



Request for Proposals (RFP)

2022–2024 ALICE Collective Impact Initiative

Application Deadline: February 15, 2022 at 4:00 p.m. HST

GOAL & PURPOSE

The goal of the 2022-2024 ALICE Collective Impact Initiative (“Initiative”) is upward economic mobility for ALICE. The initiative will focus on improving systemic economic inequities in Hawai’i by investing in programs working with ALICE households or organizing the voice of ALICE to change the public narrative around the economic reality for Hawai’i’s families and the growing wealth gap. The initiative will operate through a Collective Impact framework and award \$1.5 million per year from the AUW ALICE Fund over a 3-year period to nonprofit organizations based on O’ahu. We are seeking proposals from nonprofit organizations engaged in the ALICE impact areas of Financial Stability & Savings and/or Safe & Affordable Housing.

BACKGROUND

The [Aloha United Way](#) (“AUW”) and the [Hawai’i Community Foundation](#) (“HCF”) have partnered to design and deliver the 2022-2024 ALICE Initiative. AUW will administer the application process and distribution of grant awards through the AUW ALICE Fund. As partners, both organizations will review and select the cohort of initiative grantees and collaborate to achieve the targeted impact over the 3-year period.

AUW is a public charity whose mission is to bring resources, organizations, and people together to advance the health, education, and financial stability of every person in our community. AUW was established in 102 years ago by Frank C. Atherton as the United Way Fund, under the Chamber of Commerce, to create an efficient way to distribute charitable giving. AUW has evolved over the years and adapted to meet our community’s greatest needs. AUW’s partnership with HCF will help strengthen community programs and improve results and goals for economic empowerment for Hawai’i’s working families.

HCF is a statewide public charity with over 105 years of community service in Hawai’i. HCF is a steward of more than 1,000 funds, including 300 scholarship funds, created by donors who desire to transform lives and improve communities. In 2020, HCF distributed \$142 million in grants and contracts statewide. HCF serves as a resource on community issues and trends in the nonprofit sector and partners with the nonprofit, business, and government sectors to make positive systemic change. The ALICE Initiative directly aligns with HCF’s CHANGE Framework in the Community & Economy Sector where we seek to reduce both housing cost burden and the ALICE population. Additionally, we are interested in supporting the growth of both household income and emergency savings. The partnership reinforces HCF’s commitment to collective action to find solutions to see an equitable Hawai’i.

ABOUT ALICE

ALICE, an acronym for **A**sset **L**imited, **I**ncome **C**onstrained, **E**mployed, is a measure used to define and understand the reality of households that earn income above the Federal Poverty Level, yet struggle to afford basic household needs, including housing, food, transportation, and healthcare. AUW publishes

the ALICE Report for Hawai'i every two years that is produced by a team of national researchers and local advisory community members based on the national ALICE Methodology.

In 2017, AUW commissioned ALICE®: A Study of Financial Hardship in Hawaii to identify those in our state who are struggling and understand the complex issues that impact them. The most recent [2020 ALICE Report](#) that found 42% of Hawai'i's 455,138 households are ALICE and struggle to make ends meet. Due to the COVID-19 pandemic and the devastating economic impact to Hawai'i, the number of ALICE households has estimated to have increased to 59%. The Report highlights critical trends:

- The cost of living is increasing for ALICE households.
- Worker vulnerability is increasing while wages stagnate in ALICE jobs.
- The number of ALICE households has increased in Hawai'i as a result of rising costs and stagnant wages.

In 2019, AUW formed the first ALICE grantee cohort with the goal of bringing stakeholders together to affect systemic change that benefits ALICE families and individuals and to increase financial stability and upward mobility. The grantees conduct programs and activities related to the 7 ALICE Impact Areas, including Quality & Accessible Health Care Services, Safe & Affordable Housing, Improving Nutrition & Decrease Food Insecurity, Access to Technology & Digital Equity, Financial Stability & Savings, Quality Childcare & Educational Opportunities, and Continuing Education & Career Advancement.

During the summer of 2021, AUW hosted a Conversation Series highlighting the work of the current ALICE grantee cohort and sharing the challenges and barriers faced by ALICE households in midst of the pandemic. The 3-part series was open to the public and attended by over 100 people from various sectors. Survey results from the series showed attendees having deep interest in collaborating to improve the ALICE Impact Areas of Financial Stability & Savings and Safe & Affordable Housing in comparison to the other areas.

From October through mid-December 2021, AUW also hosted Community Strategic Planning sessions to gather community feedback on pushing for collective systems change for ALICE. Attendees articulated the need to address policies around a range of issues impacting ALICE but especially the increased need for affordable housing, income/wealth and asset building, and fair tax policies. Attendees also shared the need to organize and collaborate through a systems approach, seek partners from all sectors (nonprofit, business, and government), and elevate the voices of ALICE to push for change.

The 2022-2024 ALICE Collective Impact Initiative seeks to build on the momentum on the previous AUW Collective Impact grantee cohort and community conversations and planning sessions to create measurable impact to improve the economic conditions for ALICE.

ALICE COLLECTIVE IMPACT STRATEGY

AUW and HCF propose the following strategy and goal for the 2022-2024 ALICE Initiative.

Goal: The goal is upward economic mobility for ALICE. The initiative will focus on improving systemic economic inequities in Hawai'i by investing in programs working with ALICE households or organizing the voice of ALICE to change the public narrative around the economic reality for Hawai'i's families and the growing wealth gap. The initiative will operate through a Collective Impact framework. AUW and HCF will work collectively with grantees and other partners to take action to improve economic health

and housing stability for ALICE households. The initiative seeks to impact short- and long-term systems-level change to permanently improve economic and housing outcomes for ALICE families and individuals in Hawai'i as well as overall well-being.

The Initiative seeks to support organizations that focus on improving financial stability and savings for ALICE families. Organizations that help ALICE households to: increase financial literacy through financial education workshops, training, and counseling; improve income and savings (help families save money to withstand emergencies); improve credit scores and credit rating; increase access to tax credits (child tax credit and earned income tax credit); increase access to public benefit programs; increase earning potential through job training and career advancement; increase savings for retirement; and decrease household costs (food, utilities, etc.).

The Initiative also seeks to support organizations that focus on providing safe and affordable housing for ALICE as housing costs are the largest portion of households' budgets. Organizations that help ALICE households to: decrease ALICE housing cost burden (housing costs more than 30% of total household income); increase number of families that qualify for rental housing assistance or homeownership mortgage; and other strategies that reduce housing cost burden for ALICE.

Intended Results

For people and communities: The Initiative seeks to increase household income, reduce household expenses, improve credit, and provide access to capital, public benefits, and community resources.

For programs and practices: The Initiative seeks to harness best practices and provide training opportunities to grow both capacity and resources for funded organizations.

For organizations and networks: The Initiative seeks to build a collaborative network among funded and non-funded organizations to push for systems change. Cross-sector engagement around shared goals will be prioritized.

For systems and policy: The Initiative seeks to increase the number of ALICE voices and participation in local and state legislation. It will develop an ALICE Policy Agenda and galvanize legislative participation and outreach. It will build upon relationships with legislators to enhance the understanding of ALICE data and shared experiences. It will also develop and utilize an ALICE Systems Map to identify leverage points and opportunities for systems change.

Primary Actions – Funding partners (AUW & HCF) along with the selected ALICE cohort will conduct the following actions:

1. *Guide Vision and Strategy of the ALICE Initiative* – The funding partners will lead planning and oversight of growing the ALICE Initiative and hire contracted consultants to support facilitation, evaluation, and other needs. Feedback from funded organizations and evaluation data will continuously inform the Initiative.
2. *Support Aligned Activities* – The Initiative will develop community solutions, programs, and resources among funded organizations in support of ALICE households by identifying best practices, sharing experiences, and building capacity and broader collaboration.
3. *Establish Shared Measurement Practices* – The Initiative will analyze, monitor, and evaluate progress and program system strategies and activities through regular data collection and reporting and

evaluation reports and analysis toward collaborative goals.

4. *Build Public Influence* – The Initiative will improve the engagement opportunities with ALICE to share information and provide testimonials, narratives, and feedback to support the Initiative goals and priorities.

5. *Advance Policy* – The Initiative will advance policy measures that improve the conditions of ALICE by increasing the number of networks, collaboratives, coalitions, and partnerships among policymakers, public agencies, nonprofit organizations, businesses, and other sectors.

6. *Mobilize Funding* – The Initiative will provide funding to nonprofit organizations that provide direct programs, services, and resources and/or advocate for policies that support ALICE households.

Measure of Success

	Short-Term (1 year)	Mid-Term (2-3 years)	Long-Term (3+ years)
<p>Selected nonprofit organizations will receive funding through this Initiative to support:</p> <p>1) community-based programs or services for ALICE and/or conduct policy and advocacy activities that improve the economic conditions for ALICE</p> <p>2) engage in collective impact activities to further the goals of the Initiative.</p>	<p>Engage in regular convenings to learn, share, and build knowledge and capacity of funded organizations and their programs, services, and/or advocacy work.</p> <p>Develop and form the Collective’s shared goals, identify key strategies and indicators, and develop shared measures focused on ALICE Impact Areas of Financial Stability & Savings and Safe & Affordable Housing.</p> <p>Develop a Policy Agenda to advance measures that improve the conditions of ALICE.</p>	<p>Continue to engage in regular convenings to learn and share, build capacity and knowledge, and analyze progress on Collective’s goals. Introduce non-funded partners from the community or other sectors to join the Collective’s efforts.</p> <p>Implement strategies and approaches to push on the Collective’s shared goals and indicators. Track shared measures for impact and continuously amend strategy as needed.</p> <p>Work to advance Policy Agenda at local, state, national levels to improve conditions of ALICE.</p>	<p>Push for systems change and transformation at the local, state, and national level.</p> <p>Continue to advance Policy Agenda.</p> <p>Achieve progress on shared goals through a reduction in the number of ALICE households, a reduction in the duration of time a household is ALICE and increase access to opportunities to improve economic stability and housing affordability.</p>

The ALICE Initiative will begin by focusing specifically on improving these two systems:

- Financial Stability & Savings
- Safe & Affordable Housing

The following tables include a variety of potential strategies, levers, and systems change mechanisms in these Impact Areas. Grantees will adopt collective strategies and shared metrics to advocate as a group to leverage systems change to improve ALICE conditions.

System	Levers	Strategies
Financial Stability & Savings	Wages, Work, Income	Access to EITC & Child Tax Credit and other tax reform
		Improve income and savings (including savings for retirement)
		Job training and career advancement
		Living wage jobs
	Assets, Savings, Credit	Financial education & counseling
		Matched savings programs
		Access to capital and credit
		Improve credit scores and credit ratings
		Increase access to public benefit programs
	Community organizing & movement building	Decrease household costs (food, utilities, etc.)
	Community organizing & movement building	Organizing ALICE voices on wealth and asset building

System	Levers	Strategies
Safe & Affordable Housing	Creating affordable housing opportunities	Access to capital/credit Homebuyer education Down payment/rental assistance
	Community organizing & movement building	Organizing ALICE voices on Affordable Housing Policy Tenant Organizing

EXPECTATIONS

Selected grantees are required to do the following:

- Conduct programs or services and/or policy and advocacy work that directly aligns with the ALICE Impact Area of Financial Stability & Savings and Safe & Affordable Housing.
- Participate in regular work groups of the ALICE grantee cohort to advance the collective goals of the cohort related to Financial Stability & Savings and Safe & Affordable Housing. Convenings can consist of virtual and in-person sessions (when health and safety measures allow), trainings, and learning sessions.
 - At least 2 grantee staff participate in the Initiative’s work groups, including a staff person in a leadership role within the organization.

- Participate in peer learning with other grantees to identify other collective impact measures to advance ALICE goals and objectives.
- Applicant must demonstrate a commitment to Collective Impact work through regular work group participation in the ALICE Collaborative.
- Submit 6-month progress reports through AUW's e-Cimpact Portal.
- Participate in evaluation of the Initiative by working directly with the external program evaluator hired by HCF. Work with any other consultants contracted by HCF or AUW to support the ALICE Initiative.

ELIGIBILITY

To be eligible for funding under this RFP:

- Applicant must be a non-profit organization with a 501(c)(3) tax-exempt status and a current AUW Partner Agency.
- Applicant must currently provide community-based programs or services for ALICE and/or conduct policy and advocacy activities that improve the economic conditions for ALICE.
- Applicants' services must be based on O'ahu, but could also serve other islands.
- Applicant's programs, services, or advocacy work must directly address the ALICE Impact Areas of Financial Stability & Savings and/or Safe & Affordable Housing.
- Applicant must have a history successful programmatic implementation and experienced personnel. Funding will not be provided for start-up organizations.
- Applicant must not have any outstanding final reports due to AUW or HCF.

AWARD RANGE & TIMELINE

- All grant awards under this RFP are contingent on availability of annual funding from AUW and HCF.
- A total of \$1.5 million per year is available for grant funding through the AUW ALICE Fund.
- Grants will be awarded for a three-year (3) period with annual grants generally ranging from \$50,000 to \$150,000.
- Grant funding should be used to support programmatic work supporting the ALICE Initiative.
- If awarded, grantees should expect to receive grant payments every 6-months dependent on submittal of required 6-month progress reports and continuous participation in the Initiative's activities and advancement of goals.
- Funding decisions will be made by end of March 2022 for grants to start in April 2022.

CRITERIA FOR REVIEW

- Organizations that provide impactful programs and services and/or conduct policy and advocacy activities that help improve life for ALICE households. The Initiative seeks to fund those organizations that have direct reach of ALICE households on O'ahu, and/or advocates for policies that serve all ALICE households.
- Organizations that serve vulnerable populations within ALICE and can articulate how they are addressing the inequities faced by these populations.
- Organizations that are using innovative approaches and effective strategies with demonstrable impact to improve conditions for ALICE.

- Organizations that demonstrate a strong collaborative approach to programmatic activities and partnership to maximize impact on ALICE Households.

APPLICATION INFORMATION

The ALICE 2022-2024 RFP will be made available on January 11 at 9:00 A.M. and can be accessed for all invited partners at AUW’s [e-CImpact](#). Applications will close on February 15 at 4:00 P.M.

If your agency needs e-CImpact tech support, please contact impact@auw.org.

For questions regarding the application content and requirements, please contact gnoriega@auw.org or josegueda@auw.org.

To access a section, simply click on the section name. Please ensure each section of the application is completed.

You may save your progress at any time by clicking on the Save My Work link at the bottom of the section page. When you are satisfied with your responses on the section, click Save My Work and complete by clicking on the Mark Completed at the bottom of each section page.

When all sections of the application have been marked completed, the application may be submitted. **Applications must be submitted no later than February 15th at 4:00 P.M.**

Late applications will not be accepted.

Timeline

**These are tentative dates that could change.*

RFP posted	January 11, 2022 at 9:00 AM
RFP application deadline	February 15, 2022 at 4:00 PM
Review of applications	Feb. 15 through Mar. 15
Decisions announced*	March 25, 2022
Grants start*	April 1, 2022

APPLICATION QUESTIONS

Application Section	Instructions	Points
Application Contact Information	Identify the individual completing the application. This person should be able to clarify information provided on this application.	Required but not scored
Program Contact Information	Identify the point of contact for the program. This person should be able to answer questions about the program for which funds are being requested.	Required but not scored

Agency DEI Statement	<p>Do you have a DEI statement? If yes, please provide your agency DEI statement. Please share if you are in the process of developing a DEI statement.</p> <p><i>Please note: This is not scored.</i></p>	Required but not scored
Amount Requested for Funding	<p>Please provide the annual amount your agency is requesting for funding. REMEMBER THE AMOUNT WILL BE AWARDED PER YEAR FOR UP TO THREE YEARS.</p>	Required but not scored
Agency Activity	<p>Please check if your agency:</p> <ul style="list-style-type: none"> ○ Provides community-based programs and services for ALICE households. ○ Conducts policy and advocacy activities that improve life for ALICE. ○ Provides community-based programs and services for ALICE households <u>and</u> conducts policy and advocacy activities that improve life for ALICE. 	Required but not scored
Program Impact Areas	<p>Please check which of the following areas your organization and its programs are committed to impacting (mark one primary and other secondary):</p> <ul style="list-style-type: none"> ○ Safe and Affordable Housing ○ Financial Stability & Savings <p>Which levers will your agency’s proposal focus on the most (please check all that apply)?</p> <ul style="list-style-type: none"> ○ Increase Access to Public Benefit Programs ○ Job Training and Career Advancement ○ Decrease Household Costs ○ Education and Counseling ○ Match Savings Programs or Loan Access ○ Community Organizing & Movement building ○ Creating Affordable Housing Opportunities ○ Other Applicable Levers or Strategies 	Required but not scored
Executive Summary (1200 characters)	<p>Summarize the key elements of your application and program. Consider completing this section last. This summary may be used by Aloha United Way and HCF as a program description for external communications, including on the AUW or HCF website.</p>	Required but not scored

<p>Description of Need and Target Population</p> <p>(2500 characters)</p>	<p>Programs and services and/or policy and advocacy activities must improve life for ALICE households.</p> <ul style="list-style-type: none"> ● Provide a description of the need for your organization’s programs and/or advocacy activities. Please share how your programs and activities align with the ALICE impact areas and the levers outlined in this RFP. ● Include data to demonstrate the prevalence of the need and the importance of providing the programs and/or advocacy activities. ● Describe the target population(s) for your program and/or advocacy activities, including geographic, cultural, gender and/or age specific information, if appropriate. ● Please explain how your programs and/or advocacy activities address inequities and/or disparities for the population(s) you serve. 	<p>15 points</p>
<p>Program Description</p> <p>(2500 characters)</p>	<p>Describe your program and/or advocacy activities and how it will support ALICE households in the impact areas selected and how the levers will work to move ALICE households upstream:</p> <ul style="list-style-type: none"> ● Include staffing, services, and processes. ● Articulate why the program and/or advocacy activity is important and how it will make a difference for the ALICE population. 	<p>15 points</p>

<p>Collaborative Efforts</p> <p>(2500 characters)</p>	<ul style="list-style-type: none"> ● Describe your agency’s commitment to collaboration with other organizations participating in the cohort, and to seeking new partnership opportunities. ● Define the strengths of the collaborators and how they will impact the ALICE work. ● How will your organization work with others to build inter-agency and cross-sector programs, services, and advocacy to advance collective ALICE goals? ● What other opportunities has your organization identified to enhance program outcomes through collaboration? ● As part of any collaborative effort, what shared measurements have been agreed upon and defined? 	<p>10 points</p>
<p>Agency’s Experience and Capacity</p> <p>(2500 characters)</p>	<p>Describe your agency’s capacity to implement the program and/or advocacy activities.</p> <ul style="list-style-type: none"> ● Include relevant experience and expertise, and any accomplishments in the area for which you are seeking funding. ● Provide information on the oversight of this program and the management structure, governance, and alignment with agency’s mission. ● What capacity and demonstrated results does your organization have in delivering this program or service? ● Please include the names and titles of the individuals that will represent your organization as participants in the ALICE Initiative, if selected. Please briefly describe their experience in leading and/or advocating for ALICE related efforts. 	<p>15 points</p>

<p>Program Effectiveness</p> <p>(3000 characters)</p>	<p>Discuss how you evaluate the effectiveness of your programs and services and/or advocacy activities. Include any generally accepted performance measures for your field.</p> <ul style="list-style-type: none"> ● Describe any preliminary evidence of the program’s or advocacy activities effectiveness or any evidence-based models on which the program is designed. ● Describe the activities that will be involved, the intended results, and how and why this will occur. <i>For each activity, be prepared to create outputs and outcomes in the Program Objectives and Performance Measurement section.</i> ● Describe how your program will be positioned to conduct data collection, how you would use data to make program decisions, and how you share information so that others can benefit. ● Include information that demonstrates your understanding of the importance of measuring data and your commitment to evaluation. ● Communicate how your agency will move households through your program in year 1 to year 2 to year 3, if applicable. 	<p>25 points</p>
<p>Program Outcomes & Performance Outputs</p> <p>(2000 characters)</p>	<p>Outcomes measure changes in knowledge, attitude, skills, or behavior of the target population. Define an annual outcome or outcomes and how you will measure. Outcomes should be SMART: Specific, Measurable, Achievable, Realistic, and Time-framed.</p> <ul style="list-style-type: none"> ● Articulate/demonstrate measurable impact over Years 1-3 ● Year 1 Outcomes proposed, output to measure ● Year 2 Outcomes proposed, output to measure ● Year 3 Outcomes proposed, output to measure ● For every outcome, include an <u>annual</u> target you hope to achieve. For example, “# of women who achieve a higher level of economic stability (Target 50).” ● Include data sources and collection methods for each outcome. 	<p>10 points</p>

<p>ALICE Program Budget (2000 characters)</p>	<ul style="list-style-type: none"> ● AUW ALICE funds are intended to be unrestricted funds to assist the organization in executing a program to impact ALICE households. ● Provide the projected budget for funding being requested for the ALICE PROGRAM BEING PROPOSED. ● Indicate other sources of funding requested for this program, both secured and pending, if applicable. ● Enter the total annual cost to run the program described in this application. 	<p>10 points</p>
<p>Budget Narrative, Cost Effectiveness, Budget Reasonableness, Scalability (2500 characters)</p>	<ul style="list-style-type: none"> ● Describe your program’s scalability, in terms of potential to maximize impact and provide comparable services to a broader population. ● Describe how your agency assures cost effectiveness. ● Explain other fiscal resources, fiscal constraints, or unusual fiscal circumstances. ● Provide detail on the proposed Program Budget AND Total Annual Cost to run the program. <p>Reminders:</p> <ul style="list-style-type: none"> ● AUW funds awarded can be used for any expenses incurred by an applicable program designed to advance ALICE impact areas and impact ALICE families. ● Funding is contingent upon organization engagement in ALICE Collective and completion of required activities. 	<p>Included as part of score above</p>
<p>Senior Executive Signature</p>	<ul style="list-style-type: none"> ● This signature indicates that an executive with authority to legally commit the agency has approved the application and is submitting it on behalf of the agency. 	<p>Required but not scored</p>

CONTACT INFO

If you have questions on the 2022-2024 ALICE Initiative, please contact the following:

- Lisa Kimura, AUW Vice President of Community Impact at lkimura@auw.org or 808-543-2215.
- Larissa Kick, HCF Program Director – Community Grants & Initiatives at lkick@hcf-hawaii.org or 808-566-5565.

- For e-CImpact technical support, please contact impact@auw.org.
- For questions regarding the application content and requirements, please contact gnoriega@auw.org or josegueda@auw.org.