



2018 REQUEST FOR PROPOSALS (RFP)

Key Dates

Application period opens: April 13, 2018

Informational Webinar #1: April 24, 2018

Informational Webinar #2: May 3, 2018

Application period closes: May 11, 2018

I. Introduction

United Way of Greater Los Angeles (United Way) is a leader in the fight against poverty and homelessness in Los Angeles County. Our work and community investments reflect a belief that transforming Los Angeles County requires a collective, community-wide effort that cannot be accomplished by any one organization. Through this Request for Proposals (RFP), United Way seeks partnerships with organizations that align with our vision and can effectively support our impact goals.

II. Background

Since 2007, with the launch of United Way's *Creating Pathways Out of Poverty (CPOP)* plan, we have focused our efforts in the areas of education, homelessness and financial stability to address the roots of poverty and ensure better lives for all Angelenos. Through our impact work, and leveraged partnerships in the public, private and nonprofit sectors, we are able to influence multiple systems and reach across Los Angeles County to address poverty. We achieve impact through:

- Policy and Systems Change
- Convening and Collective Impact
- Civic Engagement
- Public Awareness & Education
- Investing in Community-Based Solutions

2017 marked the conclusion of our 10-year CPOP plan. Since last spring, United Way's leadership, in collaboration with multiple stakeholder groups, has been reflecting on our impact of the last decade while planning for the future with an eye to the complexity of issues facing those living in poverty in Los Angeles. The new strategic plan demonstrates our continued commitment to the most vulnerable Angelenos while building on the progress and expertise we achieved through CPOP.

Critical to the work of United Way is the ability to test innovation and scale solutions to tackle the challenging issues that we face in our longstanding effort to end poverty. To that end, United Way brings together organizations and individuals so that collectively we can drive impact; and partnerships with other organizations is the foundation of this work. Our investments in community-based solutions, through this RFP and future grantmaking opportunities, help us expand our reach and scale change across Los Angeles County.

III. Eligibility Requirements

To be eligible for funding through this RFP, organizations must, at a minimum:

- Be exempt under Section 501(c)(3) of the Internal Revenue Code and classified as "not a private foundation" under Section 509(a)
- Operate within, and serve residents of Los Angeles County
- Be in good financial standing as determined by United Way's Finance team
- Provide copies of the following documents:
 - Most recent fully completed audit (if applicable)
 - Most recent fiscal year financial statements (if not provided in audited financial statements)
 - Most recently submitted and signed IRS Form 990
 - IRS determination letter of 501(c)(3) status
 - Copy of current organizational budget
 - Current board roster
 - List of organization's five current largest funders and the amounts of each source
 - United Way Financial Addendum (template provided by United Way)

United Way does not fund individuals, public sector entities, or organizations that do not provide services in Los Angeles County.

IV. Funding Period

Funding awarded through this RFP is for a one-year grant cycle, beginning July 1, 2018 and ending June 30, 2019, with an opportunity for renewal for a second year. United Way may elect not to renew the second year of a grant based on a grantee's lack of compliance with the grant agreement or poor grant performance. All renewals shall be at United Way's sole discretion and funding levels are subject to modification based on United Way's fundraising success.

V. Use of Funds

United Way grants are for General Operating Support and are unrestricted. However, grantees will be required to provide mid-year and year-end reports outlining progress on performance measurements related to United Way's impact goals within each Funding Priority area, as described in Section IX of this RFP.

VI. Evaluation Process

United Way's funding process is highly competitive and not all applicants will be funded. All proposals will undergo an initial screening for completeness, satisfaction of minimum requirements, and alignment with our stated vision and goals. Proposals satisfying the initial screening will be assessed and scored based on the Evaluation & Funding Level Matrix in Section X of this RFP. Final award determinations will be made by United Way staff and leadership.

VII. Engagement

In our efforts to raise funds to invest in our partners and communities, we are increasingly asked to share measurable impact and to provide meaningful and ongoing engagement opportunities for donors who want to experience how their contributions are making a difference in the community. We rely on our funded partners to provide measurable data and results so that we can successfully tell our impact story, raise the profile of our shared work and secure sustainable funds to reinvest in the community. Additionally, we rely on partners to help us connect corporate donors to our impact work through volunteerism, education and learning, online and digital content and compelling stories. Our funded partners have the opportunity to support United Way's efforts in a myriad of ways – reporting impact results, sharing client stories, providing volunteer opportunities for our corporate partners, and attending HomeWalk, our signature annual event to raise awareness and funds to end homelessness, to name a few. The ability of organizations to collaborate with us in this way will be a consideration for funding.

VIII. United Way's Strategic Impact Framework

In March 2017, United Way began a comprehensive strategic planning process to define its community impact vision for the next 10 years. The development of this vision was informed by a robust engagement process that resulted in input from over 500 diverse stakeholders, as well as deep analysis of key research and trends. As we look forward to 2028, United Way has identified the following impact framework to guide our current grantmaking strategy:

United Way's 10-Year Vision for Los Angeles County

- A. All low-income students have a pathway to education and a career
- B. All low-income families and individuals have a place to call home
- C. All low-income families and individuals have the economic resources and opportunities to thrive

United Way's Funding Goals

Goal #1: Increase civic engagement and participation of low-income youth and families around educational equity

Goal #2: Increase the rates of low-income students who graduate from high school prepared for college and a career

Goal #3: Reduce street and chronic homelessness

Goal #4: Increase the availability of supportive housing for our homeless neighbors

Goal #5: Increase the assets and net worth of low-income individuals and households

Goal #6: Increase employment opportunities for homeless and formerly homeless individuals

IX. Funding Priorities

Through its grantmaking, United Way seeks to support and build the capacity of organizations that share our mission of creating pathways out of poverty. The intent of our funding goals is to strengthen and grow the good work in the community, as well as spark innovative solutions. Successful applicants must demonstrate progress towards achieving at least one of our six funding goals. Progress is demonstrated through reporting on the identified performance measures for each goal. Successful applicants will also be required to report program and demographic data (e.g. number of individuals served, number of trainings held, etc.).

The funding priorities are as follows:

A. OUR VISION: ALL LOW-INCOME STUDENTS HAVE A PATHWAY TO EDUCATION AND A CAREER

United Way believes that education is key to ending the cycle of poverty and lack of opportunity in our communities, and strives to increase the rate of low-income students who graduate from high school college- and career-ready. We are aware of the tremendous challenges facing low-income students in Los Angeles County. Despite the hard work of United Way and its partners over the years, A-G graduation rates across the county are only 44.5% for Latinos and 38.7% for African American students. This has a direct impact on the economic mobility of our young people. In Los Angeles County, the average annual salary is \$27,000 for those with a high school degree and \$20,000 for those without a degree; both sums are well below what it takes for a family of four to thrive. Additionally, the 2017 unemployment rate for individuals who did not attend any college was 7.7% as opposed to 2.5% for those with a bachelor's degree.

In response to the contributing factors and systemic barriers limiting our youth's economic future, United Way values community and student voices, through organizing and advocacy, to ensure low-income students have consistent access to high-quality education, college and career pathways, and supportive networks. United Way currently convenes Communities for Los Angeles Student Success (CLASS) and the Los Angeles Regional Coalition for Linked Learning (LARCLL) to combat educational inequity and drive student success across Los Angeles County.

Along with our policy and advocacy work, strategic grantmaking provides an important opportunity to enhance strong, on-the-ground efforts that engage and support students, parents/caregivers and teachers directly in order to effect real change. This RFP prioritizes support of the following:

- 1) **Increasing student, teacher and parent voice in support of educational equity:** Advocacy to educate and empower community members around educational equity issues and to activate and mobilize civic action around closing the achievement gap for low-income youth. Examples of policy and advocacy efforts include, but are not limited to: equitable spending of the Local Control Funding Formula (LCFF), improvements in school-level and district-wide performance, establishment of teacher-led educator evaluation and teacher distribution reforms, etc.
- 2) **Preparedness for College and Career:** Programs and supports that bolster high school student's college- and career-readiness through skill-building opportunities, such as mentoring, tutoring, college access programs, leadership development, parent supports, work-based learning, etc.

GOAL #1: Increase civic engagement and participation of low-income youth and families around educational equity

How we measure success	Performance Measure
<ul style="list-style-type: none"> • Increase in Angelenos with knowledge of educational equity issues • Increase in Angelenos taking action around educational issues 	<p><u>Applicants must select a minimum of 2 indicators to measure performance:</u></p> <ul style="list-style-type: none"> # of low-income students/parents/caregivers/teachers trained/educated in advocacy and educational equity issues # of low-income individuals trained/educated resulting in an increased understanding of educational equity issues # of parents/caregivers/students taking action on educational issues as a result of training received (e.g. testimony at school board or community meetings, meet with public officials, principal meetings, etc.)

GOAL #2: Increase the rates of low-income students who graduate from high school prepared for college and a career

How we measure success	Performance Measure
<ul style="list-style-type: none"> • Increase in low-income high school students admitted to community college or university upon graduation • Increase in low-income high school graduates educated about a career pathway 	<p><u>Applicants must select a minimum of 2 indicators to measure performance:</u></p> <ul style="list-style-type: none"> # of students who report admission to community college or university upon high school graduation # of students served who report an increased understanding of the educational qualifications needed to enter a specific career track # of students served who report an increased understanding of the educational qualifications needed to enter a community college or university # of work-based learning opportunities provided to low-income students (e.g. mentorship, workplace tours, job shadowing, etc.)

B. OUR VISION: ALL LOW-INCOME FAMILIES AND INDIVIDUALS HAVE A PLACE TO CALL HOME

Currently, there are nearly 58,000 homeless residents (over 17,000 of whom are chronically homeless) on a given night in Los Angeles County. This comes at great public and private cost. Already, our public systems spend more than \$975 million dollars a year on emergency services for our homeless residents. But the human toll associated with homelessness is far worse with over 800 men, women, and children passing away on the streets of Los Angeles County just last year.

United Way leads Home For Good, an initiative to reverse the trajectory of this crisis and end homelessness in Los Angeles County. Home For Good continues to achieve unprecedented success and has become the largest, community-based collaborative working to end homelessness in California having grown to include over 300 organizations. Home For Good has invested millions of dollars in catalyzing innovation and critical systems change through the Funders Collaborative, sustained investment in system-level impact through advocacy and policy making, and opened the door to new partners and ideas to improve the flow of clients through our system. In just the last two years, United Way helped lead the passage of two local ballot measures that will generate billions of dollars to supplement public dollars for emergency relief with resources dedicated to developing supportive housing and providing services for our homeless neighbors. To deepen public and political support for these critical solutions, United Way is also proud to have launched *Everyone In*, a campaign to ensure effective implementation of Measure H and Proposition HHH through robust awareness, engagement, and advocacy in communities across Los Angeles County.

A priority of this RFP is to support organizations doing work that aligns with United Way’s Home For Good and *Everyone In* efforts. As such, this RFP seeks to sustain and grow system-level change and scale innovative solutions on two major fronts:

- 1) **Reducing street and chronic homelessness** - We know that 92% of our chronically homeless neighbors live in unsheltered settings. We also know that chronic homelessness often results from our homeless neighbors slipping through the cracks of other public and private systems. As such, this RFP will offer flexible support to organizations that provide innovative and effective interventions/supports for homeless people identified through street outreach or in disconnected systems (e.g., criminal justice, healthcare, foster care, etc.) in an effort to provide permanent housing placements for those supported.
- 2) **Increasing the availability of supportive housing** - With public funds increasing for construction and operations of supportive housing, bolstering public support and streamlining policies remains more critical than ever. We will also support partners that engage in policy and advocacy efforts to increase the production and expansion of supportive housing. Such efforts include, but are not limited to community organizing, advocacy, and education.

Through this RFP, we will also be supporting workforce development activities for homeless and formerly homeless individuals (See Goal # 6).

GOAL #3: Reduce street and chronic homelessness

How we measure success	Performance Measure
<ul style="list-style-type: none"> • Increase in vulnerable people permanently housed 	<p><u>Applicants must select at least 1 indicator to measure performance:</u></p> <ul style="list-style-type: none"> # of vulnerable people permanently housed from encampments/street # of vulnerable people permanently housed identified from other systems of care (e.g. criminal justice, healthcare, foster care, etc.)

GOAL #4: Increase the availability of supportive housing for our homeless neighbors

How we measure success	Performance Measure
<ul style="list-style-type: none"> • Increase in supportive housing units built • Increase in County residents taking action around supportive housing issues 	<p><u>Applicants must select at least 1 indicator to measure performance:</u></p> <ul style="list-style-type: none"> # of individuals/public offices trained/educated resulting in increased understanding of supportive housing # of people taking action to support homeless and housing solutions

C. OUR VISION: ALL INDIVIDUALS AND FAMILIES HAVE THE ECONOMIC RESOURCES AND OPPORTUNITIES TO THRIVE

The percent of households that fall below the federal poverty line in Los Angeles County (16.3%) continues to be higher than the state of California (14.3%) and the nation as a whole (12.7%). However, far more than 16.3% of households in Los Angeles are financially unstable and vulnerable. It is estimated that over 40% of households in Los Angeles County have insufficient liquid assets to subsist at the poverty level for 3 months in the event of the absence of income. In addition, over 20% of households are estimated to have zero net worth.

Financial well-being is intrinsically linked to both a stable source of income and establishment of assets that help families weather financial interruptions and emergencies. Research also demonstrates that poverty has a significant adverse impact on the academic achievement of children of all ages. Low-income students often begin kindergarten not ready for school, not reading at grade level, and are far likelier to drop out of high school.

Through this RFP, United Way will invest in financial stability programs that will advance and support our work in education and homelessness, as follows:

- 1) **Improving Financial Stability** - To support our goal to ensure all students in Los Angeles County graduate career and college ready, United Way will invest in programs that help break the cycle of intergenerational poverty and help low-income families start on the path toward upward mobility. Specifically, programs that lead to an increase in the assets and net worth of a low-income family through financial coaching, debt reduction, increased credit score, an increase in savings, and related asset building activities.
- 2) **Employment for Homeless and Formerly Homeless Individuals** - To successfully end homelessness, we must support efforts to connect vulnerable populations to jobs. Linking individuals and families with stable, earned income is a critical tool to preventing formerly homeless individuals from falling back into homelessness. Through this RFP, United Way will invest in workforce development programs that target the job readiness, placement, and retention of homeless and formerly homeless individuals.

GOAL #5: Increase the assets and net worth of low-income individuals and households

How we measure success	Performance Measure
<ul style="list-style-type: none"> • Increase in number of low-income families with improved financial stability 	<p><u>Applicants must select a minimum of 2 indicators to measure performance:</u></p> <ul style="list-style-type: none"> # of individuals with at least a 25% increase in savings # of individuals improving their credit score by at least 35 points # of individuals with at least a 25% reduction in debt # of individuals that set and complete a 6-month long financial goal # of low-income individuals starting or expanding a small business

GOAL #6: Increase employment opportunities for homeless and formerly homeless individuals

How we measure success	Performance Measure
<ul style="list-style-type: none"> • Increase in number of homeless and formerly homeless individuals accessing workforce development services 	<p><u>Applicants must select a minimum of 2 indicators to measure performance:</u></p> <ul style="list-style-type: none"> # of formerly homeless individuals securing employment # of formerly homeless individuals retaining employment for at least 6 months # of homeless individuals securing employment # of homeless individuals retaining employment for at least 6 months

X. Funding Amounts & Criteria

Proposal Structure

Organizations may submit only one proposal that aligns with at least one of the six goals outlined in section IX of this RFP. Applicants must also select the minimum number of performance measures as indicated for each goal. If awarded funding, organizations will be required to track and report on the indicated measure(s).

United Way may elect to extend an invitation for an organization to submit an additional proposal. Multiple proposals submitted by an organization unsolicited will not be considered.

Funding Structure

United Way recognizes that long-term impact requires supporting programs in different stages of development. Therefore, we have established three funding levels designed to promote organizational growth, support innovative ideas for expansion, and drive scaling and replication of proven solutions and best practices. Proposals may only be submitted for one of the three amounts. The funding levels are as follows:

Spark Grant (\$25,000) –This grant level is meant to strengthen the capacity, improve the effectiveness and increase quality of programs that align with UWGLA’s vision for Los Angeles County and current funding goals as outlined in this RFP. Grants will be focused on further development of a grantee's infrastructure or delivery methods to improve results. Investments will also be made in this category to support early stage ideas that need incubation in order to seed initial outcomes data to support further development of promising or innovative programs. Organizations will be assessed to determine if a capacity-building grant will have measurable impact on their effectiveness and outcomes, or would stimulate important information regarding new program delivery methods or approaches, while supporting one or more of UGWL A’s performance measures.

Sustain Grant (\$50,000) – This grant level is meant to help sustain and further delivery of core work or initiatives by an organization that has demonstrated measured and proven results in alignment with United Way’s vision areas, goals and priorities as outlined in this RFP. Investments will be made in organizations that have fully established programs reflecting positive and proven outcomes for a minimum of 2-4 years, with multiple dedicated funding streams and partners. Previously funded United Way partners must have demonstrated some participation with United Way initiatives and activities as well as options for volunteer engagement. Applicants will be assessed to determine if a Sustain Grant will support continual delivery of successful programs or initiatives, while ensuring the collection of further data to support and align with one or more of UWGLA’s current funding goals and performance measures.

Scale Grant (\$75,000) - This grant level is intended to improve an organization’s ability to deliver its impact work to a greater number of individuals. Applicants must be able to demonstrate current performance data and how further investments would help increase the impact of the program. A limited number of investments will be made in organizations that have fully established programs reflecting positive and proven outcomes for more than five years, and with at least five dedicated funding streams for work that aligns with United Way’s vision, goals and priorities as outlined in this RFP. United Way anticipates that less than 10% of its grant awards will be at this level. Additionally, organizations eligible for Scale Grants must demonstrate leadership in the field, such as convening or managing one or more collaborative groups, dedicated to an issue area that aligns with United Way’s visions and goals. Previously funded United Way partners must have demonstrated significant participation with United Way initiatives and activities in the past, as well as provided multiple options for volunteer engagement. New applicants to United Way must demonstrate their immediate ability to engage with United Way and provide volunteer opportunities for United Way constituents in a substantial way. Applicants will also be assessed on their program readiness for expansion and ability to successfully scale programs that support and align with one or more of United Way's current priorities and performance measures as previously outlined in this RFP.

We encourage all applicants to reference the following *Evaluation & Funding Level Matrix* when selecting the funding level that is most appropriate for their organization. While proposals may ultimately be funded at a level other than what is requested in a proposal, we encourage applicants to be thoughtful in their determination of which funding category best reflects the capacity of their program as it demonstrates understanding of areas for potential growth and development. Please note that the matrix is meant only as guidance and does not guarantee funding. Final award decisions are contingent on available funding, the overall quality and diversity of proposals submitted, and inclusivity of the County’s eight Service Planning Areas (SPA). All final award decisions are at the sole discretion of United Way.

Evaluation & Funding Level Matrix

Area of Evaluation	Level 1 \$25,000 Spark	Level 2 \$50,000 Sustain	Level 3 \$75,000 Scale
Capacity	Program in operation but not fully developed; Intention and potential for growth	Program is fully established; Refining strategies for future growth	Existing program a proven success and prepared for immediate scaling and expansion
Sustainability	At least one source of funding to support program	Minimum of 2 sources of funding to support program	Minimum of 3 sources of funding dedicated to program; Strong commitment from executive and board leadership on issue area
Expertise	Staff knowledge in issue area is intermediate and growing	Staff has knowledge and experience in issue area and is actively building expertise	Staff and management possess expertise and experience in issue area
Impact	Basic impact measurement strategy in place.	Well-developed impact measurement strategy & proven outcomes from previous 2-4 years	Well-developed impact measurement strategy & proven outcomes from previous 5+ years
Collaboration	Organization is not part of a collaborative group focused on program	Organization is part of a collaborative group focused on program	Organization is a leader of a collaborative group focused on program
Engagement	Minimal and engagement opportunities for volunteers	Some participation in United Way initiatives and events; content and engagement opportunities for volunteers	Consistent participation in United Way initiatives and events; Key partner to United Way in providing meaningful content and engagement opportunities for volunteers

Preference will be given to organizations that demonstrate through their proposals that they:

- Effectively work with culturally and linguistically diverse communities in low-income neighborhoods throughout Los Angeles
- Currently collaborate with United Way
- Have the ability to impact more than one of United Way’s funding goals
- Leverage additional resources, and linkages to successfully execute the proposed program (e.g. volunteers, shared staffing/space/equipment, etc.)

XI. Notification of Awards

United Way anticipates announcing awards in early August 2018.

XII. How to Apply

Applications will be accepted beginning April 13, 2018 at 9am and will close May 11, 2018 at 3pm. All submissions must be made via CyberGrants at [2018 United Way Community Impact Grant](#). Applications submitted after the close date, via hard copy or email will not be considered.

Questions or concerns regarding accessing or using CyberGrants may be directed to Deborah Tucker at dtucker@unitedwayla.org.

XIII. Additional Information

Prior to submitting a proposal, we encourage all applicants to thoroughly read the information provided in this RFP. To learn more about the RFP process and ask clarifying questions, United Way staff will host two informational webinars. These webinars are not mandatory. The webinars and registration links are as follows:

April 24, 2018 from 9:30 am – 10:30 am [Register Here](#)

May 3, 2018 from 10am – 11am [Register Here](#)

United Way will also provide updates and maintain an updated FAQ document on our website at [RFP FAQ](#). Questions and comments can be emailed to rfp@unitedwayla.org with the subject line “United Way RFP.”