PROGRAM INVESTMENTS REQUEST FOR PROPOSAL (RFP)

Application Due Date | Friday, October 29, 2021 at 4 p.m.

Contact Person | Christy Panagakis, Director of Research and Evaluation, programfunding@uwbec.org

United Way

United Way of Buffalo & Erie County

REBUILDING IS MORE THAN JUST PUTTING THE PIECES BACK TOGETHER. IT'S REIMAGINING HOW WE CAN BE BETTER, AND BUILDING TOWARDS THAT—TOGETHER.

While United Way of Buffalo & Erie County has always been focused on helping the most vulnerable in Western New York, working to close the divide in health, financial stability and education, we recognize that the intersection of the COVID-19 pandemic and racial inequality has widened that gap. The events of the last 18 months have presented us all with questions, with challenges, with loss—and with an incredible opportunity to reimagine and rebuild Buffalo & Erie County as a stronger, more equitable place where everyone can thrive.

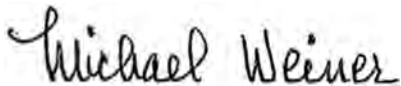It is in this spirit that we present our 2022–2024 Request for Proposals (RFP).

Early in 2020, we completed a strategic plan based on broad community input about the obstacles facing our community at that time. While we could not have possibly imagined what was to come, we recognized even then that the priorities laid out in the plan would require us to transform—that we must become a more agile organization, and that we must use our convening power and our subject-matter expertise in community needs to thoughtfully engage the entire community and collaboratively develop innovative solutions leading to systemic community change. This RFP represents a milestone in that transformation.

Diversity, Equity, and Inclusion are at the heart of what it means to LIVE UNITED. We cannot hope to achieve our mission of systemic community change without first acknowledging and addressing systemic inequities. You will see this emphasis on reducing disparate outcomes reflected in our application focus areas. We have also worked to be more inclusive in the application process by providing a more transparent scoring rubric and glossary of key terms and by broadening our outreach to potential applicants.
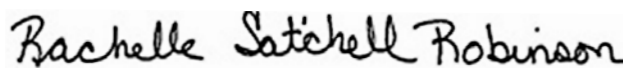
Like you and the organization you represent, we are still at the beginning of this journey. We are learning and growing alongside you. Our work will continue to evolve. But with over 100 years of experience in identifying and responding to critical community needs, United Way is uniquely positioned to meet this moment.

We know that change doesn't happen alone, and we invite you to join us in rebuilding a stronger, more equitable and more resilient Buffalo & Erie County.

Sincerely,

Michael Weiner
President & CEO

Rev. Rachelle Sat'chell Robinson
Board Chair

SECTION 1: RFP OVERVIEW

KEY TERMS, ELIGIBILITY, FUNDED PROGRAM EXPECTATIONS, HOW TO APPLY AND KEY DATES

KEY TERMS

It is important to us that we clearly define key terms throughout this document to ensure that we are transparent with what we mean by the language we use.

Asset Limited, Income Constrained, Employed/ALICE | People/households whose incomes are above the federal poverty level but who are still struggling financially to afford basic household necessities; for more information refer to the ALICE Research Center.

Financial hardship | Any households whose incomes fall within the ALICE population or below the federal poverty level

High priority zip codes | 16 zip codes identified by UWBEC for having a high proportion of residents experiencing financial hardship and/or residents of color by race and/or residents of color by ethnicity. The zip codes are: 14201, 14202, 14203, 14204, 14206, 14207, 14208, 14209, 14210, 14211, 14212, 14213, 14215, 14216, 14218 and 14220

People of color/POC | People whose race and/or ethnicity are not exclusively white

Request for Proposals/RFP | This document, which lays out our funding priorities, how to apply for our funding, how an application will be evaluated and what is expected of a program if they are awarded our funding

UWBEC | The abbreviation for United Way of Buffalo & Erie County

ELIGIBILITY

All nonprofit health and human service programs which serve Erie County residents may apply for program funding as long as they can meet the following eligibility requirements below:

- Proof of 501(c)(3) status

- Independent Accountant's Report according to the requirements of the New York State Attorney General Charities Bureau

- Current Board of Directors with officers listed

- The program has been operational since at least **September 1, 2019.**
  - Note: UWBEC does not use this particular funding process to fund start-up programs.

- All program staff have the legally required certifications for their roles
  - Note: Proof of certifications is not required for your application, only if asked later

EXPECTATIONS OF FUNDED PROGRAM PARTNERS:

- Programs that are chosen to receive funding will be required to sign a program funding agreement. An overview of the program funding agreement will be shared alongside the award letter for programs who are chosen to receive funding.

- Funded programs will report about outcomes four times over the two year funding period. At 6 and 18 months programs will share an abbreviated report about their progress, while at 12 and 24 months programs will share a complete report about their progress. Guidelines for these reports will be shared alongside the award letter for programs who are chosen to receive funding.

- Updates or anticipated changes to the program will be shared with UWBEC staff in a timely manner.

- Requests for changes in how funds will be spent must be sent to the program's assigned UWBEC staff member for approval.

- The United Way logo is displayed or acknowledgment that the organization receives UWBEC funding is communicated within your promotional items used for the program.

- Conduct a United Way Employee Giving Campaign and encourage support for United Way at your organization.

- Provide speakers from your organization as requested for events to help UWBEC educate the community about its work.

- Learn about a new initiative called Prosperi-Key Digital Marketplace, which focuses on families at or below the ALICE threshold by offering online discounts, and explore potential partnership opportunities.

- Maintain an up to date, accurate profile on 211WNY.org.

- List volunteer opportunities at VolunteerWNY.org.

HOW TO APPLY:

- **Applications must be submitted through UWBEC's online system:** https://uwbec.tfaforms.net/113.

- Applications are due on **Friday, October 29** at **4:00 p.m**. Applications or revisions received after this date and time will not be considered for review.

- Applicants can ask questions by emailing programfunding@uwbec.org. *Assistance will not be available after the due date and time.*

- Applicants may submit more than one program application.

- Currently funded programs must re-apply in order to be considered for continued funding. If you have used a different name for the program in past UWBEC funding cycles, please include this information.

- Funding requests must be a minimum of $30,000, and there is no maximum request amount. Most applicants apply for 15-25% of their program budget.
  - UWBEC **does not** intend to fund capital expenditures, direct payments to individuals (such as scholarships), and/or pilot, demonstration or start-up programs.

- All narrative questions have a limit of 5,000 characters. *You are not required to use the full space available for every question.*

A regularly updated Frequently Asked Questions will be posted on our website at uwbec.org/funding. Applicants can submit questions to programfunding@uwbec.org up until the application due date.

KEY DATES

RFP Release Date	**September 15, 2021**
Virtual Information Session Sign up to virtually attend at https://bit.ly/UWBEC_RFP Video of the information session will be posted on our website afterward at uwbec.org/funding	**September 23, 2021 at 9:30 a.m.**
Application Due Date	**October 29, 2021 at 4 p.m.**
Preliminary Funding Decisions Released	**Mid-March 2022**
Final Funding Decisions Released	**Mid-May 2022**
Program Funding Begins	**July 1, 2022**

SECTION 2: UWBEC FOCUS AREAS

UWBEC seeks to fund programs that work in at least one of the following areas:

- Early learning and development

- School-age learning

- Employment and workforce development

- Financial capability and asset building

- Healthy birth outcomes

- Childhood obesity

- Trauma-informed care

In addition, UWBEC will give preference to programs who work with members of households living in financial hardship and people of color as described in the Key Terms in Section 1 (on page 2).

A description of each focus area, including the strategies we prioritize to achieve our focus area goals and the outcome measures for each focus area, follows below.

EARLY LEARNING AND DEVELOPMENT

Our goal: To help students in Erie County perform at grade level by the time they reach third grade.

Children who are below grade-level proficiency by the time they reach third grade are much less likely to graduate from high school than their counterparts. Children who grow into adults without a high-school degree tend to face higher barriers to employment and earn lower wages. This is even more true for children of color. On average in Erie County, 45% of third-graders are reading at grade level and 40% can do math at grade level. For Black students, only 21% are proficient in English Language Arts and 17% in math. For English language learners, 6% are proficient in English Language Arts and 9% in math. When looking at students from economically disadvantaged households, 26% are proficient in English Language Arts and 22% are proficient in math. However, there are stark differences across districts. Districts in the outer suburbs tend to have higher proficiency rates, while city, inner-ring suburbs, and rural districts tend to have lower proficiency rates. We know that in order to help children reach grade-level proficiency, they need to receive targeted interventions focused on not only literacy and math, but also their social-emotional and mental health from educators who are receiving vital training about how to support children. Learn more about grade level proficiency by viewing the New York State Education Department dashboard for Erie County.

We will give preference to programs that can help achieve early learning and development goals through **the following strategies**:

- Providing direct support to parents that empower them to engage in literacy development with their children

- Providing targeted literacy and math interventions for children based on assessment data

- Supporting training for teachers to improve interpersonal interactions for young children

- Providing professional development for administrators designed to develop support structures and management of high-quality childcare programs

Programs funded in early learning and development will identify **at least three** of the following outcome measures on which to report:

- Children who are reading at grade level

- Children who are performing math at grade level

- Children who exhibit developmentally appropriate social-emotional learning skills

- Parents who participate in literacy development with their children

- Teachers and other providers attending trainings that improve outcomes for children

- Administrators and childcare providers attending professional development about how to develop high-quality childcare programs

- Children of color with over 50% improvement in growth scores on interim/benchmarks or similar assessments in reading and literacy between beginning of year and end of year

- Children of color with over 50% improvement in growth scores on interim/benchmarks or similar assessments in math between beginning of year and end of year

- Children of color who moved from at-risk status to a non-at-risk status on evidence based social-emotional learning (SEL) programs

SCHOOL-AGE LEARNING

Our goal: To help ensure that students in Erie County graduate from high school with career and college readiness.

Currently 89% of students in Erie County graduate from high school. However, there are large variations in the graduation rate based on key demographics. English language learners have the lowest graduation rates, at 59%. Looking at graduation rates by race and ethnicity, the rate for Hispanic or Latino students is 77% and the rate for Black students is 81%, compared to a 92% graduation rate for White students. We know that in order to help students graduate from high school, they need to receive targeted interventions focused on not only literacy and math, but also their social-emotional and mental health from educators who are receiving vital training about how to strengthen student learning. Learn more about high school graduation by viewing the New York State Education Department dashboard for Erie County.

We will give preference to programs who can help achieve school-age learning goals through **the following strategies**:

- Developing targeted literacy and math interventions for students based on assessment data

- Developing targeted social-emotional and mental health interventions for students based on assessment data

- Developing programs for students to be college and career ready

- Providing ongoing professional development for all stakeholders on how to develop culturally responsive education

Programs funded in school-age learning will identify **at least three** of the following outcome measures on which to report:

- Youth served who achieve grade level for reading and math

- Youth served who have social-emotional and mental health skills

- Youth served who participate in college and career readiness programs

- Program professionals who work with students in any capacity to receive training to ensure they are offering services that meet student needs

- Children of color with over 50% improvement in growth scores on interim/benchmarks or similar assessments in reading and literacy between beginning of year and end of year

- Children of color with over 50% improvement in growth scores on interim/benchmarks or similar assessments in Math between beginning of year and end of year

- Children of color who moved from at-risk status to a non-at-risk status on evidence based social-emotional learning (SEL) programs

EMPLOYMENT AND WORKFORCE DEVELOPMENT

Our goal: To reduce barriers and connect people who are unemployed and underemployed in Erie County with good paying, stable jobs.

While the unemployment rate in Erie County is close to pre-pandemic levels, there are still many people looking for work. The most recent data available, from before the pandemic, shows large racial disparities in the unemployment rate: almost 12% of Native American residents, 10% of Black residents and 7% of Hispanic residents experienced unemployment, compared to 3% of white residents. In addition are underemployed workers; these are workers whose skills, education, and training exceed the work they are currently doing. We know that helping potential workers increase their skill sets and connect with job placement and retention programs are important ways to help those who are looking for work find good paying jobs. Learn more about workforce development by reading our Profile of Workforce Development in Erie County.

We will give preference to programs who can help achieve workforce development goals through **the following strategies**:

- Helping individuals receive necessary education and training credentials

- Providing individuals with job skills training

- Connecting interested individuals with jobs

- Helping workers stay at their jobs

Programs funded in workforce development will identify **at least three** of the following outcome measures on which to report:

- Individuals who complete a high school equivalency program*

- Individuals who complete job readiness training**

- Individuals who complete vocational/career and technical employment training***

- Individuals who secure employment

- Individuals who maintain employment for six months or more

*High school equivalency program (HSE)- NY State selected the Test Assessing Secondary Completion (TASC™) to replace the General Educational Development (GED®) as the primary pathway to a New York State High School Equivalency Diploma effective January 2, 2014 will continue to use the TASC™ test for High School Equivalency testing for the years 2018-2020 (NYS Education Department- http://www.acces.nysed.gov/hse/high-school-equivalency-hse).
**Job readiness training- offers individuals the opportunity to develop job skills including creating a resume, soft-skills dev., computer literacy or researching jobs.
***Vocational/CTE training- offers individuals the opportunity to develop skills related to a specific job and must successfully complete all components of the training (federal/state/industry-recognized). http://www.nysed.gov/career-technical-education and https://labor.ny.gov/stats/PDFs/The-Skilled-Trades-in-NYS.pdf

FINANCIAL CAPABILITY AND ASSET BUILDING

Our goal: To give families in Erie County the tools needed to build financial assets.

In Erie County, 16.8% of families have zero net worth, meaning they have no wealth or their debt is greater than their assets. However, zero net worth is much more common among households of color; 31.8% of households of color in Erie County have zero net worth. Financial education is one critical method which helps families learn how to reduce debt and secure assets like a vehicle or a home. Learn more about financial health in Erie County by reading Prosperity Now's Local Outcome Report for Erie County.

We will give preference to programs who can help achieve our financial capability and asset building goals through **the following strategies**:

- Helping individuals increase their money management skills

- Helping individuals secure and/or maintain at least one of the following assets: a home, a vehicle or a microbusiness/small business

- Offering free tax preparation services

- Connecting individuals and families with federal, state and local income support programs

Programs funded in financial capability and asset building will identify **at least three** of the following outcome measures on which to report:

- Individuals who received financial education (in a classroom setting or one on one coaching)

- Individuals who developed and utilized a money management plan to address financial crises for 6 months or more

- Individuals who established a bank or credit union account

- Individuals who created a credit repair plan and improved their credit score

- Individuals who made rent or mortgage payments for six months or more

- Individuals who purchased a home

- Individuals who purchased a vehicle

- Individuals who operated a small business or microbusiness for six months or more*

- Individuals who received free tax preparation services

- Individuals who secured Supplemental Nutrition Assistance Program (SNAP)

- Individuals who secured Temporary Assistance for Needy Families program (TANF)

- Individuals who secured Home Energy Assistance Program (HEAP)

- Individuals who secured Safety Net Assistance (SNA)

- Individuals who secured Family Assistance (FA)

*Additional information related to started or managed a small business/microbusiness can be found here: https://www.sba.gov/sites/default/files/advocacy/SB-FAQ-2016_WEB.pdf and https://www.bls.gov/bdm/entrepreneurship/entrepreneurship.htm

HEALTHY BIRTH OUTCOMES

Our goal: To reduce the premature birth rate in Erie County and strengthen maternal and infant health.

Babies born prematurely are at a higher risk of serious disability or death. In Erie County, 10.1% of babies are born prematurely. This is the highest rate in WNY, and also higher than the New York State average. However, premature births do not occur equally; Black women are more likely to have a baby prematurely. In New York State, the preterm birth rate among Black women is 51% higher than the rate among all other women. Black women are also at higher risk for adverse maternal health outcomes, including pregnancy-related death and/or disability. (source: March of Dimes, 2021) We know that helping pregnant people attend medical appointments, meet their health-related social needs and breastfeed after the baby is born are three important ways to help strengthen maternal and infant health. Learn more about healthy birth outcomes by reading our Profile of Premature Birth in Erie County.

We will give preference to programs who can help achieve birth outcomes goals through **the following strategies**:

- Helping attend medical appointments pre- and postnatal for the pregnant parent and/or baby with caregiver

- Supporting pregnant families by addressing access to safe housing and reliable transportation, which are both health-related social needs that reduce risk factors contributing to premature births

- Offering support for lactating people to breastfeed their babies for at least six months

Programs funded in healthy birth outcomes will identify **at least three** of the following outcome measures on which to report:

- Pregnant people who initiated first trimester prenatal care

- Birthing caregivers who did not experience pregnancy-related complications leading to long-term consequences

- Babies who attended recommended number of well baby visits in the first two years of the baby's life

- Newborns who were born at term

- Lactating people who breastfed regularly for the first six months of the baby's life

- Caregivers who gained access to consistent, reliable transportation

- Caregivers who gained access to safe and affordable housing

CHILDHOOD OBESITY

Our goal: To reduce the childhood obesity rate in Erie County.

Childhood obesity can compound other health issues during both childhood and adulthood. In Erie County, 32% of students are overweight or obese. However, school districts with lower income levels are often more likely to have a higher proportion of children who are overweight or obese. We know that encouraging regular physical activity and teaching about nutrition are two important ways to help children maintain a healthy weight. Learn more about childhood obesity by reading our Profile of Childhood Obesity in Erie County.

We will give preference to programs who can help achieve our childhood obesity goals through **the following strategies**:

- Giving children and caregivers education about healthy lifestyles, specifically about physical education and nutrition

- Creating opportunities for children to eat healthfully and exercise regularly

- Helping families have access to reliable transportation, in order for children to attend regular appointments with a healthcare professional

- Improving access to healthy foods and/or physical activity opportunities

Programs funded in childhood obesity will identify **at least three** of the following outcome measures on which to report:

- Children and caregivers who received education about a healthy lifestyle

- Children and caregivers who were able to access fresh produce

- Children who are eating a nutritionally balanced meal based on USDA/MyPlate* guidelines

- Children who gained access to information and/or equipment to facilitate physical activity

- Children who were physically active 60 minutes or more each day

- Children who attended the recommended number of well child visits

- Caregivers who gained access to consistent, reliable transportation on behalf of/for their children

- School-age children who participated in a sports clinic

*https://www.myplate.gov/eat-healthy/what-is-myplate

TRAUMA-INFORMED CARE

Our goal: To reduce the number of children and families who are experiencing trauma in Erie County.

Trauma and toxic stress can create challenges for an individual while they are experiencing trauma and also long afterward, and the COVID-19 pandemic has exacerbated the impact of trauma for many. Examples of the challenges faced by those who have experienced trauma include a negative impact on childbearing, childhood development, school readiness, mental and physical health and overall well-being. Trauma can be difficult to measure, but estimates suggest 70% of adults in the United States have experienced some type of traumatic event in their lives. We know that connecting with immediate resources as well as long-term supports are two important ways to help people who are experiencing trauma. Learn more about trauma-informed care by referring to SAMHSA's Concept of Trauma and Guidance for a Trauma-Informed Approach.

We will give preference to programs who can help achieve our trauma-informed care goals through **the following strategies**:

- Providing victims of trauma with immediate resources, including crisis counseling, safety planning and linkages to community resources

- Connecting families to financial resources which help them improve their safety and security

- Providing long-term social-emotional and mental health support or referrals for children and adults experiencing trauma

- Adopting trauma-informed practices that improve family engagement and actively avoid re-traumatization

Programs funded in trauma-informed care will identify **at least three** of the following outcome measures on which to report:

- Individuals who accessed immediate crisis counseling services

- Children and/or caregivers who created a safety plan

- Children and/or caregivers who moved to safe housing or are maintaining a violence-free home

- Individuals who accessed emergency financial assistance

- Individuals who addressed legal issues related to family trauma

- Children who exhibit developmentally appropriate social-emotional skills

- Caregivers and youth who can demonstrate social-emotional and mental health skills

SECTION 3: APPLICATION AND SCORING RUBRIC

The following information is required but will **not** be subject to scoring:

1. Organization name

2. Program name

3. Organization CEO/President/Executive Director

4. Organization street

5. Organization city

6. Organization state

7. Organization zip code

8. Organization phone number

9. Organization website

10. Organization employer identification number (EIN)

11. Contact person

12. Contact person phone number

13. Contact person email address

14. Has your program been operational since at least September 1, 2019? (Yes/No)

15. Attach proof of nonprofit 501(c)(3) status (e.g. IRS determination letter).

16. Attach your organization's most recent audited financial statements. If your organization does not have audited financial statements, attach your most recent independent accountant's report prepared according to the requirements of the New York State Attorney General Charities Bureau.

17. Attach your organization's current Board of Directors with officers listed.

18. Total amount requested

19. Does your organization have a diversity, equity and inclusion statement? If so, please include.

20. Aside from funding, in what other ways could UWBEC support your program (e.g. volunteer projects)? (5,000 characters)

21. Briefly describe your organization, including mission and organizational goals. (5,000 characters)

22. Briefly describe your program's, including population served, intended program outcomes. (5,000 characters)

23. Identify which focus area in which your program will be applying. See Section 2 (on page 5) for the list of focus areas.

24. Identify at least three outcome measures to report on if your program is funded (based on the answer to question 23). See Section 2 (starting on page 5) for the list of outcome measures for each focus area.

The following information is required and **will** be scored. The scoring rubric is located below each question.

PROGRAMMATIC QUESTIONS:

25. Choose which strategies, listed in the RFP in your chosen focus area, your program utilizes. See Section 2 (starting on page 5) for the list of strategies for each focus area.

   Scoring (3 points)

Yes: *Program identifies strategies listed in the RFP.*	**No:** *Program does not identify any strategies listed in the RFP; No response given; Response does not adequately answer the question.*

26. Describe how your program uses the strategies identified above to advance the goals of the chosen focus area. (5,000 characters)

   Scoring (9 points)

Best: *Program compellingly describes how it uses the chosen strategies to advance the goals of the chosen focus area using specific programmatic details.*	**Better:** *Program describes how it uses strategies to advance the goals of the chosen focus area using general terms.*	**Good:** *Program identifies strategies, but unclear how they are used to advance the goals of the chosen focus area.*	**No score:** *No response given; Response does not adequately answer the question.*

27. Describe program successes relative to the stated goal of the chosen focus area. (5,000 characters)

   Scoring (9 points)

Best: *Program compellingly describes successes relative to focus area goal using specific programmatic details.*	**Better:** *Program describes successes relative to focus area goal using general terms.*	**Good:** *Program identifies successes, but unclear how they relate to the focus area goal.*	**No score:** *No response given; Response does not adequately answer the question.*

28. Describe any partnerships you have with other agencies to meet your program participant needs. Examples include, but are not limited to, specific referral networks, interventions that take place within your program, joint programming activities or being part of a one-stop model. (5,000 characters)

Scoring (6 points)

Best: Program is administered through collaboration with multiple partner organizations.	*Better:* Program is administered through collaboration with one partner organization.	*Good:* Program is administered by a single organization.	*No score:* No response given; Response does not adequately answer the question.

29. Does your program currently partner with any UWBEC grants or initiatives? If yes, please describe the partnership with UWBEC. Note: receiving previous UWBEC Program Investments funding is not a form of partnership. (5,000 characters)

Scoring (3 points)

Best: Does partner.	*No score:* Does not partner; No response given; Response does not adequately answer the question.

BUDGET QUESTIONS:

30. Using the chart below, identify your overall annual program budget:

	$ Total	$ Requested From UWBEC	$ From Other Funding Sources
Personnel			
Fringe Benefits			
Travel			
Equipment/Supplies			
Contractual			
Other			
Total			

In addition, please provide a brief budget narrative detailing the use of UWBEC funding as indicated in the chart on the previous page. (5,000 characters)

Scoring (9 points)

Yes: *Proposed funding aligns with UWBEC designated acceptable uses of funding.*	**No:** *Proposed funding does not align with UWBEC designated acceptable uses of funding; No response given; Response does not adequately answer the question.*

31. Using the chart below, list your five largest sources of funding for this program including grants, donations, fee-for-service revenue, agency operating budget or any other funding sources. If your program has fewer than five funding sources, please type N/A in any extra boxes.

Name of Funder	Amount of Funding	Is this source of funding confirmed or requested/pending?	Length of Funding

In addition, describe strategies for sustaining funding for this program through at least July of 2024. In your answer, please include the following information as applicable:

• The status of any other funding proposals (e.g. funded, pending) and the length of funding requested

• Any proposals you intend to submit and the length of funding you intend to request

• The percentage of your program budget, if any, that is supported through your agency's operating budget

• Whether your program has any fee-for-service revenue or other continuing program revenue sources (5,000 characters)

Scoring (9 points)

Best: *Clear, specific and detailed funding plan with 50% or more of funding secured for at least 2 years AND some program support funded through agency operating budget*	**Better:** *Clear funding plan with 50% of funding secured for at least 1 year with or without program support funded through agency operating budget*	**Good:** *Less than 50% of funding secured for 1 year with no program support funded through agency operating budget*	**No score:** *No specific funding plan; No response given; Response does not adequately answer the question.*

DATA COLLECTION QUESTIONS:

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32. Please check all of the following client demographics that your program collects:

☐ Race   ☐ Ethnicity   ☐ Gender   ☐ Age   ☐ Zip Code

Scoring (2 points for each yes answer, max. of 10 points)

Points for each yes, no points for each no	*No score:* No response given; Response does not adequately answer the question.

33. Describe the methods your program uses to collect the demographic information indicated in question 32. (5,000 characters)

Scoring (6 points)

Best: Clients self-report all demographic information.	*Better:* Clients self-report some demographic information, and staff make their best guess about some demographic information.	*Good:* Staff record all client demographic information, making their best guess.	*No score:* Demographic information is not collected; No response given; Response does not adequately answer the question.

34. How frequently does your program collect information about the demographics indicated in question 32? Check one:

☐ At least once a year   ☐ Less frequently than once a year   ☐ Not on a regular schedule   ☐ Demographic information is not collected.

Scoring (6 points)

Best: At least once a year	*Better:* Less frequently than once a year	*Good:* Not on a regular schedule	*No score:* Demographic information is not collected; No response given.

35. Describe how program outcomes are evaluated. (5,000 characters)

Scoring (9 points)

Best: Evaluation is conducted by an external, third-party evaluator.	*Better:* Evaluation is conducted by staff with assistance from skilled volunteers.	*Good:* Evaluation is conducted only by staff.	*No score:* Program outcomes are not evaluated; No response given; Response does not adequately answer the question.

36. Describe the methods you use to collect program participant feedback. (5,000 characters)

Scoring (6 points)

Best: Use of multiple methods to secure program participant feedback	*Better:* Use of one method to secure program participant feedback	*Good:* Unclear how many methods are used to secure program participant feedback	*No score:* No methods used to secure program participant feedback; No response given; Response does not adequately answer the question.

DIVERSITY, EQUITY AND INCLUSION QUESTIONS:

37. Describe the ways in which you ensure that your program is accessible to clients, specifically with respect to operating hours, geographic availability and language access. (5,000 characters)

Scoring (6 points)

Best: Program is accessible along all three criteria.	*Better:* Program is accessible along two criteria.	*Good:* Program is accessible along one criteria.	*No score:* Program is not accessible along any of the three criteria; No response; Response does not adequately answer the question.

38. Approximately what percentage of your clients are people of color? See Section 1 (on page 2) for a definition of people of color. Check one:

☐ Don't know   ☐ 0%   ☐ 25%   ☐ 50%   ☐ 75%   ☐ 100%

Scoring (6 points)

Best: 75%, 100%	*Better:* 50%	*Good:* 25%	*No score:* No answer given, Don't know, 0%

39. Approximately what percentage of your clients are living in financial hardship? See Section 1 (on page 2) for a definition of financial hardship. Check one:

☐ Don't know   ☐ 0%   ☐ 25%   ☐ 50%   ☐ 75%   ☐ 100%

Scoring (6 points)

Best: 75%, 100%	*Better:* 50%	*Good:* 25%	*No score:* No answer given, Don't know, 0%

40. Approximately what percentage of your clients live in UWBEC identified high need zip codes? See Section 1 (on page 2) for a definition of UWBEC identified high need zip codes. Check one:

☐ Don't know ☐ 0% ☐ 25% ☐ 50% ☐ 75% ☐ 100%

Scoring (6 points)

Best: *75%, 100%*	***Better:*** *50%*	***Good:*** *25%*	***No score:*** *No answer given, Don't know, 0%*

41. Approximately what percentage of your senior leadership are people of color? See Section 1 (on page 2) for a definition of people of color. Check one:

☐ Don't know ☐ 0% ☐ Less than 25% ☐ Between 25 and 50% ☐ More than 50%

Scoring (3 points)

Best: *More than 50%*	***Better:*** *Between 25% and 50%*	***Good:*** *Less than 25%*	***No score:*** *No answer given, Don't know, 0%*

42. Approximately what percentage of your board of directors are people of color? See Section 1 (on page 2) for a definition of people of color. Check one:

☐ Don't know ☐ 0% ☐ Less than 25% ☐ Between 25 and 50% ☐ More than 50%

Scoring (3 points)

Best: *More than 50%*	***Better:*** *Between 25% and 50%*	***Good:*** *Less than 25%*	***No score:*** *No answer given, Don't know, 0%*

APPENDIX A: PROGRAM INVESTMENTS POLICY AND PROCEDURE

PURPOSE   The purpose of the Program Investments Application Policy & Procedure is to outline the program investments process.

POLICY   It is the policy of United Way of Buffalo & Erie County (UWBEC):

- That investments minimally support the UWBEC focus areas of Early Learning and Development, Student Learning, Employment and Workforce Development, Financial Capability and Asset Building, Healthy Birth Outcomes, Childhood Obesity and Trauma-informed care and the specific goals identified therein.

- That investments optimize the return on donor dollars by investing in the most appropriate programs resulting from an open, competitive, merit-based application process.

- That the application process provides adequate notice of investment decisions and reasonable expectation of ongoing funding.

- That the application process treats all applicants similarly and gives constructive feedback to them.

PROCEDURE:

1.   In order to assure quality control, consistency and continuity, the Program Investments process will be United Way staff led, with input from volunteers.

2.   Before the beginning of each investment cycle, staff will review the latest UWBEC focus area goals as well as performance data of funded programs.

3.   Staff will develop criteria to measure how well applicants support the focus area goals. Such criteria will be published as part of the application.

4.   All non-profit 501(c)(3) health and human services agencies serving Erie County residents may apply for program funding, subject to meeting general United Way requirements. In order to promote an open process, such requirements will be kept to only those requirements deemed essential. Requirements will be published as part of the application materials.

5.   UWBEC will post all RFP materials for applications on its website (www.uwbec.org).

6. Agencies may ask application process questions in writing. Such questions will be answered in writing. Questions and answers about the process will be posted on the website for all to view. Names of agencies will not be disclosed.

7. Staff may ask agencies questions about their specific applications in writing. Questions and answers regarding specific applications will not be available publicly. They will be available only to UWBEC and the applicant.

8. Agencies will receive adequate time to complete and submit applications. No late applications will be accepted.

9. The investment cycle is for two years with specific investment amounts determined annually based on United Way's fundraising performance and subject to the approval of the Board of Directors.

10. UWBEC will give applicants adequate notice of funding decisions.

11. When agencies are notified of investment decisions, UWBEC will provide feedback on each application to agencies who request this information.

12. After each investment cycle, UWBEC will hold "Lessons Learned" sessions with staff, volunteers and agencies to develop ideas to consider for the next investment cycle.

13. This policy and procedure will be published on the United Way website and included as part of the application materials.

APPENDIX B: FUNDING CONTINUANCE GUIDELINES

In rare and unusual cases, we may discontinue program funding before the program year ends, including but not limited to the following reasons:

1. Failure to comply with the Program Funding Agreement

2. Failure to comply with expectations of program partners as listed in Section 2 of the RFP

3. Cessation of program activities

4. Announcement of agency dissolution

5. Revocation of 501(c)(3) status

6. Suspension or revocation of necessary licensure or certification

7. Loss of other funding or contracts calling program performance into question

8. Loss of key subcontractor calling program performance into question

9. Failure to supply program reporting data or other required documents by due dates

10. Inadequate or deteriorating program performance

11. Noncompliance with federal or state governance requirements

12. Circumstances that call into question the integrity of the organization or staff

13. Financial condition of United Way of Buffalo & Erie County which may necessitate a decrease or elimination of funding

Funding is specific to both the organization and the program. If the program is transferred to another organization, continued funding will be evaluated on a case by case basis.

NOTES