



United Way of  
Southwestern Indiana

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Request for Proposals  
Gaining Employment  
August 2021

Request for Proposals moving individuals and families into employment to increase upward mobility in Spencer, Vanderburgh and/or Warrick Counties.

This document can also be found on-line at [www.unitedwayswi.org](http://www.unitedwayswi.org).

## **Background**

United Way of Southwestern Indiana (UWSWI) is pleased to release this strategic Request for Proposal (RFP) for funding that moves unemployed or underemployed individuals and families into a state of new employment.

As part of UWSWI's multi-year community listening and strategic planning process, a new strategic framework was announced on March 21, 2021. The framework – *United for Impact: Building Pathways to Potential* - focuses investment and impact efforts on the goal of empowering individuals and families with resources to support upward mobility. UWSWI will invest in high-priority outcomes that are demonstrated to improve upward mobility, such as graduating on time, increasing wages, or earning licenses and credentials.

Upward mobility is defined as a person or families' ability to rise to a better economic position. United Way is deeply committed to supporting the financial stability of hardworking individuals, investing in initiatives that eliminate barriers to employment and empower our workforce. These efforts are essential in the near-term. However, future generations' opportunities for prosperity are equally vital to upward mobility. Family stability, social connectedness, mental health, and many other influences will determine our community's ability to break cycles of generational poverty and generate upward mobility.

Gaining employment has been identified as the first high-priority outcome to achieve through this new framework. The RFP is open; any agency, organization, or nonprofit/business partnership can apply for funding. Funding applicants must hold a 501(c)3 designation by the Internal Revenue Service or have a fiscal sponsorship with a 501(c)3 organization. Future funding opportunities will increasingly utilize a RFP format as UWSWI seeks to target high impact outcomes related to upward mobility.

## **Grant Details**

### **Amount of Funding Available**

We are pleased to release funding for this targeted outcome up to \$250,000. Because the intent is to make a significant impact in our service area, the minimum request to be considered is \$20,000.

### **Funding Period**

This funding is designated for the 18-month period of January 2022 - June 2023. The final report will be 6 months from close of the grant term to allow full representation of program impact.

A standardized reporting format will be provided. Failure to provide reports will impact future funding opportunities and may impact ongoing funding during the period of the grant award. This funding will be awarded based on the described timeframe with no guarantee of receiving funding in a future RFP cycle.

Funds will be paid out quarterly in equal payments beginning in January 2022. A payout schedule can be found in the timeline section of this document.

### **Funding Application Process**

The process for seeking funding contains two components. The first component is to complete the full online application, submitting all requested supporting documentation.

Trained community volunteers and members of the UWSWI Community Impact Cabinet will review all applications and score them using a consistent rubric. Reviewers will consider the program's sustainability over time, its measurable impact to participants and the broader community, and its level of collaboration with strategic partners.

Applicant programs which receive the highest scores will be invited to give an in-person presentation further detailing their program to the Community Impact Cabinet. Applicants will be selected for the live presentations and notified in early October 2021. Live presentations will be made on October 15, 2021. Formal grant commitments will be finalized in November of 2021. For further details, please see the timeline section of this document.

### **Eligibility Factors**

- Successful applicants must be registered by the IRS as a 501(c) 3 organization or a qualified fiscal agent
- Proposals must provide services to unemployed and/or ALICE individuals and families (*see definitions page*) in Spencer, Vanderburgh and/or Warrick counties
- Sound logic model with measurable outcomes aligned with RFP priorities
- Strong organizational leadership supportive of community impact principles
- Internal capacity to manage fiscal and performance expectations
- While not required, programs which include a formal partnership between the non-profit service provider and a local employer will be given priority consideration

## Components of Proposals

- 1) Proposals must help individuals or families strengthen their upward mobility using a program design strategy and community partnerships which directly lead to new or expanded employment for the program participants. An example of a relevant program strategy would be a program that creates a trainee to employment pipeline with a local employer.
- 2) Proposals must have an evaluation component that includes outcome measures. A logic model will be required with the application. The outcome this RFP intends to impact is “% of clients served who gained or expanded employment.” All logic models must directly lead to this outcome. Furthermore, programs must submit a target for the total number of clients they intend to serve (outputs) and a target for how many of those served gain employment (outcome).
- 3) The intent of this RFP is to identify initiatives that make lasting community changes. This can only be accomplished by approaching the social issue from two planes: Individual/Family focused interventions and Community Based or Systemic focused interventions (factors that aid or inhibit personal progress). Understanding the interaction that systems or community factors have on the individual outcomes is important even if community/systemic change is not the focus of the proposal.
- 4) Proposals that demonstrate collaboration with other community entities will be given priority consideration. Significant impact comes from collective activities being funneled in the same direction toward a mutual outcome. Funding for multiple partners is allowed within the proposal budget, but it is not required that all partners utilize these grant dollars. Leveraging other funding streams to maximize grant dollars is encouraged. With the goal of employment in mind, programs that demonstrate a clear partnership between a non-profit service provider and a viable local employer will be given highest priority.
- 5) One organization must be identified as the lead agency and grantee. This organization must demonstrate capacity to handle the administrative tasks as required for tracking outcomes, reporting progress and fiscal management of funds.

## Definitions

ALICE - Is an acronym for "Asset Limited Income Constrained Employed." A household is considered ALICE if one or more members of the household is earning income through traditional employment, but the earned wages are insufficient to consistently meet the basic needs of the household.

Impact – Have a strong effect on someone or something: measure of the tangible and intangible effects (consequences) of one thing or entity's action or influence upon another.

Social impact – The effect of an activity on the social fabric of the community and well-being of the individuals and families.

Systemic Change/Systems Change – Refers to changing the parts and their relationships within a system with the understanding that this change will have ripple effects. Systems change often focuses on structures, policies, and processes, but these are only some of the ways to change systems. Other ways include shifting resources, values, power, mindsets, infrastructure and many more.

Outcome – Determination and evaluation of the results of an activity, plan, process, or program and their comparison with the intended or projected results; calculation, recording, or tabulation of the results of an activity, effort, or process that can be expressed in numbers (quantitatively). As programs report outcomes, they are able to demonstrate out of all the individuals/families they served, how many of those individuals/families achieved the desired result of the program.

Collaboration – is a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals. The relationship includes a commitment to mutual goals, a jointly developed structure and shared responsibility; mutual authority and accountability for success; and sharing of resources and rewards.

Upward Mobility: The capacity to rise to a better economic position. An example of Upward Mobility may be an individual/family gaining the financial resources needed to support their household expenses without regular assistance from public benefits, loans, or emergency aid. For an individual/family who is already able to meet their regular expenses without assistance, upward mobility may mean the ability to save money for the future or purchase a home for the first time.

Living Wage: The minimum employment earnings necessary to meet a family's basic needs while also maintaining self-sufficiency. As the cost of living varies from community to community, so too does the definition of a living wage. A widely accepted tool for calculating a specific community's living wage is the Living Wage Calculator developed by Dr. Amy K. Glasmeier at the Massachusetts Institute of Technology (MIT). <https://livingwage.mit.edu/pages/about>

Diversity: Each individual is unique, and groups of individuals reflect multiple dimensions of difference including race, ethnicity, gender, class, sexual orientation, age, physical abilities, religious beliefs, political beliefs and cognitive styles.

Equity: Equity is the intentional inclusion of everyone in society. Equity is achieved when systemic, institutional, and historical barriers based on race, gender, sexual orientation, and

other identities are dismantled and no longer determine socioeconomic, education and health outcomes.

Inclusion: A value and practice of ensuring that people feel they belong and that their input is valued by the whole (group, organization, society, system, etc.), particularly regarding decisions that affect their lives.

## **United Way Gaining Employment Grant Timeline**

8/2/21	United Way of Southwestern Indiana Releases the Fall 2021 Request for Proposals Impacting Gaining Employment
8/12/21	Open Information Session for Organizations Interested in Submitting Proposals
9/17/21	Deadline for Proposal Submission
10/6/21	Agencies Notified of Status as a Finalist Proposal
10/15/21	Finalist Agencies give live presentation to the UWSWI Community Impact Cabinet
10/29/21	Agencies notified of awards
11/5/21	Agencies Receive Formal Award Letters and Grant Contract
11/19/21	Deadline for Signed Grant Contracts to be returned to UWSWI
11/22/21	Public/Media Announcement of Awards
1/1/22	Formal beginning of the 18-month grant term
1/3/22	First grant payment issued
4/29/22	Second grant payment issued
6/15/22	First grant report due, reflecting on first 6 months of program activities
7/29/22	Third grant payment issued
10/31/22	Fourth grant payment issued
12/16/22	Second grant report due, reflecting on the first 12 months of program activities
1/31/23	Fifth grant payment issued
4/28/23	Sixth grant payment issued
6/19/23	Third grant report due, reflecting on full 18 months of program activities
12/15/23	Final grant report due, 6 months after close of grant term, reflecting on continued impact of grant investment

## **Grant Application**

### **Organizational Information – Grantee**

Agency Name: \_\_\_\_\_

Agency Website URL: \_\_\_\_\_

Address: \_\_\_\_\_

Contact Person for this proposal: \_\_\_\_\_

Email Address: \_\_\_\_\_

Phone: \_\_\_\_\_

2) Registered with the IRS as a 501(c)3 charitable organization

Yes \_\_\_\_\_ No \_\_\_\_\_ Pending \_\_\_\_\_ Fiscal sponsor \_\_\_\_\_

3) Please provide the organization's mission and vision statements

## **Counterterrorism Compliance**

In compliance with the spirit and intent of the USA PATRIOT Act and other counter-terrorism laws, the United Way requests that each funded agency ("Organization") certify that it is in compliance with the United Way and the United Way Worldwide' ("UWW") compliance program.

You may save your work at any time by clicking on the "Save My Work" link/icon at the bottom or top of the page. When you have completed all questions on the form, select the "Save My Work and Mark as Completed" link/icon at the bottom or top of this page.

You may also SWITCH between forms in this application by using the SWITCH FORMS feature in the upper right corner. When switching forms, any updates to the existing form will automatically be saved.

### **COUNTERTERRORISM COMPLIANCE**

Indicate Your Compliance With Each of the Following:

Organization Name: \_\_\_\_\_

This Organization is not on any federal terrorism "watch lists," including the list in Executive Order 13224, the master list of specially designated nationals and blocked persons maintained by the Treasury Department, and the list of Foreign Terrorist Organizations maintained by the State Department.

Comply

This Organization does not, will not and has not knowingly provided or collected funds or provided material support or resources with the intention that such funds or material support or resources be used to carry out acts of terrorism.

Comply

This Organization does not, will not and has not knowingly provided financial, technical, in-kind or other material support or resources\* to any individual or entity that is a terrorist or terrorist organization, or that supports or funds terrorism.

Comply

This Organization does not, will not and has not knowingly provided financial or material support or resources to any entity that has knowingly concealed the source of funds used to carry out terrorism or to support Foreign Terrorist Organizations.

Comply

This Organization does not regrant to organizations, individuals, programs and/or projects outside of the United States of America without compliance with IRS guidelines.

Comply

This Organization takes reasonable, affirmative steps to ensure that any funds or resources distributed or processed do not fund terrorism or terrorist organizations.

Comply

This Organization takes reasonable steps to certify against fraud with respect to the provision of financial, technical, in-kind or other material support or resources to terrorists and terrorists organizations.

Comply

In this form, "material support and resources" means currency or monetary instruments or financial securities, financial services, lodging, training, expert advice or assistance, safehouses, false documentation or identification, communications equipment, facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials.

I certify on behalf of the Organization listed above that the foregoing is true.

YES  NO

## **Board Information:**

- 1) Provide a percentage of board attendance per month for the last 12 months. If you do not meet monthly, please indicate with N/A on the appropriate month(s)
- 2) What percentage of your Board serves on a committee?
- 3) What percentage of your Board participates in fundraising?
- 4) What percentage of your Board gives an annual financial contribution?
- 5) What percentage of your Board invests volunteer time outside of Board related activities?
- 6) Does your Board have a process for setting, monitoring, and evaluating goals? i.e. Strategic Plan or similar process.
- 7) Does your Board conduct regular self-assessments? If no, please explain the board's strategy to maintain consistent board governance.
- 8) Does your Board adhere to term limits?
- 9) Please provide how you determine the diversity of your Board members and indicate the percentage of each population.
- 10) Does the diversity of your board reflect the diversity of the community you intend to serve? (i.e. racial, gender, socio-economic status, ability)
- 11) Has your organization developed a Diversity and Inclusion strategy? If so, please share your strategy and/or position statement.

**Financial Information**

Agency Financials Prior Calendar Year

Cash on Hand

	Calendar Year 2020
Cash on hand 12/31/20	

Revenue

	Calendar Year 2020
UWSWI Revenue	
#1 Funding Source	
#2 Funding Source	
#3 Funding source	
Other funding sources	
TOTAL	

Expenses

	Calendar Year 2020
Fundraising Expense	
Administrative Expense	
Other Operating Expenses	
Total	

Total Net Income

	Calendar Year 2020
Total Net Income	

Long-term Debt

	Calendar Year 2020
Amount	

Long-term solvency: Debt Coverage Ratio

	Calendar Year 2020
Net Income	
Interest Expense	
Depreciation	
Amortization	
Sum of required principal and interest (P&I) payments	
Debt Coverage Ratio	

Program Budget

Program Income

	Current	Projected for 2021	% Variance
UWSWI Investment			
Grants			
Government Grants Federal			
Government Grant State			
Government Grants City			
Specific Program Contributions			
Program Fees			
Agency Contribution			
In Kind Revenue			

Other Pending Grants			
Total			

Direct Program Expenses

	Current	Projected	% Variance
Personnel Salary/Wages			
Benefits and Payroll Tax			
Program Supplies			
Equipment			
Utilities, rent mortgage			
Specific Assistance to Individuals			
In Kind Expenses			
Other			
Travel			
Total			

Indirect Program Expenses

	Current	Projected	%Variance
Shared Overhead Costs if any			

Total Expenses

	Current	Projected	% Variance
Total Expenses			

Surplus/Deficit Calculation

	Current	Projected	% Variance
Surplus or (Deficit)			

Supporting Documents

- Most Recent IRS Form 990
- W-9 Form
- Most recent Audited Financial Statement, if available, or Most Recent Year End Financial Statement
- Year to Date Income/Expense Statement
- Most Recent Year End Balance Sheet
- Board Roster

## **Program Information**

1) Proposal Title or Name \_\_\_\_\_

2) Services are intended to serve the following counties (Mark all that apply.)

Spencer \_\_\_\_\_ Vanderburgh \_\_\_\_\_ Warrick \_\_\_\_\_

3) Please list the month & year your program/initiative was launched. If this is a new program/initiative seeking start-up funding, please provide the projected launch month & year

- If expanding an existing program or initiative, please attach outcome measures/performance measures for up to the last two years.

4) Amount Being Requested \$ \_\_\_\_\_

5) Provide an initial overview of how the requested funds will be spent.

## **Program Strategy:**

1) Please provide a brief program description. Please include all program activities and a timeline or order of major events/milestones throughout the program.

2) Please describe your methods of community engagement and recruiting participants from your target population.

3) Please describe the criteria that will be used to select program participants from the larger candidate pool.

4) In an effort to support upward mobility, United Way will award funds to programs which directly result in program participants gaining employment. However, not all employment is equally effective in driving upward mobility.

5) Please select the job category your program participants will gain employment in. Select all that apply:

- Business Administration
- Manufacturing
- Direct Sales
- Customer Service
- Construction
- Skilled Licensed Trades (Plumbing, HVAC, Electrical)
- Custodial/Housekeeping
- Education/Child Care
- Other: \_\_\_\_\_

6) Jobs obtained by program participants will be primarily:

- Full time

- Part time
  - Estimated # hours: \_\_\_\_\_

7) Please select the anticipated employee benefits your program participants will be eligible for through their new employment. Select all that apply:

- Health Insurance
- Dental Insurance
- Vision Insurance
- Long Term Disability Insurance
- Short Term Disability Insurance
- Paid Vacation Time
- Other: \_\_\_\_\_

8) What is the anticipated wage range for the job/jobs your program participants will obtain?

- \$7-\$10/hour
- \$11-\$15/hour
- \$15-\$20/hour
- Above \$20/hour

9) Based on Living Wage standards for your community, will the jobs your program participants obtain provide a living wage? (Please use estimates from MIT county living wage calculator)

([Vanderburgh County](#), [Warrick County](#), [Spencer County](#))

- Yes
- No

10) If the jobs your program connects participants to do not provide a living wage, is there a pathway for career advancement which may lead program participants to a living wage? Please explain:

11) After program participants gain employment, what ongoing support will your program provide to ensure that participants retain their employment and become successful in their new roles?

## **Collaborations & Capacity**

*\*\*\* While not required, programs which include a formal partnership between the non-profit service provider and a local employer will be given priority consideration.*

1) What is your agency's relationship to the entity which will employ your program participants? Please describe the history of this partnership.

- Please provide a copy of your MOU with the employing organization or any other supporting documents outlining the partnership.

2) Please describe any other partners who will support your program operations and/or your program participants' employment.

- Please provide a copy of your MOU with the partner organization or any other supporting documents outlining the partnership.

3) Please describe how your program will utilize volunteers, including the total number of volunteers engaged:

4) Describe how this program or initiative will be sustained organizationally and financially over the next 3 years.

**Logic Model**

Impact Goal: Individuals and families are empowered with resources to support their upward mobility.

Inputs:

Activities:

Process Evaluation Plan					
Output	Indicator Type (global vs. agency)	Target Population (**Included demographic break down)	Data Source & Description	Data Collection & Timing	One Year Output Target

Outcome Evaluation Plan					
Outcome	Indicator Type (global vs. agency)	Target Population (**Included Demographic Break down)	Data Source & Description	Data Collection & Timing	One Year Outcome Target
% program participants gain employment					