

# Community Impact Investment RFP

*Guidelines & Strategies for 2020-2022  
Investment Cycle*

**Help us lift 15,000 households out of poverty by 2028**

***Applications are due via online form no later than 5:00 p.m. on Friday, June 28, 2019***

# ABOUT UNITED WAY OF PIERCE COUNTY

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## Our Mission

United Way of Pierce County works from the heart to unite caring people to tackle our community's toughest challenges.

## Our Vision

A compassionate, vital community where people have the education, resources and opportunities to achieve their highest potential.

## Our Values

The Power of Community, Diversity and Inclusion.

## Our Cause

We united the community to end poverty, one family at a time.

- *We strategically invest in and develop programs that are aligned to address the root issues of poverty*
- *We partner with the private, public and nonprofit sectors to leverage resources and education the community about interconnected issues.*
- *We support these efforts with volunteers and in-kind goods.*
- *We advocate at the state and local level to make sure government resources for struggling families are available.*
- *We put every resource we have into breaking the cycle of poverty in Pierce County.*

## OUR GOAL:

United, we will lift  
15,000 households out  
of poverty by 2028.

## INTRODUCTION

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For almost 100 years, United Way of Pierce County has served as a unifying force in Pierce County, mobilizing the resources of community leaders, businesses and community volunteers to meet the most important needs of Pierce County residents.

Since 1921, United Way has evolved from being solely a ‘funding’ organization to a ‘community impact’ organization focused on **community-level strategies** to achieve lasting change in our community. In line with this change in direction, United Way has invested in the launch and expansion of Centers for Strong Families as a key strategy to move more households toward self-sufficiency while continuing to focus on ensuring a strong safety net to help stabilize those in crisis. We will continue to partner with diverse groups (nonprofits, businesses, government, schools and communities of faith) to identify solutions that will bring lasting positive change to our community.

As our work to break down barriers to self-sufficiency has evolved, we have learned that we cannot effectively break the cycle of poverty unless we also address factors that impact the family unit or household as a whole. For the current investment cycle, it has been energizing to work with a motivated cohort of partners who were curious about what other partners were doing and interested in getting to know one other and to work together to serve their clients more effectively. We see partners who are moving from providing transactional services toward transformational services by taking what they are learning about their participants through the Self-Sufficiency Matrix and working to address their needs more holistically.

For the 2020-2022 investment process, United Way is looking for partners interested in tracking, measuring and reporting on this holistic work with those served. There will not be siloed portfolios for this process. The greatest collaboration and learning has come out of the all-partner cohort convenings, rather than within specific service area gatherings. UWPC will be investing in programs and collaborations that align with a single focus:

***Increasing individual/household stability by breaking down barriers to self-sufficiency while ensuring a strong safety net of basic needs services.***

### What is United Way looking for?

- Organizations willing to work in partnership with United Way and others in the community to ensure a ‘whole person’/‘whole family’ approach to programming/services
- Organizations focused on client-centered approaches to service provision
- Organizations serving ‘Communities of Opportunity’
- Organizations working in collaboration to remove barriers to access and navigation of needed services
- Organizations working to improve DEI (diversity, equity and inclusion) within their organization and in relation to their programming/services

## ‘WHOLE PERSON’ AND ‘WHOLE FAMILY’ APPROACH

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We acknowledge that breaking the cycle of poverty is an ambitious goal, and we recognize that there are a myriad of factors contributing to poverty. Poverty is complicated, and its effects often compound its causes. Moving from poverty to stability to self-sufficiency is not a simple process. If you can’t afford housing, transportation and child care, it is difficult to find and maintain employment. ‘Breaking the cycle of poverty’ refers to disrupting the status quo by **making investments in integrated services that address the whole person or family’s needs**, starting by meeting basic needs to solve for the immediate crisis then supporting the person or family in moving toward stability and – eventually – self-sufficiency.

Research on anti-poverty programs has not found a single “best” approach to breaking the cycle. The most promising approaches recognize that issues associated with poverty intersect, and **we need to effect change in multiple sectors and at multiple levels by working TOGETHER**. We cannot address poverty with ONLY housing or ONLY food or ONLY education or even increased income alone; there needs to be bridges built between these and other services. The approach used must range from overcoming short-term challenges to addressing longer-term and systemic change.

## CLIENT-CENTERED SERVICES

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Client-centered or person-centered care is an approach to service development and delivery that ensures services provided are respectful of and responsive to the preferences, needs and values of those receiving services. Based on the key principles of:

- Valuing people by treating them with dignity and respect and being aware of personal perspectives, values, beliefs and preferences
- Autonomy by balancing rights, risks and responsibilities and building on individual strengths, interests and abilities
- Honoring life experience by understanding the importance of a person’s past, present and hopes for the future
- Understanding relationships and the importance of social capital and connectedness to one’s community through opportunities to engage in meaningful ways
- Environment of person-centered principles within your organization

UWPC is looking to partner with organizations providing accessible, responsive and flexible services that meet the diverse needs and preferences of people living in our community.

## COMMUNITIES OF OPPORTUNITY

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Pierce County is fortunate to have a thriving seaport, many colleges and universities, large manufacturers like Boeing and Milgard, and a significant military presence with Joint Base Lewis McChord. In sharp contrast, however, there also exist pockets of poverty, where residents lack public transportation options, experience barriers to accessing resources, and reside in food deserts without fresh, healthy food available. There are communities where more than 70% of students qualify for free and reduced-price school lunch programs, with some schools close to 100%. It is evident that where you live, how much you make and the color of your skin are major predictors of your life experience and your chances for living well and thriving. United Way of Pierce County has deemed these low-income, low-access areas as “Communities of Opportunity”. UWPC seeks to partner with organizations demonstrating a commitment to intentionally collaborate for the purpose of increasing social, racial and economic equity in those communities that are most in need. The neighborhoods identified as Communities of Opportunity\* are:

- Areas identified as “food deserts” by the USDA
- Neighborhoods where there are schools with 50% or more of students on free and reduced-price lunch (FRL)
- Areas without access to public transportation
- Areas with a significant number of residents living at or below poverty level
- Areas with a significant number of non- or limited-English speaking households

***\*While the Communities of Opportunity represent a high percentage of need, United Way of Pierce County will not limit its resources to other geographic areas of Pierce County as we know there is need is everywhere. However, we must be intentional with our finite pool of resources.***

## THE IMPORTANCE OF COLLABORATION

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Some of the best work being done by nonprofits across the country happens through collaboration and in a culture of learning, reflection and excellence. Organizations involved in these projects strive for innovation and look to find new ways of working to develop common solutions to community needs. Nonprofit collaborations can be the most powerful agents of community change; however, true collaborations are a rare occurrence across the nonprofit sector. UWPC seeks to support organizations that have chosen collaboration as a method by which to move individuals/households farther along the continuum toward self-sufficiency.

## LENS ON EQUITY & INCLUSION

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United Way of Pierce County believes that circumstances shouldn't dictate opportunity. We recognize that socio-economic, geographic and racial disparities affect our communities. While no one organization can solve systemic issues alone, we look to data and community partners to determine our role in addressing what can be done to address the various gaps in our urban and rural communities.

Equity is achieved through systematically addressing disparities in opportunities and outcomes caused by structures and systems through meaningful inclusion and representation of affected communities. Changes in institutional structures and systems are necessary to remove barriers and increase pathways to success. We are committed to looking at issues of race and socio-economic justice, and we know that the complexities of inequality run deeply throughout multiple interconnected systems in our society. Education, health care, child welfare, workforce development, transportation, housing and other systems are tied together in a vast interdependent web of services for children and families.

UWPC looks to partner with organizations that are creating and maintaining an inclusive environment that is curious about, welcoming to and supportive of differences in the pursuit of shared community aspirations by understanding, honoring, engaging and including the richness and diversity of communities served. As a leader, convener and funder, we are proud to join with other allies in the ongoing work towards greater equity in service delivery and supports for Pierce County's children and families struggling simply due to their race, location and/or income.

## TAKING ACTION ON DIVERSITY, EQUITY & INCLUSION (DEI)

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Equitable outcomes require intentional actions! United Way of Pierce County has added a supplemental DEI assessment for the 2020-2022 Community Investment process. This will be an ongoing, annual assessment for this three-year cycle. We realize that organizations may be at different points in the continuum for equity in service delivery, but UWPC must ensure that donor dollars are being invested in organizations committed to diversity, equity and inclusion. There is no wrong or right place to be on the continuum; however, UWPC is expecting to see progress year over year. Our staff are available to help support organizations in improving their DEI work.

***See the UWPC DEI Toolkit for additional information/guidance.***

# Request for Proposals

## Community Impact Investment Funding

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United Way of Pierce County will invest in outstanding community organizations with a commitment to partner through 2022 (*ongoing investments are contingent upon established criteria and results*). Investments will be tied to specific outcomes that advance the goal of lifting 15,000 households out of poverty by 2028. These three-year investments (*1 year, renewable up to 3 years*) are designed to develop and support a stronger network of nonprofits leading the way in reducing poverty and increasing stability for individuals and families in our community by employing a ‘whole person’ or ‘whole household’ approach. Partners receiving Community Impact Investments will be expected to:

- Adopt the use of the UWPC Self-Sufficiency & Well-Being Matrix to measure and report de-identified individual/household data on movement (outcomes)
- Track referrals and outcomes to ensure a no-wrong-door approach to move households along the continuum from crisis to stable to self-sufficient
- Work together as a learning cohort to share experiences, to exchange data and ideas and to build collective knowledge around new and promising practices to improve outcomes for low-income households. ***The Learning Cohort will meet no more than quarterly and no less than twice each year.***

## Purpose and Available Funding

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United Way’s goal of this Request for Proposals (RFP) process is to invest in a strong network of nonprofits, schools, government agencies and communities of faith who are leading the way in reducing poverty for families in Pierce County. UWPC is looking for partners who are breaking down barriers to self-sufficiency and who are looking holistically at those being served, via **Community Impact Investments** for a three-year funding cycle beginning January 1, 2020 and ending December 31, 2022. **We anticipate investing approximately \$450,000 per year through the Impact Investment Fund** to be allocated via this competitive application and review process. Actual funding commitments will be for one year, with subsequent years’ funding dependent upon review of progress toward results and availability of funds.

United Way of Pierce County is proud to welcome tax-exempt organizations working to move households from crisis to stable and those working to break down barriers to self-sufficiency in Pierce County to apply through the **2020-22 Community Impact Investment process**. Eligible organizations must deliver services in Pierce County, Washington. United Way celebrates diversity in all forms. We respect, value and celebrate the unique attributes, characteristics and perspectives that make each person who they are. We also believe that bringing diverse individuals together allows us to collectively and more effectively address the issues that face our communities. Therefore, we require that our partners, strategies and investments reflect these core values.

Agencies funded in the 2020-22 investment process will become part of **Community Impact Learning Cohort** around a common agenda that includes a clear set of **Community Outcomes (see 2020-2022 Common Outcomes & Indicators Framework)** designed to achieve the positive results we want for families in Pierce County and the ways in which we will measure these outcomes and the strategies we will use to get there.

Funded partners will utilize common performance measures to quantify the degree to which those served are better off as a result of targeted service strategies. By establishing common ground across a variety of agencies conducting similar work, as well as through the coordinated collection and evaluation of data, United Way will be able to measure the successes of its investments in Pierce County, while shining a light on the need that still exists.

**Annual grants will be awarded in amounts no less than \$15,000 to \$40,000 per proposals.** All applications must align with **at least one (1) of the service strategies listed** (*see Community Impact Strategies on page 18*) and be working toward the overall **Community Outcome** (*# of households/individuals YOUR organization's program will move forward toward self-sufficiency*) **and the appropriate outputs and outcomes for your service strategy(ies) from 2020-2022 Common Outcomes & Indicators Framework** based on type of program for which funding is being requested.

We are striving for the highest impact through a focus on performance, transparency and accountability. While the change we seek will take time to manifest, we will measure performance by monitoring Key Performance Indicators that are measurable and likely predictors of success.

**Community Impact Investments are made through an open and competitive RFP process.**

## Requirements for Funding

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1. Organization must qualify as a nonprofit corporation with 501(c)3 status or have a verifiable 501(c)3 fiscal agent (*must be a nonprofit, government agency, school or faith-based organization*)
2. Organization must have been in operation at least two years prior to applying for funding
3. Organization must have an active Board of Directors and be fiscally and administratively sound
4. Programs or services must operate within United Way of Pierce County's service area (*Pierce County boundaries*)
5. Organization has the capacity to advance the initiatives of United Way of Pierce County as described in this RFP
6. Organization must comply with the USA Patriot Act and other counterterrorism laws
7. Organization must comply with all provisions of the Americans with Disabilities Act and operate by policy and practice without discrimination based on age, race, gender, religion, sexual preference, disability, economic status, cultural heritage or national origin

## Who Should Apply?

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Partners, collaborators and/or place-based initiatives may include a wide range of organizations. Formal collaborative proposals are encouraged to apply in this RFP. Following are criteria that will guide United Way's decision-making when considering partners. These criteria are intended to be flexible enough to include grassroots organizations.

### *Leadership and Community Presence*

The organization is transparent, accountable and positively viewed in the community.

- A clear vision of the social change they want to make and commitment to building and maintaining a viable organization to achieve that vision
- An engaged governance body

- Staff leadership capability

### *Capacity to Deliver on Outcomes*

The organization regularly measures its performance against a clear set of goals.

- Is innovative, resourceful and results-oriented in solving a specific social problem
- Core strategies advance the United Way of Pierce County initiative areas

### *Sound Financial Management*

The organization is a responsible steward in managing its financial resources.

- Demonstrates compliance with all local, state and federal legal requirements related to financial matters
- Demonstrates an effective and proven revenue development strategy
- Demonstrates resources are used efficiently
- The organization is stable and viable

## Investment Policy

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- United Way may elect not to fund or advance any organizations with known management, fiscal, reporting, program or other issues that make it unlikely that they would be able to meet the deliverables aligned against the 10-year goal of breaking the cycle of poverty.
- All investment decisions are made at the discretion of United Way of Pierce County's Board of Directors based on recommendation of volunteer and/or staff committees. The Board of Directors is the sole final authority regarding the approval or disapproval of grant awards and the conditions under which they are awarded. **All grants approved by the Board of Directors are final and not subject to appeal or review.**
- United Way reserves the right to reject any and all programs, in part or in whole; to negotiate with organizations; and to award funding to those proposals deemed most likely to contribute to the success of impact in our focus areas.

## Performance Measurement & Accountability Policy

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The focus of all United Way of Pierce County resources will be on the achievement of our 10-year goal of breaking the cycle of poverty. Simply stated, the focus is on impact. That said, all partners will be held accountable for specific deliverables. In some instances, investment resources will not be released if deliverables are not met. Targets and supporting documentation will be determined based on strategy (*more information on strategies and outcomes follows, or review the [Common Outcomes & Indicators Framework document](#)*).

Investments are contingent on the partner's ability to:

- Partner and report out on deliverables when requested
- Provide documentation as requested:
  - Organization-wide budget
  - Interim financial reports
  - Annual audited financial statements and letter from the end of the most recent fiscal year
  - Most current IRS Form 990 if available (*for organizations with budgets over \$25,000*)

## Grant Terms

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Community Impact Investment grants are renewable for a term of up to three years, ***dependent on program performance, organization solvency and funding available***. The 2020-22 investment cycle will run from January 1, 2020 to December 31, 2022.

## Grant Conditions

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United Way funding is based on the premise that partnership and collaboration are the cornerstones of our effort to create lasting change in our community. United Way recognizes the rights and authority of Grantees, through their governing bodies, to determine their own policies and manage their own programs. In that spirit, United Way delineates the following grant conditions to be acknowledged by Grantees as part of their obligation upon acceptance of grant funding:

1. All UWPC funded organizations are encouraged to conduct an annual United Way fundraising campaign among their employees and volunteers to support UWPC's Community Impact Fund.
  - a. A workplace campaign is defined as a personal invitation to give to the annual UWPC fundraising campaign made by the agency executive to his/her staff in cooperation with UWPC's Resource Development staff.
2. Recognize United Way of Pierce County as a funder and partner.
  - a. In all printed and online materials listing donors and funders
  - b. On the agency website with a link and/or logo, as appropriate
  - c. All other printed materials as applicable, such as annual reports, brochures, community/fundraising events, newsletters, posters, displays and all other publicity and education efforts
3. The Grantee agrees to advocate for and positively represent United Way to the general public.
4. Complete and update annually the organization's 2-1-1 profile. Grantee will promote 2-1-1 as a community resource on website, printed publications and other outreach materials as applicable.
5. Use the Grant funding for the distinct purpose(s) specified in the Community Impact Investment grant application.
  - a. Allowable Expenses include, but are not limited to:
    - i. Staff salary (*inclusive of payroll taxes and benefits*) for staff involved in Program implementation
    - ii. Occupancy
    - iii. Supplies and equipment
    - iv. Administrative Expenses
    - v. Staff training
    - vi. Travel and transportation expenses
  - b. Unallowable Expenses include:
    - i. Construction and capital expenses such as buildings or vehicles that do not lead to specific program objectives
    - ii. Costs that do not support achievement of identified outcomes
    - iii. Communications materials, when they are not integral to achievement of identified outcomes

- iv. Scholarships
  - v. Membership fees/dues
  - vi. Costs or expenses incurred outside the Grant period
6. Expend Grant funds in accordance with the budget submitted, approved and included as part of the Community Impact Investment grant application.
    - a. Revision to the original proposal or budget as originally presented must be submitted in writing to Grantor.
    - b. Subsequent changes to the budget between object class categories may be made without pre-approval to the extent of \$5,000 or 20% of the Grant, whichever is less.
    - c. Approvals of changes greater than the limits set forth above must be requested in advance, in writing, and approved before the change may be made.
  7. Communicate in writing to United Way of Pierce County, as early as possible, whenever changes, which may affect organization's ability to deliver the results outlined in its proposal, have occurred, including changes in key staff.
  8. Commit to the greatest extent possible and practical to:
    - a. Participate in Community Impact Partnerships relating to United Way funded initiative(s)
    - b. Allow United Way Community Impact staff and volunteers to visit your program and/or participate in community or planning meetings that relate to joint efforts in the community.

## Required Documentation

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1. Grantees must ensure the following documentation is on file and current at the time of proposal submission, as well as throughout the Grant period upon any major change from submissions included with the application:
  - a. 501(c)3 IRS Tax Exemption Notification Letter for nonprofit organizations
  - b. For non-501(c)3 organizations (i.e., for schools, government entities and churches) there must be an eligible nonprofit fiduciary agency or partner to receive UWPC funds
  - c. Non-discrimination policy that conforms to federal, state and local law in the employment and promotion of staff, recruitment and use of volunteers and in the delivery of service to clients
  - d. Sexual harassment policy
  - e. Child abuse prevention policy for agencies whose programs serve children and/or youth
  - f. Board of Directors roster
2. Financial records are to be submitted annually for Grantee according to the following conditions:
  - a. IRS Form 990 or 990-EZ
  - b. Financial statements
    - i. Agencies **with operating budgets greater than \$750,000** must submit Audited Financial Statements that have been prepared by an independent certified public accountant **and** your organization's Management Letter along with current year budget.

- ii. Agencies **with operating budgets between \$100,000 and \$749,999** must submit Reviewed Financial Statements that have been prepared by an independent certified public accountant along with current year budget.
- iii. Agencies with budgets under \$100,000 will submit a Financial Statements prepared by an independent certified public accountant (whenever it is available) along with current year budget. In the interim, internally prepared Financial Statements will be accepted.
- iv. *NOTE: To determine what the operating budget is for an agency, see Line 12 on IRS Form 990.*

## Reporting Requirements

The following reporting requirements will be part of the Grantee's obligation upon acceptance of grant funding:

- Mid-Year Lite Reports are to be submitted on or before:
  - Year 1 – July 31, 2020
  - Year 2 – July 31, 2021
  - Year 3 – July 31, 2022
- Year-End Program Performance Reports are to be submitted annually, on or before:
  - Year 1 – January 30, 2021
  - Year 2 – January 30, 2022
  - Year 3 – January 30, 2023
- **Quarterly individual de-identified outcome and self-sufficiency data** – with mid-year and year-end report and additionally on April 30<sup>th</sup> and October 31<sup>st</sup> annually
- Periodic informal check-ins with UWPC Initiative Area staff by email, phone or in-person between formal Program Performance Reports

### Performance Reports shall include:

- Performance Measures which describe the progress that Grantee has made toward achieving the purposes for which the Grant was made in accordance with the parameters of Grantee's original application
- Narratives including, but not limited to, descriptions of completed activities or services, endorsements from participants (success stories) and forecasts for remaining Grant Period
- Performance Reports will be submitted through United Way's online system

## Proposal Submission

**Proposals must be received by United Way, through the online application system, on or before June 28, 2019 at 5:00 p.m. PST.** Complete applications, including all relevant attachments, should be submitted through the online application system, accessible through our website at <http://www.uwpc.org/community-impact-investment-fund>.

## Proposal Selection

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Throughout the investment process, United Way's goal is to be inclusive and to engage stakeholders and volunteers who reflect the community's broad ethnic, racial, socio-economic, gender, age, geographic and ideological diversity. Engaging a variety of voices and perspectives from across Pierce County will ensure that this process moves toward stronger collective impact.

Proposal selection is a five-step process:

**Step One:** All proposals undergo an initial screening and review by United Way of Pierce County staff. This screening is based on completeness, eligibility and verification that proposals meet United Way's minimum standards regarding organizational capacity and alignment with initiatives, strategies and impact.

**Step Two:** Proposals that pass the initial screen and review are reviewed and scored by Community Investment Panels composed of a diverse set of United Way board members, community volunteers and subject matter experts, facilitated by United Way staff. Investment volunteers then comparatively rank proposals within their designated initiative area. Each Community Investment Panel deliberates to determine how available funding should be invested and then presents recommendations to United Way staff.

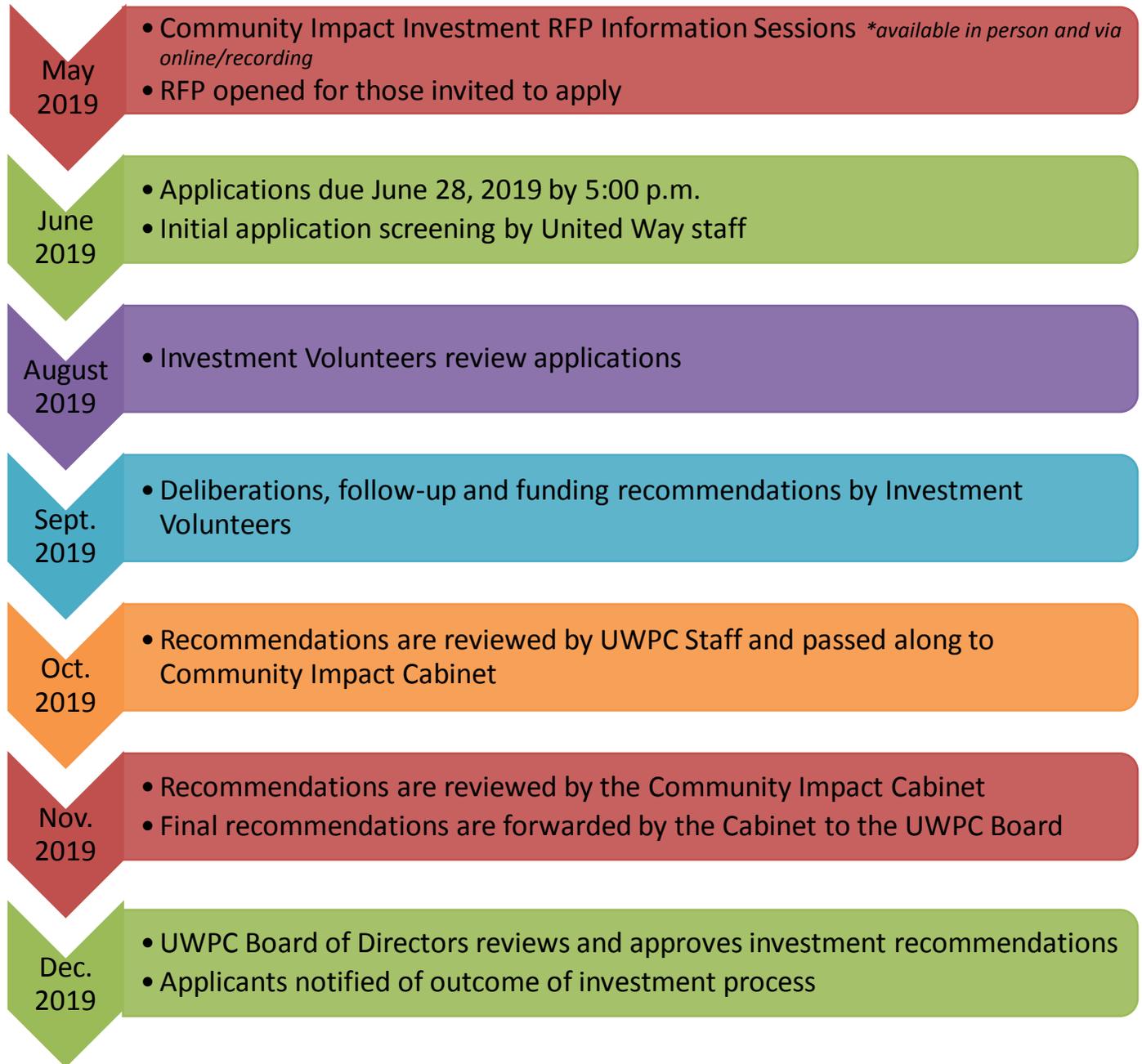
**Step Three:** United Way staff review all recommendations across initiative areas and present to the UWPC Community Impact Cabinet. We anticipate that follow-up questions and/or interviews may be utilized as part of this process or as the review panels deem necessary.

**Step Four:** The Community Impact Cabinet will review funding recommendations based on Community Investment Panel recommendations, geographic representation, populations served, and/or other criteria deemed important to the Cabinet in order to invest in the most effective portfolio of work within each initiative and across all the initiatives.

**Step Five:** The Community Impact Cabinet presents funding recommendations to the United Way's Board of Directors for review and final approval.

## Application Process & Timeline

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# UWPC's Focus on Self-Sufficiency

## ALICE (Asset Limited, Income Constrained, Employed)

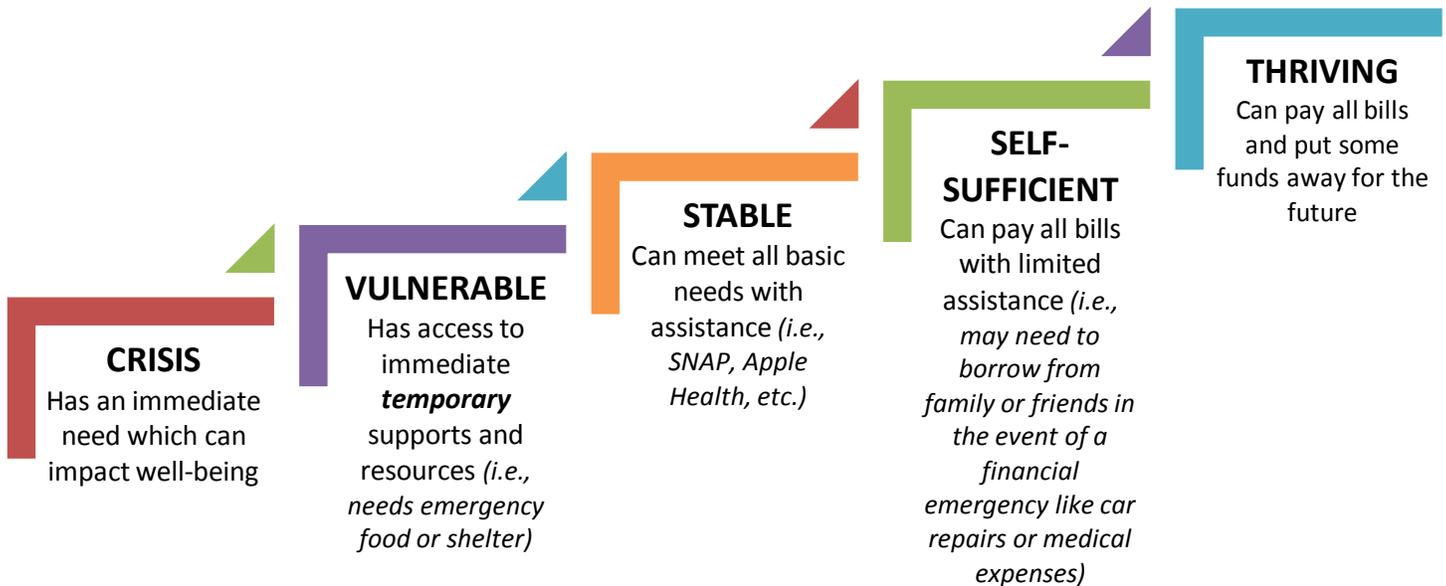
With the cost of living higher than what most wages pay, ALICE families work hard and earn above the Federal Poverty Level (FPL), but do not earn enough to afford a basic household budget consisting of housing, child care, food, transportation and health care. In Pierce County 31% of households fall into the category of ALICE, while another 11% of Pierce County households live in poverty, meaning that more than 2 in 5 households are struggling to meet basic needs.

### Here are just a few examples of how being ALICE impacts households:

Challenge	Impact on Household
Has to live in substandard housing and/or housing far away from job because of high housing costs	<ul style="list-style-type: none"> <li>• Increased stress on entire household</li> <li>• Health/safety risks</li> <li>• Increased maintenance costs</li> <li>• Longer commute or transportation challenges</li> <li>• Less time for other activities (like school/homework involvement, etc.)</li> </ul>
Has substandard or no child care	<ul style="list-style-type: none"> <li>• Increased stress on entire household</li> <li>• Health/safety risks</li> <li>• Limited employment opportunities (i.e., one parent cannot work because needs to be home with child)</li> <li>• Learning risks for children limiting their success in life</li> </ul>
Has no car	<ul style="list-style-type: none"> <li>• Increased stress on entire household</li> <li>• Limited employment opportunities (dependent on where public transportation goes or close to home if no public transportation)</li> <li>• Long commute leaving less time for other activities (like job training, children, etc.)</li> </ul>
Does not have enough healthy food	<ul style="list-style-type: none"> <li>• Increased stress on entire household</li> <li>• Poor health, can result in illness which could result in time off from work or job loss</li> <li>• Children suffer from poor health; difficulty concentrating in school limiting their potential for success in school/life</li> </ul>

United Way of Pierce County's bold goal is lift 15,000 households out of poverty by 2028, which means ensuring all individuals and families are not just self-sufficient but can also thrive! By working with our community partners to identify those who are struggling throughout the three initiative areas, as a network we will be able to move more households towards self-sufficiency resulting in a more resilient community where people are prepared to weather the inevitable challenges and emergencies in life (*please visit <http://www.uwpc.org/alice> for more information on the ALICE report*).

## THE ROADMAP FROM CRISIS TO SELF-SUFFICIENCY



### How does one measure or assess self-sufficiency?

United Way of Pierce County's Self-Sufficiency & Well-Being Matrix is an assessment and outcome measurement tool based on the federal outcomes standard ROMA (Results-Oriented Management and Accountability), also incorporating elements of the Herth Hope Index along with feedback from the community. The tool has many categories, each measuring observable change in some aspect of self-sufficiency and well-being. It is designed to be flexible: any combination of scales can be used, based on the goals and strategies of individual programs. In addition, each scale was developed independently on a continuum from "in-crisis" to "thriving" and allows for the measurement of client progress or maintenance over time (*administered at initial intake then periodically – 6 months, 12 months, final exit, follow up, etc.*).

The matrix can be used in a variety of situations:

- As a case management tool to document client progress towards self-sufficiency
- As a self-assessment tool for individuals who wish to determine their own strengths and areas for improvement
- As a program management tool for organizations to assess the effectiveness of services being offered and how to direct resources
- As a measurement tool for grant makers to clearly articulate their funding priorities, and as a communication tool for demonstrating the success of local programs, as well as sharing information about community conditions with the general public, stakeholders and policymakers

## How does this apply to UWPC's Community Impact Investment Process?

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Measuring self-sufficiency and household wellbeing is quickly emerging as a best practice in communities across the country as a way to help improve effectiveness of strategies and services as well as providing a common language for collaboration among agencies.

As UWPC has developed this year's Community Impact Investment Process, the concept of self-sufficiency continues to be the central goal for individuals and families and is foundational across all of United Way of Pierce County's initiatives and investments to demonstrate progress towards breaking the cycle of poverty. ***Organizations applying for funding through United Way of Pierce County will be asked to track, measure and report on de-identified data for individuals/households on how those served are moving along the continuum from crisis or vulnerability toward self-sufficiency in a number of required categories as well as any additional categories that demonstrate progress directly related to services/programming provided.***

# Community Impact Investment Strategies

**THE PROBLEM:** *As outlined previously, over 10% of Pierce County households are living in poverty with another 30% struggling day-to-day to make ends meet. United Way is focused on investing in results-oriented projects and programs that ensure a strong safety net of basic needs services to stabilize households along with services designed to break down barriers to self-sufficiency to help lift families out of poverty. As UWPC aligns its work in the areas of Financial Stability and Basic Needs, we are examining ways to leverage our investments to create the greatest impact.*

**United Way's Goal: *Together, we will lift 15,000 households out of poverty by 2028.***

## GOALS FOR THE INDIVIDUALS/FAMILIES SERVED

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- The household income is sufficient and well-managed
- The family has safe, adequate and affordable housing
- The household can choose to purchase healthy food the family needs
- The family is able to provide for all basic needs of daily living
- Family members have an efficacious mindset that they can make the future better than the past

## UWPC'S INVESTMENT FOCUS

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- Provide client-centered delivery of services
- Support organizations focused on ensuring diversity, equity and inclusion in all aspects of business operations and service delivery
- Remove barriers to access and navigation of services; provide a 'warm handoff' to other needed resources and services
- Integrate services to put individuals and families on the path to self-sufficiency
- Create collaborations and networks to better serve the 'whole person' and 'whole household'
- Measure and evaluate progress using the UWPC Self-Sufficiency & Well-Being Matrix
- Focus on sustainability and leverage of existing resources

## INVESTMENT STRATEGIES

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United Way of Pierce County's goal for this investment cycle is to invest in highly impactful organizations employing at least one of the following strategies, with a preference for those proposals demonstrating integrated and/or collaborative service strategies employing more than one of these strategies. **See the 'Common Outcomes & Indicators Framework' for specific outcomes and indicators being considered for funding as part of this investment process.** *Please note: organizations must actually provide the service being measured and reported on, rather than services for which your organization's staff provides referrals to other programs/agencies.* We are asking that organizations track and report on 'warm handoff' referrals and outcomes, but this is **in addition to** the primary service strategy(ies) identified for your program/project.

### Service Strategies

- Basic Needs
  - Ensuring a strong safety net of basic needs services, including:
    - Food
    - Shelter/Housing/Homelessness Prevention
    - Health/Dental Care
    - Behavioral Health (mental health, counseling, substance abuse treatment, etc.)
- Breaking Down Barriers to Self-Sufficiency
  - Removing barriers that keep individuals and families from moving forward toward self-sufficiency, including:
    - Transportation
    - English Language Skills/Immigration Services
    - Legal Services
    - Material Supports (equipment, identification, fees, certification costs, uniforms, tools, etc.)
    - EARN IT: Adult Basic Education/GED, Job Training, High School Graduation, Post-Secondary Planning & Education, Apprenticeship, Workplace Skills
    - KEEP IT: Employment Services/Employment Coaching/Benefits Screening & Enrollment (EITC, SNAP, etc.)
    - GROW IT: Financial Literacy/Financial Coaching

## Required Reporting for this Investment Cycle

- 1) Required **quarterly** reporting on outcome(s) that correspond with service strategies above (see *2020-22 Outcomes & Indicators Framework* document and *SAMPLE Outcomes Report*)
- 2) Required **quarterly** reporting on referrals (see *SAMPLE Outcomes Report*)
  - Prioritizing ‘warm hand-off’ referrals for wraparound services:
    - Increase # of individuals receiving ‘breaking down barriers’ or ‘basic needs’ services who also receive additional benefits/services from other organization(s) as a result of program staffs’ warm hand-off referrals
      - # of unduplicated individuals/households served who receive referrals to other services/providers
      - # of individuals/households who report using referrals (*when possible*)
      - # of individuals/households who used referrals that receive benefits or services needed (*when possible*)
      - # of referrals by type of service
- 2) Required **quarterly** reporting on de-identified individual self-sufficiency data for MANDATORY assessment categories AND any additional category(ies) required for chosen service strategy(ies) for your program/project (see *2020-22 Outcomes Indicators Framework* document and *SAMPLE Self-Sufficiency & Well-Being Matrix Report*)
  - **MANDATORY** Self-Sufficiency & Well-Being Matrix categories:
    - ✓ Food Security
    - ✓ Income Security
    - ✓ Housing Security
    - ✓ Transportation
    - ✓ Behavioral Health
    - ✓ Employment/Training
- 3) Required **semi-annual** narrative reporting; mid-year reporting will be ‘lite’
- 4) Required **annual** (year-end) reporting of aggregate demographic data (see *SAMPLE Demographics Report*)
- 5) Required **annual** (year-end) reporting on Diversity, Equity & Inclusion (DEI) progress (see *Diversity, Equity & Inclusion Toolkit* and *Supplemental DEI Form*)

## COMMUNITY IMPACT STAFF CONTACTS

The Community Impact Team is responsible for implementing the Community Impact Investment process and is an important resource for organizations interested in applying. Technical assistance is available for applicants in need of assistance with outcome measurement, evaluation, logic model development and other questions as needed. Please reach out to clarify alignment if you are unsure about whether or not a program or service fits within our investment focus.

Please contact the appropriate team member below if you have questions, concerns or would like to discuss the Community Impact Investment process.

TITLE	NAME	PHONE	EMAIL
VICE PRESIDENT, COMMUNITY IMPACT & ENGAGEMENT	LINDSAY MORGAN TRACY	(253) 597-7318	<a href="mailto:lindsayt@uwpc.org">lindsayt@uwpc.org</a>
SR. DIRECTOR, IMPACT & INNOVATION	SHAWN PARKHURST PATON	(253) 597-7492	<a href="mailto:shawnp@uwpc.org">shawnp@uwpc.org</a>
MANAGER, COMMUNITY IMPACT	KELVIN (KC) CEASAR	(253) 597-4257	<a href="mailto:kelvinc@uwpc.org">kelvinc@uwpc.org</a>

## COMMUNITY IMPACT INVESTMENT PROCESS INFORMATION SESSIONS

United Way of Pierce County will hold RFP Information Sessions at the dates and times listed below. Attendance at one session is required for each organization that intends to submit a proposal, or serves as a fiscal sponsor. The purpose of the session is to review proposal criteria, answer questions and encourage collaboration. Training sessions will be held at locations across the county (TBD).

### [SESSION #1\\*](#)

Wednesday, May 8, 2019

11:00 a.m. to 12:30 p.m.

United Way of Pierce County

Use this link to RSVP for this session <https://www.eventbrite.com/myevent?eid=60605981121>

### [SESSION #2](#)

Wednesday, May 15, 2019

10:30 a.m. to 12:00 p.m.

Sumner Library

1110 Fryar Ave, Sumner 98390

Use this link to RSVP for this session <https://www.eventbrite.com/myevent?eid=60596182814>

***\*This session will be available remotely and will be recorded and shared by request for those who are unable to attend any of the in-person sessions above. Email [shawnp@uwpc.org](mailto:shawnp@uwpc.org) if you would like to attend remotely or if you will need a link to the recording***