Request for Applications (RFA)

EARN WELL

The Income/Financial Stability Initiative

Funds available for Adult Literacy and Workforce Development Strategies

Date issued: February 29, 2016

Important Dates:

Applications Due: Friday, April 8, 2016
Grant Period: July 1, 2016 – June 30, 2017
Grants Awarded: July 1, 2016

Although grants will be awarded on an annual basis, United Way of Tarrant County will commit funds through 2020 to address initiatives related to the FINANCIAL STABILITY initiative. However, multi-year funding is not guaranteed to any Impact partners.

Questions related to this RFA should be directed to:

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UWTC RFA Adult Lit and Workforce Dev- Income/Financial Stability 2016 – 2017

United Way of Tarrant County
Request for Applications (RFA)
Income/Financial Stability

Funds available for Adult Literacy and Workforce Development Strategies

A. **Bold Goal:** 24,000 low-income working families will be on the path to financial stability by 2020.

B. **2016-2017 Income/Financial Stability Initiative Annual Outcome:** 2,422 workers increase their income/improve their financial behaviors towards financial stability during the year.

   a. **Adult Literacy Annual Outcome:** 560 new, unduplicated low-income workers will complete adult literacy training in community programs and 15% will increase their income by 5% within a year.

   b. **Workforce Development Annual Outcome:** 265 new, unduplicated workers will participate and complete career training in community post-secondary programs and 80% will increase their income by 5% within a year.

C. **Background and Introduction**

   United Way’s fiscal year 2016-2017 is the seventh year of funding for our three impact initiatives in education, income and health representing our highest priorities for improving the quality of life in our community.

   While estimated levels of funding for these initiatives are contained in the REQUESTS FOR APPLICATION’s (RFAs) it will not be known until on or about April 30, 2016 the exact funds available since details of United Way fall 2015 campaign production will not be available until that time. Awards to specific grantees will depend upon details of campaign production and the recommendations of UWTC volunteers who are reviewing new proposals and existing outcome performance reports by independent evaluators of the initiatives.

   The significance of grantee performance cannot be overstated. In the applications sought by UWTC for funding, we encourage all applicant organizations to be forthcoming about foreseen and unforeseen challenges, aggressive in methods of outreach, conservative in budgeting, proactive in diversifying funding for sustainability and efficient in business practices that lead to achieving performance targets and program outcomes for clients.

   As UWTC maintains its investment, it expects that each funded organization will also make a financial investment to ensure sustainability now and in the future. Year seven funding requires a 20% cash match. Although United Way is committing funding through 2020, the long-term sustainability of the initiative is a high priority. We encourage applicants to find additional revenue to fund the proposed work. More attention will be
paid to partners’ sustainability plans in the final four years of the initiative as we expect the programs to become a part of the grantees’ overall strategic plans beyond 2020.

D. Application Overview

DEADLINE
1. Applications must be submitted by Friday, April 8, 2016 at 5pm. Late submissions will not be accepted.

WHO IS ELIGIBLE TO APPLY?
2. The organizations eligible to apply under this RFA are community-based nonprofits or civic organizations with the capacity to address Earn Well initiative.

CASH MATCH
3. Applicants must provide a minimum 20% cash match. Match can be in leveraged funding or cash. Additional in-kind is also expected.

BOLD GOAL
4. Applications must demonstrate how the initiative will directly contribute to achieving United Way’s bold goal and it must include measures that show annual progression toward goal and outcome achievement, i.e. baseline data and year-end targets.

COLLABORATION AND VOLUNTEERS
5. Applications must demonstrate collaboration with community partners and the use of volunteers.

STRATEGIES
6. Applications must address best practices/evidence-based strategies and desired outcomes.

E. Special Notes:

a) During year seven, it is expected that programs will be consistent with United Way of Tarrant County’s vision of moving more people along the path to financial stability. Engagement efforts should directly link to highly-motivated low-income workers.

Highly motivated for this initiative is defined as:
• Families earning between $15,000 - $50,000, or
• One member of the household has spent at least twenty (20) weeks in the workforce or aggressively looking for work in the past year, or
• Must live or work in Tarrant County
• Currently attending ESL, ABE (basic reading and math skills enhancement), or GED classes, or
• Currently attending vocational skills based training or certification program, or
• Cases with extenuating circumstances, such as being recently unemployed or working and making less than $15,000.
This definition of highly motivated excludes people or families in long-term or chronic crisis or long term homelessness. Unemployed participants cannot exceed 20% of the beneficiaries served.

b) In addition, organizations accepting funds will have to demonstrate progress in developing and improving systems to move highly motivated participants to other strategies within Income/Financial Stability. Organizations funded will continue to expand partnerships to ensure growth in the strategy. Long term stability depends upon resources from a large number of partners.

c) The Income/Financial Stability initiatives will continue to collect specific income data to measure outcomes. Reports will be required to classify participants in one of the following categories:

- Very Low: $20,750
- Low: $20,751 - $34,599
- Moderate: $34,600 - $55,349
- High: $55,350 and over

E. INCOME/FINANCIAL STABILITY services and requirements

Requirements for collaboration and partners, organization matching funds, data collection, independent evaluators, co-branding, required indicators and continuation funding are found in sections F through K.

a. ADULT LITERACY

Financial stability depends on a stable job with sufficient income to support one’s family. Adult literacy programs, such as General Educational Development (GED) or Adult Basic Education (ABE), allow individuals to compete in today’s job market by providing them with the necessary skills to enter job training to obtain a new higher paying job or advance at their current job with a pay raise.

Required Protocols

The target population for this service is individuals who are highly motivated to create a better future for themselves and their families by learning how to become more financial stable through education, like the GED and ABE.

Best Practices/ Evidence-based Asset Training

Training should help workers retain or be promoted in their current job or secure a new job.

Required Minimum Output

660 new, unduplicated low-income workers will complete adult literacy training at the work-site and in community programs and increase their income by 5% within a year.
Individual Outcome
To complete adult literacy training and increase income by achieving a better job.

Outcome Measures
1. 560 workers will complete adult literacy training in the community and 15% will increase their income by 5% within a year.
2. Twenty (20) workers will complete and earn a GED and increase their income by 5% within a year of completion.
3. Eighty percent (80%) of ESL students will increase at least one level.

Priority Activities and Requirements
• Award class completion certificates
• Follow-up with participants within 90 days after course completion or GED testing
• Follow-up with participants 180 days and one (1) year after completion
• Move highly motivated low-income workers into community based literacy training
• Move participants into post-secondary educational opportunities
• Collect and enter data in the Income/Financial Stability Efforts to Outcomes (ETO) system on every student within 48 hours
• Actively expand capacity through leveraging funds and partnerships

b. WORKFORCE DEVELOPMENT
Financial stability depends on a stable job with sufficient income to support one’s family. Skills based training allow individuals to compete in today’s job market by providing them with certifications and training to obtain a better paying position in a high-demand growth industry, i.e. health, oil and gas, machinery, etc.

Required Protocols
The target population for this service is individuals who are highly motivated to create a better future for themselves and their families by participating in multi-week course work to earn a certification or learn new skills.

Best Practices/Evidence-based Training
1. Training must be in career and job specific skills
2. Certification and post-secondary education programs are priority
3. Training should be focused in priority industry-specific areas

Required Minimum Output
265 new, unduplicated workers will complete career training at the work-site or in community post-secondary programs and increase their income by 5% within a year.

Individual Outcome
To complete job skills training with certification or completion certificate and achieve a higher paying job.
Outcome Measures

1. Ninety percent (90%) of 294 workers will complete career training in the community and 80% will increase their income by 5% within a year. (allows for year 5 completions- 325 new)

2. Eighty percent (80%) of participants will complete job training and will find employment within 120 days.

Priority Activities and Requirements

- Create a process and an understanding with participants that they are accountable for completion and will be billed for incomplete courses.
- Award class completion certificates
- Follow-up with participants within 90 days after course completion
- Follow-up with the participants 180 days and one (1) year after completion
- Work with the Tarrant County Workforce Board, TCC, other job training providers and employers to provide onsite career training in identified demand industry specific areas
- Work with TCC and other training providers to provide community-based workforce training
- Work with UW Financial Stability partners to embed additional services, i.e. Financial education/coaching; VITA information
- Work with TCC and other colleges/universities to move participants into post-secondary educational opportunities through leveraged partnerships
- Collect and enter data in the Income/Financial Stability Efforts to Outcomes (ETO) system on every student within 48 hours
- Actively expand capacity through leveraging funds and partnerships

F. Partnership and Collaboration

Successful providers will collaborate with all Income/Financial Stability providers, including the independent evaluation contractor. See Section I for an overview on the role of the independent evaluator. Successful providers will also be required to attend training and regular coordination meetings and submit reports as specified by UWTC Staff.

G. Evaluation and Data Collection

All intake and follow-up forms must be entered into Efforts to Outcomes within 48 hours of service. Provider will collect and provide all data requested by the independent evaluator and as determined and required by UWTC staff to determine service outcomes and impact.

Responsibility for up-to-date, complete, unduplicated data is with the grantee. Required minimum participant follow-up follows:

- 80% of participants will receive 90 day follow-up,
- 60% of participants will receive 180 day follow-up, and
- 50% of participants will receive follow-up at a year.
Lack of adequate follow up could result in reduction of final payment.

Procedures for reporting and final outcomes and outputs will be specified by UWTC by June 30, 2016.

H. Mid-Year Performance

Failure to achieve at least 45% of consumer targets by 6 months (December 31, 2016) may result in suspension or loss of funding.

I. Independent Evaluator

UWTC will contract with an independent evaluator to conduct an evaluation of the implementation, effectiveness and impact of this initiative. The contract evaluator will meet with grantees to provide training regarding evaluation methods, procedures, progress, and data collection for quarterly reports to the UWTC staff and volunteers. The contract evaluator will also verify all data submitted to United Way to provide a third party assessment.

J. Required Indicators, Forms and Tools

Indicators established in ETO and included in the Income/Financial Stability Logic Model should be included.

The revised Income/Financial Stability Intake/Follow-up forms must be utilized and will be available by June 15.

K. Co-branding and Recognition

All programs funded, fully or in part, by UWTC must include the current UWTC logo and provide recognition to United Way of Tarrant County on all program and promotional materials. Social media promotion of program with photos on Facebook and Twitter are strongly encouraged. We require co-branding opportunities with grantees including signage that identifies the partnership in all service locations.

L. Funds Available

UWTC expects to set aside $1.2 to $1.5 million to fund all Income/Financial Stability strategies, evaluation and an outreach/awareness campaign for the Income/Financial Stability initiative during fiscal year 2016 (July 1, 2016 to June 30, 2017). Multiple grantees are expected to be funded. A 20% cash match is required. Match can be in leveraged funding, cash, student generated fees. Additional in-kind is also expected.

M. Funding Criteria

United Way of Tarrant County volunteers will use the following criteria based on year six outcome results and year seven plans to determine renewal grant funding.

Agency:

- Reaches and engages target population;
- Demonstrates the ability to deliver service(s) and measure agreed upon outcomes;
- Delivers on best-practice strategies with fidelity and demonstrates success;
- Meets or exceeds established benchmarks/outcome metrics;
Coordinates effectively with other organizations to provide integrated services; and
Expands capacity through leveraging funds and partnerships.

N. The Proposal

SUBMISSION

Two hard copies bound with a binder clip and one electronic copy of this renewal application are due to UWTC no later than Friday, April 8, 2016 by 5:00 p.m. UWTC is located at 1500 North Main Street, Suite 200, Fort Worth, TX 76164. Office hours are Monday-Friday from 8:00 a.m. to 5:00 p.m. Late proposals will not be accepted. Submit electronic copy to sue.matkin@unitedwaytarrant.org.

COVER PAGE

Submit a cover page identifying the name of the strategy, either Adult Literacy or Workforce Development; name of the applicant organization, mailing address, telephone number; name of individual completing renewal application; contact person’s name, phone number and email address; and amount of funding requested.

FORMATTING AND PAGE LIMIT

The continuation application should address the following questions in no more than 10 pages in 12 point font, with 1-inch margins, and double-spaced (not including attachments). Please number and repeat the bold portion of the questions before answering.

Initiative/Project Information: (25 points)

1. Describe the program.
2. What actually happens when clients participate in the program? (Describe the experiences clients have while participating in your program.)
3. Are there unique client characteristics or circumstances, or program characteristics that may influence program cost or effectiveness? (Are the clients you serve particularly difficult to reach? Are they under served in their community? What is their primary language?)
4. How will the challenges reaching and/or recruiting the target population be addressed? Describe specific industries to be targeted and training and/or coaching to be offered. How will you serve non-English speaking clients?
5. Describe specific plans and steps to be used to refer and track participants to the other Income/Financial Stability strategies. Describe the process once a client is referred from other Initiative partners into the training system. Include the timeline from initial referral to entry into other financial stability programs.
6. What resources are used to operate this program?
7. Provide a list of anticipated trainings to be offered.
8. Describe challenges the organization faced implementing this strategy in year six and how these challenges will be addressed in year seven. Be sure to address strategies to increase follow up percentages. Provide specific examples using a Problem/Solution format.

Program Evaluation: (35 points)
1. Identify outcomes you will achieve from TABLE 1: Expected Annual Outcomes (below).
2. Describe follow up efforts to be conducted with participants. Include the follow-up schedule and timeline to track participants’ income changes. Explain any outcomes not met in 2015-2016 year and describe plans to follow-up and assist those participants.
3. Indicate quarterly milestones to be achieved. (Describe how the initiative will be implemented broken down by three-month increments. Be specific and include anticipated quarterly milestones to be achieved)
4. Using the format below, state the number of participants receiving your interventions that have or will be on the path to financial stability between 2010 and 2020. Statistics through year 5 must be verified by United Way external evaluators. Describe method for calculating annual progression.

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Collaborations and Volunteers: (10 points)
1. Describe how volunteers will be used. (Describe procedure for conducting background checks, if applicable. List experience with UWTC’s Get Connected platform for recruiting volunteers.)
2. List partners, highlighting any new partners for year seven; outline their roles and compensation or funds leveraged. List outcomes they will meet. If your organization added new partners in year six, specifically describe the role they have played in the initiative this year to date.
3. Provide letters of commitment for new partners and collaborations including specific role they will play in the initiative.
4. Describe specific plans for growing and expanding capacity. Details should include funding match and recruitment.
5. Provide a letter of commitment from the board of directors, labeled Appendix B.
6. List 3 to 5 volunteer opportunities where United Way donors might engage with the initiative throughout the year. Provide a general description of the opportunity
including approximate number of volunteers required (if known), location (if known) and date (if known).

Initiative Budget and Narrative: (20 points)
1. Use budget form (Appendix A), to provide a 12-month budget for current and proposed project year. Indicate every other funding source by name, amount and whether funding is secured or pending and expected date of notification. Show subcontracts with other organizations in the budget. A sample MOU should be attached, and labeled Appendix C, if applicable.
2. Specifically show the 20% cash match, state where it is coming from and how it will be used.
3. Include with the budget a detailed budget narrative that explains income and expense line items, including sources and amounts of matching or in-kind funds. Show subcontracts with other organizations in the budget. Administrative/indirect costs should not exceed 10%.
4. List the cost per participant.
5. Provide a salary schedule for all initiative-related personnel including FTE.

Sustainability Plan (10 points)
1. How will you sustain the strategy? Describe how you will maintain the strategy independent of United Way funding beyond 2020 including the financial plan for the remaining 4 years. It is imperative that the initiatives become self-sustaining, which will require our partners to take on more financial responsibility in the final years without sacrificing program reach. More attention will be paid to partners’ exit strategies for years 7-10.

Bonus Points
1. Please describe how you successfully co-branded promotional materials and recognized UWTC as a key partner in year 6? Provide concrete examples.
2. Did you or a member of your agency conduct at least two campaign speeches in 2015? Please identify the dates and locations of UWTC two campaign speeches.
3. Did your agency/organization run a UWTC campaign in 2015?
TABLE 1. 2016-2017 Expected Annual Outcomes

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<thead>
<tr>
<th>Impact Area</th>
<th>Outcome</th>
<th>Indicator Target</th>
<th>Evaluation Method</th>
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<tr>
<td>ADULT LITERACY: Education in the community</td>
<td>Workers completing adult literacy training provided at community locations will increase income, retain job or achieve a better job.</td>
<td>560 workers will complete adult literacy training and 15% will increase their income by 5% within a year.</td>
<td>Certifications, proof of completion. Follow up to track income changes.</td>
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<td>ADULT LITERACY: GED</td>
<td>Workers completing GED classes will successfully pass GED test in order to qualify for additional training.</td>
<td>20 workers will receive a GED and increase their income by 5% within a year.</td>
<td>Test scores. Follow up to track income changes.</td>
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<td>WORKFORCE DEVELOPMENT: Career training in the community</td>
<td>Workers completing workforce education provided at community locations will increase income, retain job or achieve a better job.</td>
<td>260 workers will complete career training and increase their income by 5%. (allows for year 2 completions- 325 new)</td>
<td>Certifications, proof of completion or college credit. Follow up to track income changes.</td>
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<td>WORKFORCE DEVELOPMENT: Participation in post-secondary education</td>
<td>Low-income workers enrolled in college or certification programs will increase income, retain job or achieve a better job.</td>
<td>260 workers will achieve one CEU course of college credit/certification</td>
<td>College transcripts or certification. Follow up to track income changes.</td>
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<td>WORKFORCE DEVELOPMENT: Career training in the community</td>
<td>Workers completing workforce education provided at community locations will increase income, retain job or achieve a better job.</td>
<td>Eighty percent (80%) of participants will complete job training and will find employment within 120 days</td>
<td>Follow up to track employment.</td>
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## Appendices

### Appendix A – Current and proposed budgets

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<td>United Way of Tarrant County</td>
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<td>Government Grants</td>
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<td>Foundations/Corporations</td>
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<td>Cash Match</td>
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<td>In-Kind Match</td>
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<td>TOTAL REVENUE</td>
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| EXPENSES                     |                                        |                      |                   |
| Personnel/Salary             |                                        |                      |                   |
| Fringe Benefits              |                                        |                      |                   |
| Contracted Services          |                                        |                      |                   |
| Contractor A                 |                                        |                      |                   |
| Contractor B                 |                                        |                      |                   |
| Supplies and Materials       |                                        |                      |                   |
| Other Operating Expenses     |                                        |                      |                   |
| Admin/Indirect Costs         |                                        |                      |                   |
| TOTAL EXPENSES               |                                        |                      |                   |

### Appendix B - Commitment Letter
Provide commitment letter from Board of Directors, signed by Chairman/President.

### Contact Information and Questions
Should you have questions related to this renewal announcement or if additional information is needed, contact:

Sue Matkin  
817-258-8083  
Email: Sue.Matkin@unitedwaytarrant.org