. On the next page, fill out the program registration information. When finished, click "Save/Complete Registration" near the bottom of the screen.
8. On the next page, click "Complete Registration."
9. You will now see the Letter of Intent form below the program name. If applying for multiple programs, you will need to add each program following the steps outlined previously. You must fill out a separate letter of intent form for each program.
10. As you complete the forms, the application status bar will update to "In Progress", then "Complete/Ready to Submit".
11. Once all forms are completed/ready to submit, you will see a red "submit" button on the screen. Click submit.
12. Once you have submitted successfully, the status bar will turn green, and your forms will become read-only. A confirmation will be sent to your email address.

For Agencies Already Registered in e-CImpact:

1. After logging in, click on Grant Applications (beneath the Apply/Report section on the left side of home page).
2. Select the 2021 Letter of Intent under United Way Program Investment. Click Next. Click Complete Registration. Click Continue.
3. On the next screen, you will see the link to ONE of the required forms under your agency's name (Agency Information form). IMPORTANT: To access the "Letter of Intent" form, you will need to either create a new program or assign an existing program
4. You might already have programs in your profile. If you wish to fill out a letter of intent for an existing program, select it from the dropdown menu then click "Assign Selected Program to the Form Packet". On the next page, click "Complete Registration". An email confirmation will be sent to you. You can immediately proceed to the next step by clicking "Continue".
5. You will now see the Letter of Intent form below the program name. If applying for multiple programs, you will need to add each program following the steps outlined previously. You must fill out a separate letter of intent form for each program.
6. As you complete the forms, the application status bar will update to "In Progress", then "Complete/Ready to Submit". Once all forms are completed/ready to submit, you will see a red "submit" button on the screen. Click submit.
7. Once you have submitted successfully, the status bar will turn green, and your forms will become read-only. A confirmation will be sent to your email address.

All applications must be submitted by January 11, 2021 at 11:59 p.m.

TECHNICAL ASSISTANCE

If you need assistance navigating e-CImpact, access the User Guide in the resources section of the lower right corner of the home page. For further assistance, email the United Way Data Science team at Reporting.Help@uwcentralohio.org or call 614.241.3073.