

# **2023-24 Community Investment Policies and Procedures for Annual Funding**



United Way  
of Racine County

---

# Community Investment Overview

---

United Way of Racine County (UWRC) is committed to improving the health, education, financial stability, and basic needs of every person in our community. Our commitment to the building blocks of a good life is an investment in long-lasting change, not one-size-fits-all solutions. We know tackling our community's toughest challenges takes innovation and expertise. It also takes all of us working together to make sure everyone in our community thrives. UWRC's annual investment process provides funding to nonprofit community-based organizations for programs that serve Racine County residents and reflect this commitment to health, education and financial stability.

We are grateful for the corporate partners, donors, volunteers and advocates that trust and support our mission-driven community investment process. During the 2023-24 community investment cycle, UWRC will distribute program funds based on donor contributions from the 2022 and projected 2023 campaigns.

## Community Investment Process

We encourage organizations to submit program proposals that clearly and concisely demonstrate how the organization is well-positioned to create impact in Racine County, and how their program will contribute to achieving United Way of Racine County's goals in health, education, financial stability and essential services as measured by specific outcomes, indicators and outputs.

## Investment Volunteer Structure

Volunteer advisory teams oversee the community investment within four specific investment areas: health, education, financial stability and essential services. Volunteers who live or work in Racine County may join a community investment volunteer advisory team. The teams are comprised of issue experts and community leaders who review proposals and make funding recommendations in favor of programs that implement strategies and best practices that will have the greatest impact on critical community issues.



## **Request for Proposals Process**

- The Request for Proposals opened on December 1, 2022 and was available online via eImpact through the submission deadline of February 3, 2023.
- The organizations and the programs they propose must meet a number of criteria to be considered for funding including organization eligibility and financial strength, program design and impact, and program budget.
  - The deadline for organizations to demonstrate eligibility was January 6, 2023.
  - Organizations that do not meet eligibility requirements are not allowed to submit a program proposal for review.
  - Organization eligibility is confirmed by United Way staff via the review of various documents and certifications provided by the organization prior to volunteer review of the proposals.
- Organizations may propose programming to take place at any location within Racine County.
  - Programs that take place at or in the vicinity of a community school are identified by United Way as a LIFT (Link and Inspire for Tomorrow) program.
  - Programs that do not take place at or in the vicinity of a community school are identified by United Way as a general program.
- Programs that specifically support and take place within one or more LIFT community school(s) and/or community school neighborhood(s) are required to answer additional questions within the proposal and to provide budget information specific to the programming proposed for a LIFT location.
- Proposal review took place in February, March and April 2023. The proposals are reviewed and evaluated by the appropriate volunteer advisory team (VAT) who in turn provide scores, funding rationales and recommended funding levels to UWRC staff and the Community Investment Committee (CIC). CIC reviews funding recommendations and rationales from all advisory teams, and forwards the following recommendations to the UWRC Board of Directors for review and approval.

## **Program Evaluation and Scoring**

- Prior to reading any proposals, VAT volunteers are strongly encouraged to read the 2023 Community Investment Request for Proposals for additional context for what should be included in the proposal. This document is provided to all organizations that request United Way funding and serves as a guide to completing a successful proposal.
- Before each VAT meeting, the VAT volunteer reads each program proposal for their specific investment area in its entirety. They then use the criteria

described in this document to evaluate and score the proposal according to the community investment rubric.

- At the VAT meeting, individual volunteers share their objective views on the proposal and their individual scores with the rest of their volunteer advisory team. The volunteer advisory team collectively determines a single proposal score. This group score is used to rank the proposal and guide program funding recommendations.
- The community investment financial team (CIFT) reviews the financial status of an organization requesting funding. CIFT team reviews take place at the same time as the VAT team reviews, and CIFT team findings are shared with the volunteer advisory teams at each review meeting. CIFT reviews include an examination of the organization's financial statements/audit and management letter and organizational budget. The CIFT team uses a rubric to determine a pass/fail status and provides the strengths and weaknesses of the organization's financial capacity and status. This status is considered when funding recommendations are determined.
- LIFT programs must address community-specific aspirations and/or challenges and complete the additional questions within the proposal and provide budget information specific to the programming proposed for a LIFT location. Those responses, when present, are considered and incorporated into the overall proposal review. United Way community school staff and Racine Unified School District community school principals also review programs proposed for a LIFT location; their input is shared with the volunteer advisory teams prior to the funding recommendation discussions.
- In addition to scoring the program, volunteers provide rationales for the proposal score. Rationales are strength-based and constructive. They highlight why the program is recommended for funding and provide areas for improvement to the proposal. The scores and rationales are shared with the program when funding notifications are issued.

### **Rubric**

VAT volunteers are directed to consider all information presented in the proposal when scoring. In other words, they don't look only to specific responses to score specific elements; they consider the proposal in its entirety.

Proposal evaluations considered the following:

<p>The case for funding</p> <ul style="list-style-type: none"><li>• The anticipated program outcomes/outputs align with United Way’s funding priorities.</li><li>• The demonstration of need is compelling and uses current local data.</li><li>• The target population is clearly defined.</li></ul>
<p>Strength of program design</p> <ul style="list-style-type: none"><li>• There is alignment between the needs of the target population, the program activities/services and the anticipated impact.</li><li>• The program staff, activities, timeline and budget are congruent with the program description and anticipated outcomes.</li></ul>
<p>Equity in program delivery</p> <ul style="list-style-type: none"><li>• The program demonstrates the ability to provide equitable and inclusive services to our diverse community.</li></ul>
<p>Use of data for continuous improvement</p> <ul style="list-style-type: none"><li>• The program uses data to continually improve participant experience and deepen impact.</li><li>• The current proposal incorporates previous areas for improvement.</li></ul>
<p>Program impact</p> <ul style="list-style-type: none"><li>• The program creates positive impact on the individuals it serves.</li><li>• The program demonstrates recent impact that aligns with UWRC’s funding priorities and the program design.</li></ul>
<p>Budget and budget narrative</p> <ul style="list-style-type: none"><li>• The proposed project balances and the amount requested in the narrative matches the amount listed in the budget.</li><li>• The program budget and budget narrative demonstrate reasonable costs and diverse revenue sources that support the successful implementation of the program.</li></ul>

### **Funding Award Process**

UWRC reserves the right to share all aspects of the community investment findings where appropriate with the public when local nonprofits submit a proposal.

Once the UWRC board of directors has approved the funding recommendations:

- An agreement for July 1, 2023 – June 30, 2024 is issued between UWRC and the funded organization or fiscal agent.
- An agreement may contain an addendum listing conditions or contingencies to be addressed by the organization.

- Ongoing funding is dependent upon compliance with the funding agreement and community investment policies and procedures and the specifics of the addendum being addressed in a timely manner.

#### Prior to issuing any award allocation

- A notification of funding decision and volunteer findings is emailed to each organization's executive director and board president.
- Programs awarded funding are provided a funding agreement.
- The funding agreement must be electronically signed by the deadline stated in the award letter.
- Organizations awarded funding must have a current completed Form W-9 (Request for Taxpayer Identification Number and Certification) on file with United Way of Racine County. Form W-9 must be submitted upon the organization's first funding award and updated if and when any information changes.
- It is recommended the organization download a copy of notification letter, volunteer findings, and signed agreement for their records.
- The funding agreement is null and void if not signed and returned by the organization by June 16, 2023.

#### Award allocations are sent to the organization on a monthly basis, provided:

- The agreement addendum, if any, is addressed.
- The program services are delivered as proposed at all approved locations.
- LIFT program services (if applicable) are delivered according to LIFT service calendar.
- All compliance documents, including required reports, are up-to-date and submitted to UWRC.
- Funds are disbursed on a monthly basis unless otherwise agreed upon by UWRC and the funded organization or fiscal agent.

#### Funding communication

- The amount of the funding award cannot be used by the organization as a rationale in funding appeals for additional program support.
- UWRC-awarded program funding may be used as match dollars.
- At no time during the course of the year may organizations, their volunteers or other representatives solicit or advocate designations to their specific organization through the UWRC campaign.

#### Distribution of funds

During the 2023-24 funding cycle, United Way of Racine County will transition from sending monthly allocations via check to sending monthly allocations to funded programs by an ACH (Automated Clearing House) transfer. The electronic funds

transfer (EFT) will occur on the last business day of the month. In anticipation of the transition to ACH, the organization must provide the following and is responsible for updating UWRC of account changes: bank name, bank routing number, account type and account number.

United Way of Racine County will provide 30 days' notice prior to the transition. Organizations will receive clear instructions on how to submit bank information using secure encryption. Organizations should not submit bank information until directed to do so by United Way of Racine County.

### **Eligibility Documentation**

Organizations that request and receive funding must meet eligibility requirements and maintain compliance with eligibility requirements at all times. This may require organizations to submit updated documents throughout the funding period. It is the organization's responsibility to track compliance expiration and to provide updated information on time within eCImpact.

### **Tax Exemption**

The organization must furnish documentation of the Federal Internal Revenue Service ruling indicating that the organization or its fiscal agent is an exempt organization under Internal Revenue Code section 501(c)(3) or other documentation of other nonprofit status.

### **Governing Body**

Governance of the organization must be vested in a responsible and active local (southeastern Wisconsin) board of directors. The board must:

- Be comprised entirely of unpaid volunteers (except that the chief executive officer of the organization may be an ex-officio member), meet at least quarterly, and establish and enforce policies.
- Be large enough and structured in a manner to be representative of the community it serves.

### **Bylaws**

The organization must provide bylaws that clearly define:

- The organization's purposes and functions.
- The organization of duties, authority and responsibilities of its governing body and officers, or board policies that contain such information.

### **Non-discrimination**

United Way of Racine County operates under all requirements of state and federal laws and regulations on nondiscrimination and equal opportunity. To view UWRC's policies go to [www.unitedwayracine.org/non-discrimination-policies](http://www.unitedwayracine.org/non-discrimination-policies).

Funded organizations must maintain stated policies of nondiscrimination and comply with all requirements of state and federal laws and regulations on nondiscrimination and equal opportunity, including the Americans with Disabilities Act (ADA), with respect to board and organizational operations.

- The organization must have an Affirmative Action Plan/Equal Employment Opportunity plan in compliance with state, federal and local guidelines.
- The organization must operate by policy and practice with no unlawful discrimination.
- This must be true in all aspects of the organization's operations, including service to people, selection of board, employment of professional and other staff, and the purchase of supplies.

### **Certificate of Insurance**

The organization assumes all liability associated with the program. It is the organization's responsibility to have documentation that reflects organizational general liability insurance. A certificate of insurance is issued by an insurance company or broker. The document verifies the existence of an insurance policy and summarizes the key aspects and conditions of the policy.

### **Financial Conditions and Accountability**

The organization must maintain accounting records that follow the current standards of accounting and financial reporting for voluntary health and welfare organizations. The community investment financial team (CIFT) reviews all organization-level financial documents, including the current organization budget, the most recent (within the last 18 months) 990 or 990EZ, the most current (within the last 18 months) financial statement review or audit, and associated documents. United Way may request additional documents to aid in the CIFT review, including the management representation letter (from management to auditor confirming responsibility). A draft financial statement review or audit will not be accepted. Organizations are responsible for submitting updated documents throughout the funding year.

The financial statement review or audit must be completed following the end of the most recent fiscal year in accordance with Wisconsin State Statute 202.12 (1)(b). For purposes of this section, revenue excludes investment gains and losses.

- Those organizations with less than \$300,000 in revenue in a fiscal year are required to submit internally or otherwise generated statements of financial position and activities, and request a waiver to postpone a financial statement review/audit from a Certified Public Accountant (CPA) who is not affiliated with the organization until such time as total annual revenue reaches \$300,000. A waiver request must be submitted each year.

- Those organizations between \$300,000 to \$500,000 in revenue in a fiscal year are required to submit a financial statement review from a Certified Public Accountant (CPA) who is not affiliated with the organization in place of a financial statement audit.
- Those organizations with more than \$500,000 in revenue are required to submit a financial statement audit from a Certified Public Accountant (CPA) who is not affiliated with the organization.
- If no management letter is included in the financial statement review/audit, the organization's board officer or auditor must notify UWRC in writing that no letter was included.

### **Fiscal Agent Agreement**

Other nonprofit organizations may serve as fiscal agents for programs funded by UWRC. In all such cases, the same clear and fully accountable stewardship required through direct application from nonprofit relative to program budgets and reporting is required of the fiscal agent. CIC has the authority to approve procedures and financial reporting requirements that may differ depending on the nature of the partnership. A written agreement for fiscal responsibilities must be submitted.

### **Counterterrorism Compliance**

In order to comply with the USA Patriot Act, all United Ways are required to:

- Screen all Organizations receiving funds against federal terrorism "watch lists".
- Obtain certifications from funded organizations that they are not terrorists or a terrorist organization and do not knowingly provide any kind of support to such persons or organizations.
- Provide a certificate to donors (upon request) stating that United Way does not and will not knowingly apply donated funds so as to provide any kind of support to terrorist organizations.
- When applying for funding, the organization must acknowledge the organization complies with the USA Patriot Act.

### **Ongoing compliance**

The following items must be kept current in eImpact:

- Current board of directors list: including names, titles, affiliations, terms and board officer positions.
- Current insurance certificate.
- Most recent audit/review with management letter and management representation letter (from management to auditor confirming responsibility)

completed within six months of fiscal year-end and updated in eCImpact within seven months of fiscal year-end.

- Counterterrorism Compliance form.
- Update on program changes including financial.
- Monthly reports are due the 26th of every month and include monthly and cumulative program demographics, outputs (essential services programs), and pertinent narrative on programing.
- Quarterly outcome and indicators reports are due October 26, 2023, January 26, April 26 and August 26, 2024 after completion of the first quarter of funding. Quarterly reports include monthly and cumulative outcomes/indicators (health, education and financial stability), and pertinent narrative on programing.
- Year-end report, due August 15 includes year-end program budget and budget narrative.

Funded organizations must demonstrate:

- Positive stewardship of UWRC funding.
- UWRC recognition/co-marketing.
- Maintenance of financial responsibility.
- Compliance with all applicable guidelines outlined in policies and procedures.

### **On-going Data Review**

Volunteer advisory team members receive and review monthly reports, quarterly reports and year-end reports. Achievement of outcomes/outputs or outcomes as outlined in the proposal and compliance with current guidelines in the current allocation cycle will be taken into consideration when future proposals are reviewed.

### **Financial Review**

The financial statements review/audit review, management letter, and the management representation letter (from management to auditor confirming responsibly) are examined by the community investment financial team. UWRC's community investment committee may require additional financial schedules that clarify the organizational accounting for pending and/or funded programs.

### **Progress Review**

UWRC will conduct a progress review within the first five months of programming. The progress review includes a check of eligibility/compliance documents, a review of submitted program reports, and a discussion about the successes and challenges experienced to date. The organization's executive director and key program staff attend the progress review.

---

# Funded Program Conditions

---

## **Local Services**

UWRC will fund only those programs providing services to residents of Racine County.

## **Outcomes/Outputs Measurement**

The program must measure program outcomes/outputs and provide outcome/output measurement information through the proposal and reporting processes. Additional assistance in improving the outcome/outputs measurement process may be provided by UWRC.

## **Budgets**

At the time of the proposal, the organization must present a program budget and annual organizational budget that has been prepared and approved by its board of directors or governing body. The program budget summary and budget narrative must be completed as part of the RFP process. There should be clear correlation between the program budget and organizational budget. The organization must provide minutes showing board approval of budget(s) if requested.

## **Revised Budgets**

Any program receiving less than the amount requested in the proposal must submit a revised program budget via eImpact. Program revised budgets are due August 15 with explanation of the revisions noted in the budget narrative section of the proposal.

After August 15, the organization must notify UWRC about any significant additional revisions to program or organizational budgets and revised budgets must be uploaded to eImpact compliance section: board-approved organization budget or program budget.

- This includes but is not limited to staff salaries and benefits that reflect a 25 percent or more variance from original budget; a significant loss of anticipated revenue that affects program outcomes or the organization budget; the existence of a year-end program or organization deficit.

## **Program Changes**

The program must obtain approval from UWRC for significant changes in program activities, scope of service and target population for programs receiving UWRC support. The program must notify UWRC of significant changes in staffing (both organization leadership and program staff) levels that impact program delivery. Failure to do so may result in immediate discontinuation of funding.

---

# Funded Program Financial Conditions

---

## **Accounting**

The organization shall maintain accounting records that follow the current standards of accounting and financial reporting for voluntary health and welfare organizations. The organization will be asked to present documentation of board-approved budget information.

## **Financial Statement Review/Audit Review**

UWRC has a commitment to provide accountability and good stewardship of donor dollars. Therefore, the financial statements the financial review/audit review, management letter, and management representation letter (from management to auditor confirming responsibly) will be examined by the community investment financial team. For large state or regional organizations, a written statement that certifies the financial accountability and stability of the Racine County-based program must be included from the organization. UWRC's CIC may require additional financial schedules that clarify the organizational accounting for programs pending review of the financial information provided in the program proposal process and year-end reports.

Financial statement review/audit reviews are reviewed by the community investment financial team. For the purpose of this section, "most recent" means completed within the last 18 months and submitted via eCImpact within 19 months. See the Financial Conditions and Accountability section for full details.

## **Refund Policy**

UWRC has the right to request that unused funds or inappropriately used funds (not in accordance with program proposal and agreement) be returned.

Organizations have the responsibility to inform UWRC in a timely manner of significant changes in staff, in programming, or in the overall organization that may result in unused UWRC funds.

If an organization or fiscal agent organization identifies unused funds at the close of its fiscal year, such funds are to be returned to UWRC. Funds must be returned to UWRC by July 30, 2024.

---

# Organization Collaboration and Accountability

---

## **Collaboration**

Funded programs are encouraged to seek appropriate opportunities to collaborate with other organizations, both public and private, in an effort to address community issues in the most effective and efficient manner.

At a minimum, United Way-funded programs are required to complete the following:

- Provide and update organization and program information within the IMPACT 2-1-1 database.
- Provide and maintain organization and program information, including current volunteer opportunities/activities, with the Volunteer Center of Racine County's Get Connected database.

## **Breach of Agreement**

In the event that United Way of Racine County believes that a funded organization has engaged in a material breach of the funding agreement, including a material breach of an obligation specified in the community investment policies and procedures, United Way of Racine County shall provide the organization with written notice of the alleged breach.

If the organization fails to cure the alleged breach to United Way of Racine County's satisfaction within thirty days after notice thereof, United Way of Racine County may provide the organization written notice of its intent to terminate this agreement, along with the reasons therefore.

If the organization desires to contest a notice of intent to terminate given by United Way of Racine County, the organization may submit an appeal to United Way of Racine County within fifteen days after the date of the notice, and the funding agreement shall remain in full force and effect until the United Way of Racine County Board of Directors acts on the matter.

## **Providing Feedback**

UWRC acknowledges that it is valuable to provide constructive feedback regarding community investment process. UWRC values and encourages robust discussion with its funded programs.

All concerns must be directed to the president and CEO. Funded organization must refrain from engaging in any verbal or written communications that disparages or in

any way discredits UWRC. If UWRC finds supporting evidence that an organization engaged verbal or written communications that disparages or in any way discredits UWRC, the action is considered a breach of agreement. The severity of the message may result in immediate discontinuation of funding.

### **Recognition of Partnership with United Way of Racine County**

Organizations are required to show their UWRC affiliation in all solicitation and public relations materials for programs supported in any way by UWRC.

### **Partnership Visibility**

The UWRC logo should be placed on locally-initiated organization publications (newsletters, brochures, annual reports, etc.). The logo can be placed on either the front or back cover of the piece.

The UWRC logo should be displayed prominently in entrances to all facilities whether funded programs occur there or not, and in all point-of-service locations. UWRC will provide window clings for each location at no cost. All signage should be hung at eye level in plain sight of visitors to each location(s).

### **Electronic Communications**

At a minimum, the digital version of the UWRC logo should appear on the funded partner's website, specifically on their home page. The logo should be linked to UWRC's home page ([www.unitedwayracine.org](http://www.unitedwayracine.org)). The digital version of the UWRC logo should be used in any email newsletters or other relevant email sends.

Make sure to follow UWRC on social media (particularly on Facebook and LinkedIn), and tag UWRC in any posts related to funded programs.

### **Impact Partner Spotlights**

Funded partners may be asked to be featured in a UWRC impact partner spotlight. These short, pre-filmed video segments shared on social media are a great opportunity to promote your work. Participating organizations will be tagged in the UWRC impact partner spotlight posts and are encouraged to share the posts to their own social media followers.

### **Media Interactions**

Make every effort to recognize United Way of Racine County funding in media releases and other interactions with the media, particularly when referring to a UWRC funded program.

- Recognize UWRC in advertisements (e.g., newspaper, magazine, etc.) with the UWRC logo or by referring to themselves as a "United Way of Racine County 2023-24 Community Partner."

- Add “ABC Organization, Inc. is a United Way of Racine County 2023-24 Community Partner” to the organizational boilerplate.

### Other Opportunities for Co-Branding

- Tag United Way of Racine County in relevant social media posts on Facebook and LinkedIn. Our Facebook handle is @UWRacine and our LinkedIn handle is @United Way of Racine County.
- Table tents
- Event invitations
- Vehicles that are used to provide direct service and are branded with your own organization’s name and/or brand mark. Window decals may be used.



United Way  
of Racine County

UWRC print logo



United Way  
of Racine County

UWRC digital (web) logo



United Way  
of Racine County  
Community Partner

UWRC Community Partner print logo



United Way  
of Racine County  
Community Partner

UWRC Community Partner digital (web) logo

### The UWRC Logo

- UWRC keeps localized versions of its logo in a print format for printed materials and a digital (web) format for digital materials. Whenever possible, please ensure that the print logo is used on all print materials and the web logo is used on all digital materials.
- The logo should be placed on the right-hand side or centered to ensure a consistent presentation.
- Organizations may use the localized UWRC logo or the locked-up community partner logo. A localized logo is preferred over the general United Way logo.
- Both logos contain a white border around the graphic and text which should not be removed or altered in any way.
- Full-color is preferred. Alternative one-color versions, blue or black, are available for use.

- The logos are fixed artwork and should only be reproduced from authorized artwork. Please do not attempt to revise the logo on your own.
- Do not reduce its width to less than .75 inches for print or special usage or less than 90 pixels or 1.25 inches for screen applications. Make sure to hold the shift key down when re sizing in order to keep proportions equal. Never stretch or compress the logo.
- When the UWRC logo appears within a series of corresponding logos (such as other funding organizations'), the UWRC logo should appear in direct relation to the size of the other organizations' logos.
- Logos in jpeg format can be downloaded from [www.unitedwayracine.org/branding](http://www.unitedwayracine.org/branding).
- Reach out to Jen Bastron, marketing and communications director, at [jbastron@unitedwayracine.org](mailto:jbastron@unitedwayracine.org) with any branding questions.

---

# Reports and Reviews

---

## Monthly Report

All funded programs must submit a report by the 26<sup>th</sup> day of the month that documents the program activities of the previous month.

## Demographics

Required participant demographics include race, ethnicity, gender, age, geographic location, and socio-economic status. Participant demographics must be reported separately for general and LIFT programming. LIFT program demographics must be reported by school. Demographics should include all clients served by the program, even if they aren't included in indicator data.

Demographics should be collected and reported in a consistent way each month. Demographics may be self-reported by clients and/or pulled from vetted client data bases. At no time should program staff attempt to identify client demographics only by observation of, or interaction with, clients.

If a client declines to provide some or all demographic information, they should be reported in the "prefer not to say" category. An explanation can be provided in the narrative section. For example: "Fifty clients received financial counseling this month. Three individuals declined to respond to the race section of the intake survey, so they are reported as 'prefer not to say'."

If demographic data is not available for some participants, use the "unknown" category and provide an explanation in the narrative section. For example: "This support group is completely virtual. We ask participants to complete an anonymous demographic survey at the beginning of the six-week session. Of the forty participants, five did not complete the survey, so they are reported as 'unknown'."

Participant demographics are reported in two ways each month.

- Monthly – unduplicated within that month
- Cumulative – unduplicated since July 1, 2023

Monthly demographics include everyone you served between the first and last day of each month. Monthly demographics are unduplicated within the month. Monthly demographics may vary by month. For example: if Client A receives services on July 5, July 22 and July 30, they are counted once in the July monthly demographics.

Cumulative demographics include everyone you served to date during the funding period (July 1, 2023 – June 30, 2024). Cumulative demographics are unduplicated, year-to-date. Once an individual is included in the cumulative demographics, they are not counted again in cumulative demographics, even if they are served in two different months. Cumulative demographics may remain constant from one month to another and may increase over the course of the funding period. For example: if Client A receives services in July and September, they are counted once in the cumulative demographics.

See the next page for an example of how to report monthly and cumulative demographics.

**Monthly Outputs (essential services programs only)**

Essential services program outputs are reported monthly using the same process as demographics.

Program outputs are reported in two ways each month.

- Monthly – unduplicated within that month
- Cumulative – unduplicated since July 1, 2023

### Example of Monthly and Cumulative Demographics

Month	Monthly	Cumulative
<p>July (first month of the funding period)</p> <p>In July, you serve Ambrose, Benny, Ciara, Domingo and Ella.</p> 	<p>Unduplicated number served this month: 5</p> 	<p>Unduplicated number served to date: 5</p> 
<p>August (second month of the funding period)</p> <p>In August, you serve Benny, Domingo and Ella.</p> 	<p>Unduplicated number served this month: 3</p>  <p>Ambrose and Ciara are not included in August monthly demographics because they were not served in August.</p>	<p>Unduplicated number served to date: 5</p>  <p>Ambrose and Ciara are included in August cumulative demographics because they were counted in July and carry over throughout the funding period. Benny, Domingo and Ella were counted in July and carry over throughout the funding period. They are not counted a second time in the cumulative number.</p>
<p>September (third month of funding period)</p> <p>In September, you serve Ambrose, Domingo, Fred and Gina.</p> 	<p>Unduplicated number served this month: 4</p> 	<p>Unduplicated number served to date: 7</p>  <p>Ambrose is back! They are counted in the September monthly number, but they are not counted again in the cumulative number because they were already counted in July. Fred and Gina are added to the cumulative number.</p>

## **Quarterly Indicators**

Indicators are reported in the same way as demographics except: quarterly (unduplicated within the three months) and cumulative year-to-date (unduplicated since July 1, 2023).

Reporting of the successful attainment of indicators should align with the data collection method and frequency, and measure of success described in your proposal.

This may mean there will be months where indicator achievement is 0. In that case, use the narrative section to describe the reason an indicator is 0 and explain when that data will be available. For example: "We measure attendance data each quarter. The November monthly report will reflect the official attendance data for the participants. This month (September), we did ad-hoc checks for five participants and all are on-track to meet the attendance indicator."

This also means indicator data may not be reported for all participants included in the demographic data.

## **General program questions**

- Describe any deviation from typical program activities this month.
- Describe any changes in resources (staffing, funding, space, etc.), that impacted the program.
- In 3-5 complete sentences, provide a specific example of how the program made an impact on a client or the community this month. If quoting a volunteer, staff member, or client, provide their name and title/role. You may use aliases when referring to clients to protect their privacy.
- Is there anything else you'd like to report?

## **Monthly demographics program question**

- Unknown demographics. For each demographic point reported as "unknown", provide the reason.

## **Quarterly general program question**

- If there are indicators that are zero, explain why indicators are zero.

## **Additional monthly report questions**

In addition to the general program questions, the following questions must be answered. United Way of Racine County reserves the right to request additional information in monthly reports as needed with thirty-days' notice.

## July

- Provide links to the program's (or your organization's) social media pages, if applicable:
  - Facebook
  - LinkedIn
  - Twitter
  - Instagram

## October

- Provide a link to the program's current listing on the Volunteer Center Get Connected database.
- Provide a link to the program's current listing on the IMPACT 2-1-1 database.

## November

- If applicable, explain how programming and hours of operation will differ during the December holidays.
- Were your UWRC campaign activities completed by Thanksgiving?
- In 3-5 complete sentences, provide a specific example of how the organization successfully completed their UWRC campaign, including and fun or new strategies implemented.

## December

- Unduplicated number of people served to date in the first six months of programming. This should match your cumulative number served year-to-date.
- Describe progress in implementing your program as outlined in your proposal, including:
  - Hiring and/or program staffing
  - Participant recruitment/retention
  - Services provided
  - Program data evaluation
- Describe general problems or delays the program is experiencing and efforts undertaken to resolve them.
- How has your program collaborated with other organizations/community partners? Describe how the collaboration benefited the program and the community.
- How is United Way funding integral to the program impact described in the previous question? This response may include a quote from staff or a board member.
- Is there anything else you want to report?

## March

- Donors want to understand the impact of their investment. Provide stats for this program for at least two of the giving amounts listed.
  - \$1 per week (\$52 per year)
  - \$5 per week (\$260 per year)
  - \$10 per week (\$520 per year)
  - \$20 per week (\$1,040 per year)

## June

- Unduplicated number of people served during the funding period (July 1, 2023 – June 30, 2024). This should match your cumulative number served year-to-date.
- Describe successes and challenges in implementing your program as outlined in your proposal, including:
  - Hiring and/or program staffing
  - Participant recruitment/retention
  - Services provided
  - Participant achievement of indicators/outputs
  - Program data evaluation
- What is one lesson learned through the evaluation of the program data, and how will that information be used to improve the program?
- In 3-5 complete sentences, provide a specific example of how the program made an impact on a client or the community. This statement should clearly tie the impact to the indicators/outcomes selected in the proposal. If quoting a volunteer, staff member, or client, provide their name and title/role. You may use aliases when referring to clients to protect their privacy.
  - For example: “Pat has participated in Program ABC for four months. With support from their case manager, they set a short-term goal of finding a job and a long-term goal of saving for a down-payment on a reliable vehicle. They obtained employment in October and opened a savings account in November. They are on-track to purchase a vehicle by July.”
- How is United Way funding integral to the program impact described in the previous question? This response may include a quote from staff or a board member.
- What are you most proud of from the funding year?

## Year-End Report

A year-end program budget and budget narrative report is due by August 15.

Funded programs are required to report on the following:

- A year-end program budget and budget narrative.
- Is there anything else you want to report?

**Progress Reviews**

UWRC will conduct a progress review within the first five months of programming. The progress review includes a check of eligibility/compliance documents, a review of submitted program reports, and a discussion about the successes and challenges experienced to date. The organization's executive director and key program staff attend the progress review.

UWRC reserves the right to assemble a team of volunteers and staff to conduct an in-depth review of any funded program in terms of fiscal, outcome measurement and governance issues, or to request additional financial information that clarifies the relationship between UWRC funded program and the overall organization budget.

---

# Deadlines and Extensions

---

## **Submission Policies**

The UWRC funding agreement requires organizations that receive UWRC funds to file a number of documents with UWRC at specified deadlines. It is the organization's responsibility to view their organizational profile in eCImpact for individual deadlines throughout the year.

## **Deadlines**

Organizations are responsible for meeting specific submission deadlines for all compliance documentation:

- Signed agreements
- Revised budgets
- Most recent financial statement review/audit, management letter and the management representation letter (from management to auditor confirming responsibility)
- Current insurance certificate
- Monthly demographics and outputs (if applicable) reports
- Quarterly indicators report
- Year-end report
- Other materials requested by UWRC staff, CIC and/or volunteer advisory teams

The filing dates of compliance documents and required reports are listed within the organizational profile in eCImpact. If the organization fails to submit the document/report within the allotted time, this is considered a breach of agreement.

Repeatedly missing submission deadlines, and/or late and/or incomplete reports may negatively impact the organization's eligibility for future United Way of Racine County funding.

**2023-24 Reporting Deadlines**

<b>Revised budget and narrative</b>	<b>Monthly report: demographics and outputs (if applicable)</b>	<b>Quarterly: outcome and indicator report</b>	<b>Year-end program budget and narrative</b>
Aug 15, 2023	Aug 25, 2023 Sep 26, 2023 Oct 26, 2023 Nov 24, 2023 Dec 26, 2023 Jan 26, 2024	Feb 26, 2024 Mar 26, 2024 Apr 26, 2024 May 24, 2024 Jun 26, 2024 Jul 26, 2024	Oct 26, 2023 Jan 26, 2024 Apr 26, 2024 Jul 26, 2024
			Aug 15, 2024

If a submission deadline is missed and/or not submitted by the required deadline listed below and extensions were not approved, the allocation for the next month will be held. The allocation will be released in the next month if the program returns to good standing. As an example, an organization does not submit their August report by September 26th, the allocation will not be released until October 7th, pending the August AND September reports are submitted. This also applies to all compliance documents per policies and procedures.

If the required document/report is not submitted, or extension not approved and/or it is over 90 days after the extended deadline, the allocation(s) being held are forfeited, and future allocation payments are forfeited.

**Extension Request Process and Expectations**

If any organization finds that it will be unable to meet a deadline, it may request an extension of no more than 90 days. The request must be submitted by email to UWRC at least five business days prior to the existing deadline and explain with specificity the reasons for the request and the proposed extension date. The request should be sent to both the community investment director and the data and compliance manager ([mkallio@unitedwayracine.org](mailto:mkallio@unitedwayracine.org) and [tfeest@unitedwayracine.org](mailto:tfeest@unitedwayracine.org)).

Requests for extensions beyond 90 days may be considered with extenuating circumstances. Such requests must follow the procedure explained above.

The community investment director, chief operating officer, president and CEO, and/or CIC have the authority to approve filing deadlines on compliance documents/required reports. The decision to grant the extension will be solely with the discretion of UWRC.

Written approval or denial of requests for extensions will be sent to the organization via email. With an approved extension, the organization allocation will not be held for that month.

If the required document/report is not submitted, or if an extension request is not approved and/or if it is over 90 days after the extended deadline, the allocation(s) being held are forfeited, and future allocation payments are forfeited.

---

# Annual Campaign Responsibilities

---

United Way of Racine County's community investment process is dependent on the results of the annual community campaign. Impact partners are expected to support the campaign in the following ways.

## **Campaign Promotion**

Acknowledge and promote the organization's partnership with UWRC to staff, volunteers and the public. Respond to request for speakers, displays, tours, and/or other donor education efforts. Collaborate in UWRC's media efforts/approaches, including sharing social media posts. See the Organization Collaboration and Accountability section for information on co-branding.

## **Organization Annual Campaign**

Organizations can choose the campaign effort that best aligns with their size and capacity. In all cases, UWRC will provide an investor relations manager to act as a liaison during campaign activities. Campaign efforts should take place between September 1 and November 30 annually, and funds raised during campaign must be submitted to UWRC no later than December 31.

Each organization can select one or more of the following campaign options:

- Conduct a workplace employee campaign with organization leadership requesting staff participation. UWRC will provide donation forms or create an organization-specific online giving page.
- Host a fundraising event open to the public.
- Promote, attend and support a fundraising event open to the public hosted by another impact partner.
- Make a direct donation to the campaign from the organization.

## **Solicitation of Designations**

Funded organizations must support undesignated giving to United Way. They are not to promote designations to their organization during the annual campaign or at any time throughout the year. This includes leveraging relationships to promote designations for your organization including but not limited to the following: board members, clients/participants, volunteers, staff, at United Way of Racine County presentations, and during United Way of Racine County-planned/facilitated volunteer projects.

---

## Donor Designation Process

---

United Way of Racine County allows individuals who donate to the annual workplace campaign to designate their gifts to any United Way funded organization that received a program award through the 2023-24 request for proposal process or through the 2022-23 community workforce fund as identified on the annual campaign donor designation form. It is the employer's decision to offer donor designations to its employees. United Way will make every effort to accommodate company designation policies.

Designations are accepted only for organizations receiving UWRC program funding through the request for proposal process and the community workforce fund.

- Designations to organizations funded through the request for proposals process will remain intact for up to but no more than two years after program funding ceases.
- Designations to organizations funded through the community workforce fund will remain intact for the campaign immediately following the investment year during which the grant was received.
  - Community workforce grantees funded during the 2022-23 investment year (July 1, 2022 – June 30, 2023) will be included on the 2023 designation forms.
  - Community workforce grantees funded during the 2023-24 investment year (July 1, 2023 – June 30, 2024) will be included on the 2024 designation forms.

Designation forms with pledges made to non-United Way funded organization will be returned.

Donor designation forms must be returned in the campaign report envelope along with the pledge forms. Donor designation forms must be turned in to United Way of Racine County by December 31 for processing or at an agreed-upon date between United Way of Racine County and contributing organization. Donor designations processed by an out-of-town employer will be honored if received by February 28. Incomplete or inaccurate forms will not be processed and will be returned.

Designators must use United Way of Racine County's donor designation form (available through the employee campaign coordinator or United Way of Racine County office) or a compatible form designed by the company. The form must be properly completed, and the donor's signature is required.

Designators must pledge a minimum of \$50 to be able to designate monies to an organization. If designations are made to more than one funded organization, a minimum of \$50 must be pledged to each organization. A maximum of eight organization designations per donor is allowed.

Designated cash gifts to United Way of Racine County funded organizations must be paid in full. Designations made through payroll deduction are reduced by the annual anticipated pledge loss as determined by United Way of Racine County finance committee. Deferred pledges are paid out based on actual collections.

Designated donations are paid out after the request for proposal review process has been completed. Members of the volunteer advisory teams are not advised of an organization-directed designation during the review process.

United Way of Racine County does not allow company-level donor designations. Matching company contributions will be used by United Way of Racine County in the general allocation fund.

Organizations receiving UWRC program funds will be provided a list of donor names and addresses of those who wish to be acknowledged. Donors must indicate their desire to be acknowledged on the designation form. Donors who do not want their names and addresses provided to organizations will be identified as “anonymous” to the organization receiving the designation.

United Way of Racine County has the right to verify each donor’s pledge amount with the employer.

### **Exclusionary Designations**

United Way of Racine County allows individuals who donate to the annual workplace campaign the ability to exclude certain organizations from the receipt of their donations. These donations are held and distributed separately from the unrestricted funds to assure that organizations that have been excluded do not share in the distribution of those funds. It is the employer’s decision to offer exclusionary designations to its employees. United Way of Racine County will make every effort to accommodate company designation policies.

Designators must pledge a minimum of \$50 to be able to designate exclusionary monies.

Exclusionary designations are tabulated as “zero dollars” to that organization(s). This is the same as a positive designation to all other organizations not excluded. The effect of the exclusionary designation will be a pro-rated reduction in the pool of

dollars available to the organizations excluded. Volunteer advisory team members will not have knowledge of an organization exclusionary designation during the review process.

United Way of Racine County does not allow company exclusionary designations.

### **Donor Designation Payout Process**

Donor designation information is processed by United Way of Racine County staff by the first week of March. Organizations are notified of donor designations by mid-March. The information provided to the organization includes the total amount of designations broken down by cash, payroll deduction and direct bill, the total number of donors and the names of donors who wish to be acknowledged.

Cash donations are paid in full to the organization on June 15. Payroll deduction pledges are paid out on June 15 and December 15. The payroll deduction pledges are reduced by the annual anticipated pledge loss as determined by the United Way of Racine County finance committee. The balance of the payroll deduction will be paid out equally on June 15 and December 15. The finance committee has the right to examine actual pledge loss by a company in extenuating circumstances and further reduce the pledge loss on donor designation payouts.

Deferred pledges are paid out on June 15 and December 15, based on actual collection of the pledge.

United Way of Racine County does not charge any administrative fee for donor designation pledges.



United Way  
of Racine County