

**United Way of Racine County**

**2018**



# **COMMUNITY INVESTMENT POLICIES AND PROCEDURES**

## **FOR FUNDED PROGRAMS**





# TABLE OF CONTENTS

## SECTION I. OVERVIEW

Acronyms

A. INTRODUCTION .....	1
B. HISTORY .....	1
C. MISSION, VISION .....	1
D. CODE OF ETHICS .....	1
E. UNITED WAY WORLDWIDE	
1. Standards of Excellence.....	2
F. INVESTMENT COMMITTEE STRUCTURE ..	3

## SECTION II. COMMUNITY INVESTMENT

A. COMMUNITY INVESTMENT FUNDING .....	4
1. Request for Proposal .....	6
2. LIFT Anchor .....	7
3. LIFT Enrichment .....	7
4. Community Workforce Fund .....	8
5. Wadewitz Funding .....	9
6. Youth As Resources .....	10
B. OTHER INVESTMENT FUNDING .....	13
1. Donor Designations .....	13

## Section III. COMMUNITY INVESTMENT PROCESS

A. GENERAL STANDARDS	
1. Eligibility .....	16
2. Ongoing compliance .....	17
3. Steps in community investment process	18
4. Program Evaluation .....	20
5. Funding Award Process .....	21

## SECTION IV. FUNDED PROGRAM REQUIREMENTS

A. PROGRAM .....	22
1. Local Services .....	22
2. Outcomes Measurement .....	22
3. Budgets .....	22
4. Revised Budgets .....	22
5. Program Changes .....	22
B. GOVERNANCE .....	23
1. Incorporation .....	23
2. Tax Exemption .....	23

3. Governing Body .....	23
4. Bylaws .....	23
5. Non-discrimination .....	23
6. Certificate of Insurance .....	23
7. Counterterrorism Compliance .....	23

## C. FINANCIAL CONDITIONS AND ACCOUNTABILITY

1. Accounting .....	24
2. Audit/Review .....	24
3. Fiscal Agent.....	24
4. Fundraising .....	24
5. Refund Policy .....	24
6. Relationship with UWRC .....	25

## D. REPORTS & REVIEWS

1. Monthly Report .....	26
2. Mid-Cycle Report .....	26
3. Year-End Report .....	26
4. Organizational/Program Budget .....	26
5. Reviews .....	26
6. Community Workforce Fund Review ....	27

## F. FILING POLICIES

1. Late Filing .....	28
2. Audit Filing .....	28
3. Requests for Extensions .....	28

## G. PARTNERSHIP RESPONSIBILITIES

1. UWRC Annual Campaign .....	29
2. UWRC Brand Compliance Guidelines ..	30

## SECTION IV. APPENDICES

APPENDIX A: Code of Ethics .....	32
APPENDIX B: Explanation of Accounts for Competing Budget Section .....	37
APPENDIX C: Investment Timeline .....	40

## SECTION V. GLOSSARY .....

41
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# SECTION I. OVERVIEW

## A Guide to UWRC Acronyms

BN	=	Basic Needs	UWRC	=	United Way of Racine County
CIC	=	Community Investment Committee	UWW	=	United Way Worldwide
CIFT	=	Community Investment Financial Team	YAR	=	Youth As Resources
RFP	=	Request for Proposal			

## A. INTRODUCTION

For 95 years, United Way of Racine County (UWRC) has been engaged in what we call “community impact” work. Community impact utilizes three strategies: community impact initiatives and programs, community engagement and the community investment process. We consider ourselves a community impact organization for a few reasons—meaning the work we’re doing has a profound effect on the community as a whole, but also the work we’re doing wouldn’t be possible without the community’s support.

## B. HISTORY

Since 1922, UWRC has helped improve lives and build stronger communities by partnering with health and human service agencies. Over the years, our UWRC has grown and changed, from a community chest that funded agencies to a community impact organization. Community impact creates community change. Community impact responds to changing community needs, forging strategic partnerships and fostering effective solutions to tackle local issues. By harnessing the caring power of our community, best resources and inspiring others to join the fight we are building an educated workforce.

Working with the dedication of volunteers, donors and community leaders, we will continue to evolve and grow, while focusing on building an educated workforce to improve lives and transform our community. Together, we are the caring power of the community.

## C. MISSION AND VISION

### Mission

Mobilizing the caring power of Racine County to improve lives and transform our community.

### Vision

UWRC envisions a community where individuals and families achieve their potential through education, financial stability, and healthy lives.

## D. CODE OF ETHICS

UWRC volunteers, employees, and representatives have a responsibility to uphold the highest ethical standards. UWRC’s Code of Ethics sets forth standards and responsibilities to build trust through all that we do in our work. See appendix A for the full code of ethics.

## **SECTION I. OVERVIEW**

### **E. UNITED WAY WORLDWIDE**

United Way Worldwide is the leadership and support organization for the network of nearly 1,800 community-based United Ways in 40 countries and territories. United Way Worldwide articulates standards of excellence which provide benchmarks for best practices in five areas of operation. Annually, all United Ways certify their adherence to standards set by United Way Worldwide.

#### **E1. United Way Worldwide Standards of Excellence**

- Community engagement and vision—work with the formal and informal leaders in the community to understand the social and economic landscape, listen to and learn from members of the community and build a commitment to act on shared goals.
- Impact strategies, resources and results—develop strategies that will achieve measurable and lasting change in community conditions, mobilize necessary resources and put them to work to produce positive results and improve lives.
- Relationship building and brand management—develop, maintain and grow relationships with individuals and organizations in order to attract and sustain resources to support United Way’s mission.
- Organizational leadership and governance—garner trust, legitimacy and support from the local community and the United Way system.
- Operations—provide efficient and cost-effective systems, policies and processes that enable the delivery of United Way’s mission-related work and ensure the highest levels of transparency and accountability.

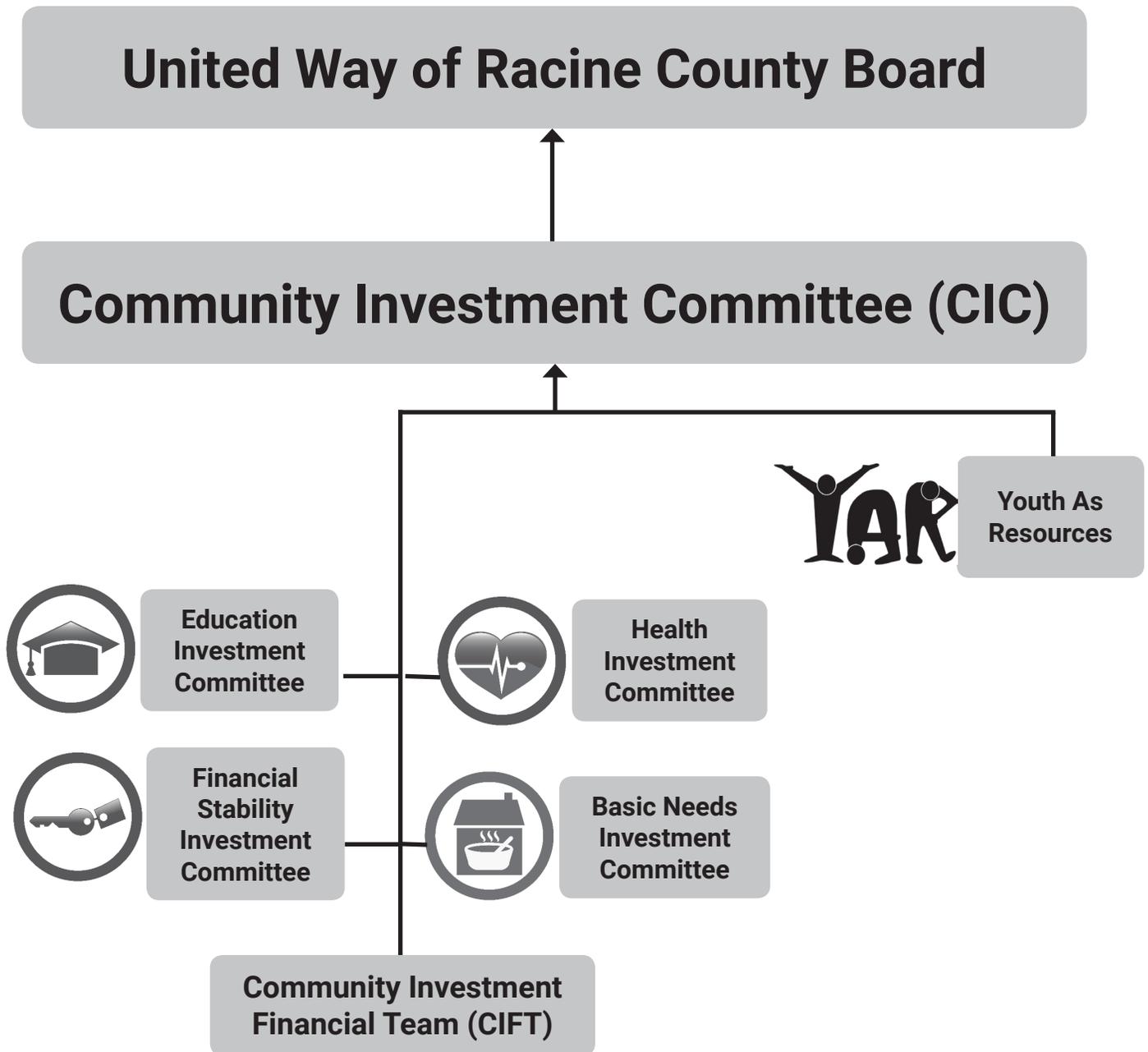
## SECTION I. OVERVIEW

### F. INVESTMENT COMMITTEE STRUCTURE

Investment committees oversee community investment within five specific priority areas. These investment committees are comprised of community volunteers representing a variety of expertise and backgrounds.

The goal of the community investment committees is to make sound funding decisions based on the UWRC community investment process and in line with UWRC mission and strategies.

For further understanding of the composition of the relationship to the board of directors, community investment committee, financial team, investment committees, and YAR, use this organizational chart as a visual aid.



## **SECTION II. COMMUNITY INVESTMENT**

### **A. COMMUNITY INVESTMENT FUNDING**

The community investment process is a multi-step process that is put in place to ensure that all community partners, including UWRC, are making progress on building an educated workforce. This coordinated investment strategy that focus on underlying elements is the most effective way to build an educated workforce.

It is essential to the health of our community to have strong, vital and competently managed non-profit agencies concerned with the health and human services of our community. It is critical to the effectiveness and vitality of these agencies that their programs:

- Be developed and refined to address current problems.
- Have a diverse funding base (including local contributions).
- Be administered locally.
- Efforts are made to encourage and strengthen citizen concerns.
- As part of the responsible planning and administration, agencies should keep informed of and participate in plans and programs developed by city, county, state and federal agencies to meet community needs.
- Agencies should work with the appropriate community resources in developing, revising and coordinate their programs.

Funding available for distribution by UWRC is contingent each year upon the success of the annual campaign and other fundraising efforts. Funding commitments made to programs are also contingent upon:

- Successful RFP.
- Periodic program review, where sufficient progress towards outcomes and performance standards must be evident.
- In compliance with all UWRC policies, procedures and expectations, including those specified in the contract addendum.

The support (financial or non-financial) of a funded programs will be based on the roles the agency will play in impacting UWRC's strategies issues. Program support provided under community investments will be provided to those approved programs that utilize a focused approach to bring about community change related to focus areas identified by UWRC.

No request is guaranteed funding from UWRC and the support of funded programs is left to the discretion of UWRC's community investment process. On an ongoing basis, UWRC will carefully examine all funded programs. UWRC has the discretion to end funding for any programs that do not address our focus. In addition, funded programs may terminate their partnership with UWRC at any time by written resignation.

## SECTION II. COMMUNITY INVESTMENT

UWRC improves lives by funding programs that provide services to Racine County residents by initiating and supporting programs that focus on building an educated workforce. There are several investment options:

<b>Investment funding</b>	<b>Description</b>	<b>Funding cycle</b>
Building an educated workforce: request for proposals (RFP)	Address building an educated workforce under education, financial stability, health and basic needs strategies.	Annual funding: July 1 - June 30, disbursed monthly.
LIFT (Link and Inspire For Tomorrow)	Request for proposals that address place-based initiatives for the community schools strategy.	Three year funding: September 1 - August 31 with annual review to determine renewal of funding.
LIFT enrichment programs	Funding for programs that supplements the LIFT strategy for after school programming.	Annual funding: September 1 - May 31.
Community Workforce Fund	Supplements the strategic plan of building an educated workforce by grants and sponsorships.	Monthly review available July 1 - June 30 of one-time or funding stipulations. Funding available until funds are depleted. Maximum funding is \$10,000 or less.
Wadewitz Funds	Grants or interest-free loans established for funded impact partner repairs.	Available throughout the year as needed.
Youth As Resources (YAR)	Targeted funding to youth-designed, youth-led community services and service learning projects.	Available August 1 - May 31.

All applicants must read, agree to sign, and meet all provisions of the funded program agreement and standards including compliance requirements. If organization is currently funded by UWRC, they must be in compliance with all policies and procedures at the time of submitting appropriate requests. Programs must reapply for each investment as noted.

Funding available for distribution by UWRC is contingent each year upon the success of the annual campaign and other fundraising efforts.

## **SECTION II. COMMUNITY INVESTMENT**

### **A1. Building an Educated Workforce Request for Proposal (RFP)**

The RFP for building an educated workforce is a yearly funding process. UWRC invites applications from mission-driven, nonprofit community-based organizations to apply for funding, when available. UWRC's focus of building an educated workforce has identified key areas in education, financial stability, health and basic needs. Community investment committees comprised of volunteers assist in awarding program funding to the programs that demonstrate best strategies and practices that can have the greatest impact on critical community issues. Each proposal will be assessed by the appropriate investment committee according to the criteria outlined in RFP.

#### **Each proposal must:**

- Demonstrate that services to be provided are tailored to meet the needs of the identified population. Consider the extent to which the proposed program is able to track and report on the UWRC "shared outcomes" for the investment area in which the grant is being sought.
- Clearly describe plans to collect and report data on the shared outcomes in the upcoming funding year.
- Clearly describe the training, experience, skills, and qualifications of program staff for effective delivery of the model proposed.
- Clearly state how the proposed program will be sustained and/or scaled at the end of the grant cycle.

## SECTION II. COMMUNITY INVESTMENT

### A2. LIFT (Link and Inspire For Tomorrow) ANCHOR Programs

In the 2016-17 school year, Racine Unified School District (RUSD) opened the first community school in the district; Knapp Elementary School. The community school model is committed to promoting healthy development and learning among all youth, families and community members. The intent is to provide services and support during the day, evening and on the weekends in the school building. The model strives for multi-level impact by engaging youth and adults in community development.

By using the integrated approach to address outcomes in all three of the education, financial stability and health areas, UWRC will bring partners together to offer a range of supports and services to focus on youth, family, and community development and engagement. This will strengthen families and promote a healthier community.

The LIFT RFP was piloted in 2016-17 with a three year funding process. In years two and three UWRC conducts an annual review to determine renewal of funding. The next opportunity to submit a request for proposal is in the 2019-20 funding cycle. If funding is awarded, UWRC reserves the right to adjust the program's total allocation at any time during the funding period. If UWRC cannot maintain the initial allocation amount due to unexpected significant decreases in UWRC's revenues or reserves. The program will be notified at least 30 days in advance of the required change in the allocation for the remaining months in the funding period. Funds will be distributed over a 12-month periods and renewable for up to two years based on outcome results.

### A3. LIFT (Link and Inspire For Tomorrow) Enrichment Programs

The LIFT enrichments grants is a subset of the community investment LIFT RFP. All programming must be at Knapp Elementary School and address after school and summer programming.

#### Organization must demonstrate:

Applicants should review UWRC's Policies & Procedures, general standards, page 16 for the full list of criteria used to determine if an organization is eligible to request funding. The minimum criteria to apply for funding includes, but is not limited to:

- Current organizational board list
- Current organizational budget
- IRS Designation of status as 501(c)(3) nonprofit charitable organization

#### Funds cannot be used to cover:

- Services prior to receiving award.
- Items or supplies that will result in a profit.

#### Reporting Requirements

Within 30 days of the conclusion of the program year, a report must be submitted online through CaseWorthy. This report:

- Details the implementation and completion of the program.
- Evaluates the effectiveness of the program, including number of people served.
- Reports and documents how funds were spent.

## **SECTION II. COMMUNITY INVESTMENT**

### **A4. Community Workforce Fund**

Community Workforce Fund offered through the community investment process is provided for specific projects and sponsorships that effectively can assist UWRC in “Building an Educated Workforce” through education, financial stability, and health.

Funding requests for the Community Workforce Fund are reviewed on a monthly basis. Limited funds are available July 1 - June 30 and once the funds are depleted, no more requests will be accepted. Funding requests should not exceed \$10,000, request exceeding \$10,000 will not be reviewed.

#### **Projects:**

- Must reapply for future funding
- Are not eligible to receive funding for more than two consecutive years.

#### **Sponsorships:**

- Must reapply for additional funding
- Are eligible to receive funding for more than two consecutive years.

#### **All projects and sponsorships must:**

- Demonstrate alignment with building an educated workforce
- Serve residents in Racine County
- Submit a current organizational board list
- Submit a current organizational budget
- Submit an IRS Designation of status as 501(c)(3) nonprofit charitable organization

## SECTION II. COMMUNITY INVESTMENT

### A5. Wadewitz Fund

The Wadewitz Fund is designated to provide grants or interest-free loans to assist UWRC established funded agencies with requests to repair, replace or improve conditions that meet the criteria of an emergency or capital need, and where no other reasonable source of funds are immediately available. CIC makes recommendations to the UWRC Board of Directors for disbursement of Wadewitz funds.

- Agency must be in compliance with all policies and procedures including ongoing compliance documents and reporting requirements to receive Wadewitz funding.
- Agency must submit a minimum of three proposals for all repairs or emergency or capital need.
- A written request is submitted to CIC from the funded agencies' Board Chair.
- CIC will make recommendations as quickly as possible, targeting within 30 days of loan request, to approve or deny.
- Results of CIC's recommendation will then be forwarded to UWRC's Executive Committee or Board of Directors for final approval.
- The agency will be notified in writing of the action of UWRC's Board immediately following its decision.

### Loans

Funds are distributed to UWRC funded agencies for interest-free, short-term (up to one year) loans for capital needs and/or equipment. The minimum loan amount is \$500, with a maximum of \$5,000 per agency, per year.

Following approval of the Wadewitz loan funding recommendations:

- The loan will be paid back according to the agreed-upon terms within the Wadewitz Fund loan agreement.

### Grants

Funds are distributed to UWRC funded agencies and can be utilized for capital needs, to maintain, repair, or rehabilitate any building, structure or item of equipment having a normal useful life in excess of three years. This also includes the purchase or lease of equipment, but not the purchase or lease of buildings.

- A funding determination is made based on the dollars available in the interest account of the Wadewitz Fund.
- Allocations shall not exceed more than 50 percent of the anticipated costs.
- No one agency shall receive more than \$30,000 in a two-year period.

Following approval of the Wadewitz grant funding recommendations:

- Notification includes the award amount, the award terms, conditions and expectations of the organization's requirements.

## **SECTION II. COMMUNITY INVESTMENT**

### **A6. Youth As Resources**

Youth As Resources (YAR) empowers young people to make a positive difference in Racine County through grant making and community service. YAR provides grants to fund youth-designed, youth-led community service and service learning projects. YAR projects feature youth as planners and volunteers while creatively address specific community needs or problems, such as environmental, social and cultural awareness issues. Since 1996, YAR has funded 411 community service projects totaling over \$278,000. More than 32,000 youth and adults in Racine County have been involved in YAR-funded projects.

The purpose and function of Youth As Resources is to support UWRC's community impact strategies as follows:

- Provide funding for supplies needed to complete youth-led community service and service learning projects.
- Promote youth as capable community contributors who have valuable ideas and are able to take on responsibilities with energy and skill.
- Empower youth to develop and apply their capacity to transform themselves and the world in which they live through active participation in the relationships, events and institutions that impact their lives.
- Foster youth/adult partnerships where adults play a significant role as respectful partners and where both youth and adults share power and decision making.
- Promote the direct involvement of youth in their communities as productive workers, as change agents, and as advocates for themselves and others in organizations and institutions throughout the community.
- Promote in youth the development and acquisition of new knowledge and skills while providing support and challenging opportunities.

### **Youth As Resources Committee**

The Youth As Resources board is a model of youth-adult partnership. The YAR board is comprised of youth (75%) and adults (25%) with up to 30 members. Two youth members serve as co-chairs. Each co-chair serves a two-year term and is elected on alternate years. This schedule facilitates leadership and provides the newly-elected co-chair with a year of mentorship from the existing co-chair. A youth member serves as the board secretary. YAR is staffed by the Education Initiatives Coordinator.

### **YAR Board Member Responsibilities**

- Attend and actively participate in regularly scheduled YAR meetings, leadership development activities, board service projects and year-end celebration.
- Review grant applications, evaluate project presentations and make funding recommendations to CIC regarding specific allocations of the committee's funding pool.
- Oversee and monitor funded projects through site visits and written reports.
- Participate in recognition events for grant project participants.
- Assist in the ongoing improvement of YAR and the YAR investment process.
- Represent UWRC and YAR at community events.

### **Grant Request Guidelines**

Any group of youth (up to age 24) from community organizations, religious communities, schools, classrooms, clubs, service groups, and other nonprofit organizations may apply for a YAR grant up to and including \$1,000.

## SECTION II. COMMUNITY INVESTMENT

### **YAR grants are awarded to projects that:**

- Are planned, led, and implemented by youth with adults serving as advisors.
- Address a community need or problem clearly and creatively.
- Can be started and finished by the same group of youth in a reasonable amount of time.
- Have solid, well-organized plans and a realistic, cost-effective budget.
- Create and utilize networks within the community through the donation of services, talents and materials.
- Publicize the positive work being done by youth to improve Racine County.
- Include reflection activities that help youth gain insight into how they can make the world a better place.

### **Each YAR project must have a sponsoring organization. The sponsoring organization is required to:**

- Assume all liability associated with the project.
- Demonstrate proof of IRS determination of nonprofit status.
- Complete and submit the counterterrorism compliance document.
- Receive and disburse the grant award funds on behalf of the youth group.

### **Each YAR project budget has three required elements:**

- Project costs such as supplies, materials, rental, transportation, etc.
- Reflection costs such as photo developing, stickers, embellishments, etc. Each group is provided a blank reflection book to complete and submit. Reflection costs may be no more than \$35.00.
- Recognition costs such as certificates for participants, end-of-project celebrations, etc. Recognition costs may be no more than 20% of YAR-funded project costs.

### **YAR grants cannot be used to cover:**

- Overhead costs (rent, electric bills, etc.)
- Salaries, wages, stipends, or honorariums
- Direct donations to other organizations
- Capital items (computers, power tools, etc.)
- Items purchased prior to receiving notification of a YAR grant award for this project
- Items or supplies that will result in a profit for the group receiving the grant, or for other groups.

### **Funding Process**

The Youth As Resources pool of funds is a subset of the community investment pool but is separate from the investment committee pools.

## SECTION II. COMMUNITY INVESTMENT

### Application Process

- Prior to applying for funding, youth groups are encouraged to attend an informational session.
- The YAR grant application is available online through CaseWorthy.
- Submitted applications are screened by the Education Initiatives Coordinator and reviewed by the YAR board.
  - YAR board members may submit questions about the application to be answered by the group at its project presentation.
- Applicants are notified in writing of the status of their application.
  - Groups that are not invited to present are given specific reasons and are invited to participate in an informational session before reapplying.
  - Youth groups that submit eligible grant applications are invited to present their project ideas to the YAR board.
- The YAR board makes funding recommendations based on the project's adherence to the funding guidelines and the potential impact of the project.
  - Funding recommendations may contain specific stipulations.
  - Submission of a proposal that meets all requirements does not guarantee funding.
  - Groups that do not receive funding are given specific reasons and are invited to participate in an informational session.
  - Recommendations from the YAR pool for grants up to and including \$1,000 are approved by the president, and the vice chair-community investment or CIC.
  - In the rare event that the YAR board determines a project warrants funding of \$1,001 or more, approval is required by the president, board chair, and vice chair-community investment or CIC.
- The vice president - finance and administration is responsible for monitoring expenditures from the YAR pool and reporting them in the monthly financial reports to the board.

### Award Process

- Following approval of the funding recommendation:
  - The education initiatives coordinator notifies the group of the award amount, the award terms, conditions, and stipulations, and the reporting requirements.
  - The vice chair - community investment notifies the sponsoring organization of the group's award amount and distribution of funds in writing.

### Reporting Requirements

Within 30 days of the completion of the project, the youth group must submit:

- A project summary report that:
  - Documents the implementation and completion of the project.
  - Evaluates the effectiveness of the project, including number of people served.
  - Reports and documents how the YAR funds were spent.
- A project reflection book that includes photos, illustrations, narratives, personal stories, etc. and allows the youth to:
  - Document the project from start to finish.
  - Reflect upon:
    - What they learned about the community.
    - How they grew personally.

All unused or inappropriately used funds must be returned to UWRC.

## SECTION II. COMMUNITY INVESTMENT

### B. OTHER INVESTMENTS

#### B1. Donor Designations

United Way of Racine County allows individuals who donate to the annual workplace campaign to designate their gifts to any United Way funded agency 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.

Donor designation forms must be returned in the campaign report envelope along with the pledge cards. Donor designation forms must be turned in to United Way 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.

- Designations are accepted only for agencies receiving UWRC program funding and will remain intact for up to but no more than three years after program funding ceases.
- Designation forms with pledges made to non-United Way funded agency will be returned.
- Designators must use United Way's donor designation form (available through the employee campaign coordinator or United Way 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 agency.
- If designations are made to more than one funded agency, a minimum of \$50 must be pledged to each agency.
- A maximum of three agency designations per donor is allowed.
- Designated cash gifts to United Way funded agencies must be paid in full. Designations made through payroll deduction will be reduced by the annual anticipated pledge loss as determined by United Way finance committee. Deferred pledges will be paid out based on actual collections.
- Designated donations will be paid out after the community investment review process has been completed. Members of the community investment committees will not be advised of an agency-directed designation during the review process.
- United Way does not allow company-level donor designations. Matching company contributions will be used by United Way in the general allocation fund.
- Agencies 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 agencies will be identified as "anonymous" to the agency receiving the designation.
- United Way has the right to verify each donor's pledge amount with the employer.

## **SECTION II. COMMUNITY INVESTMENT**

### **Exclusionary Designations**

United Way allows individuals who donate to the annual workplace campaign the ability to exclude certain agencies from the receipt of their donations. These donations are held and distributed separately from the unrestricted funds to assure that agencies 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 will make every effort to accommodate company designation policies.

- Designator must pledge a minimum of \$50 to be able to designate exclusionary monies.
- Exclusionary designations are tabulated as "zero dollars" to that agency(s). This is the same as a positive designation to all other agencies not excluded. The effect of the exclusionary designation will be a pro-rated reduction in the pool of dollars available to the agencies excluded. Investment committee members will not have knowledge of an agency exclusionary designation during the review process.
- United Way does not allow company exclusionary designations.

### **Donor Designation Payout Process**

- Donor designation forms must be turned in to United Way by December 31 for processing or at an agreed-upon date between UWRC and contributing organization. Donor designations processed by an out-of-town employer will be honored if received by February 28.
- Donor designation information is processed by United Way staff by the first week of March.
- Agencies will be notified of donor designations by mid-March. The information to be provided to the agency will include the total amount of designations broken down by cash, payroll deduction and direct bill, total number of donors and the names of donors who wish to be acknowledged.
- Cash donations will be paid in full to the agency on June 15.
- Payroll deduction pledges will be paid out on June 15 and December 15. The payroll deduction pledges will be reduced by the annual anticipated pledge loss as determined by the United Way 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 will be paid out based on actual collection of the pledge. These pledges will be paid out on June 15 and December 15.
- There will be no administrative fee charged for donor designation pledges.
- Designations to agencies that are no longer receiving UWRC program funding will continue to receive donor designation payout up to but no more than three years after UWRC funding award ends as long as compliant with UWRC's current policies and procedures.

### **Solicitation of Designations**

- Funded agencies must support undesignated giving to the United Way Community Campaign.
- Funded agencies are not to promote designations for their organization during United Way's Community Campaign or at any time throughout the year. This would include leveraging partner relationships to promote designations for your organization including but not limited to the following: board members, clients, volunteers, staff, United Way presentations, and United Way planned volunteer projects.

## **SECTION II. COMMUNITY INVESTMENT**

### **Failure to Comply**

If United Way finds supporting evidence that an agency has failed to comply with the requirements stated above, the following actions will be taken:

- First offense: A written notice will be sent. Points will be deducted during the next funding review cycle in that organization's request for funding.
- Second offense: A written notice will be sent and said agency will be required to meet with UWRC's President, Vice President of Community Impact, Vice President of Finance, and Vice President of Investor Relations to discuss the failure to comply. Points will be deducted during the next funding review cycle in that organization's request for funding.
- Third offense: A written notice will be sent and said agency will not be given the opportunity to apply for funding during the next investment cycle.

## SECTION III. COMMUNITY INVESTMENT PROCESS

### A. GENERAL STANDARDS

#### A1. Eligibility

The documents listed must be submitted online and/or kept up to date in CaseWorthy.

- Evidence of nonprofit status
  - Employer Identification Number (EIN), IRS tax exemption letter
  - Proof of exemption from federal income tax under Section 501 (c)(3)
- Articles of incorporation
- By-laws and other governing documents
- Most recent audit and audit management letter
- Current board list
- Current operating budget with reasonable diverse and sustainable funding sources with each proposed project/program budget demonstrating reasonable diverse and sustainable funding sources and expenses.
- Insurance binder, assume all liability associated with the program
- IRS Form 990 or 990EZ
- Annual report
- Stated policies of nondiscrimination and complies with all requirements of state and federal laws and regulations on nondiscrimination and equal opportunity
- Organizational mission related to UWRC interests and priorities
- Evidence of good governance
  - Mission statement
  - Organization strategic plan and/or leadership succession plan
  - Evidence of program/organization certification; e.g., national accreditation or affiliation contract when appropriate or required
- Written agreement for fiscal responsibilities if applicable.

In addition agency must demonstrate that they are able to meet all of the following requirements:

- Alignment with UWRC building an educated workforce and priorities of: education, financial stability, health and basic needs.
- Demonstrate a well-developed and implemented outcome measurement system and demonstrated track record in the focus area for which they are applying for funding.
- Maintain program delivery of service to Racine County residents.
- The organization is not primarily political in nature and does not provide services limited to members of a particular religious group.
- Operate with equivalent of one full-time staff person who is in charge of day-today activities and overall administrative responsibilities.
- Have responsibilities to manage its own internal affairs with maintain planning, administration and fiscal management at the soundest possible level.
- Comply with UWRC's partnership, marketing and fundraising requirements (annual campaign, displaying the UWRC logo on website/materials, and supplemental funding).
- Comply with all applicable guidelines outlined in policies and procedures.

## SECTION III. COMMUNITY INVESTMENT PROCESS

### A2. Ongoing compliance

The following items must be kept current in CaseWorthy:

- Current Board of Directors
- Update on program changes including financial
- Most recent audit/review with management letter; within six months of fiscal year-end
- Monthly reports
- Mid-cycle Report due February 1; with outcome findings, Demographics, Year-to-date program budget
- Year-end Report due August 1; with outcome findings, Demographics, Year-end program budget
- Current insurance binder
- Counterterrorism Compliance form

Funded agencies must demonstrate:

- UWRC recognition/co-marketing
  - E.g., use of UWRC logo, etc.
  - Media file samples

## SECTION III. COMMUNITY INVESTMENT PROCESS

### A3. Steps in the Community Investment Process

The community investment process involves much more than funding local programs. UWRC and its investment committee volunteers and staff work diligently throughout the year to ensure that funded organizations adhere to UWRC guidelines, provide quality service to their clients and network to discuss best practices and key outcomes relative to the services they provide.

Local agencies submit a RFP for their program by February 7. UWRC reserves the right to share all aspects of the community investment findings when appropriate with the public.

#### Application Process

- The application is available online through CaseWorthy.
  - Required documents (organizational board list, organizational budget and evidence of nonprofit status)
  - Attestation statement
  - Counterterrorism compliance form
- Submitted applications are screened by community investment committees, CIC and staff.
  - Community investment committees, CIC and staff may communicate directly with the applicant's organization and submit questions about the application to be addressed at the next meeting.

#### Review Process

The programs are evaluated annually by the appropriate investment committee, who in turn, provides CIC recommended levels of investment. CIC reviews, adjust if needed, then forwards the recommendations to the board. RFP's due February 7, with program review taking place in February, March and April.

- 1. RFP Review.** Committees review RFPs to obtain information about activities/services, budget, staffing, facilities, resources, target clients, desired outcomes, plan of evaluation, and indicators of success relating to the investment area.
  - Each investment committee member is responsible for conducting an in-depth evaluation of individual programs applying for UWRC funding. Each committee member uses a detailed evaluation to assess community needs, program review and organizational capacity.
- 2. Financial Review.** Investment committees review program and organizational budgets with guidance and input from the CIFT and UWRC staff. The financial capacity section of the evaluation will be completed by CIFT financial advisors. CIFT will complete the financial scores by the March 1.
- 3. UWRC Relationship.** UWRC staff review agencies ability to conduct a campaign, promote, and comply with policies and procedures.
- 4. Program Review.** Much of the information used in scoring comes directly from the RFP's. The committee members complete their evaluations and bring their perspectives to the full investment committee for funding discussions. The investment volunteers are prepared to discuss, analyze and share objective observation to compile one group score for each program.

## SECTION III. COMMUNITY INVESTMENT PROCESS

**5. Scoring.** The investment committees meet to score each program.

- The investment volunteers are prepared to discuss, analyze and share objective observation to compile one group score for each program. Scoring is based on:
- Community needs
- Program review
- Organizational capacity
- Financial capacity
- UWRC relationship
- General discussion
- Funds available

**6. Investment Decisions.**

After all the programs have been collectively scored, staff presents group scores per program, funding recommendations and funding rationales. UWRC staff makes recommendations for funding based on:

- The RFP's review
- The financial review
- Information obtained from the program reviewed by committee
- UWRC relationship review
- Investment dollars available
- Formulates funding recommendations from submitted evaluation and presents at the funding meeting in April

Investment committees will make recommendation based upon request and staff recommendations. Funding recommendations and rationales from staff and investment committees are reviewed, edited, if needed and approved by CIC.

- These recommendations are subsequently presented to the UWRC board in May, with final approval of the investments resting with the UWRC board of directors.
- Notification letters and contracts are issued after the board meeting.
- Funding year July 1 - June 30.

**7. On going outcomes review.**

Committee members receive and review written outcomes reports from each program at the program's monthly report, mid-cycle and at the end of the funding year. Programs are required to update client information by the 15th day of every month.

**8. Accountability Reviews.**

UWRC staff will conduct an accountability review in the fall for continuous improvement and accountability.

## SECTION III. COMMUNITY INVESTMENT PROCESS

### A4. Program Evaluation

UWRC's community investment volunteers give consideration to funding health and human services programs that:

- Align with UWRC outcomes framework and community impact strategies.
- Maximize efficiency of resources by involving volunteers, coordinating and partnering with other service providers and using cost-saving measures as appropriate.
- Collaborate or partner with other programs for the efficient and effective provision of services.
- Demonstrate cultural diversity and sensitivity in hiring of staff, recruitment of volunteers and board members, helping to provide services within neighborhood or geographically accessible locations whenever feasible, including rural areas, and providing ways to address income barriers to service accessibility.
- Demonstrate a positive impact in the community that is documented through the current (or planned) measurement of outcome objectives.

### Required Program Structure, Components, and Essential Elements

The proposed program must align with one or more UWRC strategies reflected in the RFP impact strategy. The program must demonstrate:

- The required activities/outputs and corresponding outcomes/indicators under investment area(s) that apply to the proposed program.
- The proposed program is able to track and report on the UWRC outcomes for the investment area in which the RFP is being sought.
- Clearly describe plans to collect and report data on the shared outcomes in the upcoming funding years.
- Clearly describe the training, experience, skills, and qualifications of program staff for effective delivery of the model proposed.
- Clearly state how the proposed program will be sustained and/or scaled at the end of the grant cycle.
- Proposals must demonstrate that services to be provided are tailored to meet the needs of the identified population.

### Scoring

Each program is reviewed by the investment committee and is scored on specific items in these categories:

<b>Selection criteria</b>	<b>Maximum score</b>
Community need	6
Program review	10
Organization review	8
Financial review (CIFT volunteer completes)	pass / fail
UWRC relationship (UWRC staff completes)	8
<b>Total score</b>	<b>32</b>

## **SECTION III. COMMUNITY INVESTMENT PROCESS**

### **A5. Funding Award Process**

#### **RFP and LIFT Award Process**

Once the UWRC Board of Directors has approved the funding recommendations:

- A contract is issued between UWRC and the funded organization or fiscal agent.
- A contract may contain an addendum listing conditions or contingencies to be addressed by the organization.
- Ongoing funding is dependent upon the specifics of the addendum being addressed in a timely manner.
- Funding rationales are shared with each program and the community when appropriate.

Prior to issuing any award check:

- Two copies of the contract are signed by the UWRC Board Chair and UWRC President and sent to the organization.
- Two signatures (executive director and board chair) are needed from the organization. The organization is instructed to return one of the signed copies of the contract to UWRC and keep one on file.
- A contract must be signed and on file with UWRC.
- The funding contract is null and void if not signed and returned by the organization within 60 days of the date on the award letter.

Award checks are sent to the organization on a monthly basis provided:

- The contract addendum, if any, is addressed.
- 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.

#### **Community Workforce Fund**

Following approval of the Community Workforce Fund recommendations:

- Applicants are notified in writing of the status of their application by the vice chair - community investment.
- Notification includes the award amount, the award terms, conditions and expectations of the organization's requirements.
- If notification letter states additional information is required, the applicant has 45 days to provide relevant information. Relevant information provided after 45 days will not receive award.

## **SECTION IV. FUNDED PROGRAM REQUIREMENTS**

UWRC community investment process is committed to maintaining and modeling the highest standards. We practice transparency in appropriate financial and programmatic reporting to all donors and the community at large. Funded programs are expected to comply with all guidelines and requirements outlined in the Community Investment Policies and Procedures. Financial support by UWRC is conditional on compliance with the following requirements and provision of all supporting documents to demonstrate such compliance.

### **A. PROGRAM**

#### **A1. Local Services**

UWRC will fund only those programs providing services to residents of Racine County. In the RFP, the program must state the purpose, an explanation of what distinguishes its program from similar programs being offered and demographic information on program participants.

#### **A2. Outcomes Measurement**

Program must measure program outcomes and provide outcome measurement information through the RFP and reporting processes. Additional assistance in improving the outcome measurement process may be provided by UWRC.

#### **A3. Budgets**

At the time of the RFP, 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.

#### **A4. Revised Budgets**

Any program receiving less than the amount requested in the RFP must submit a revised program budget using CaseWorthy. Program revised budgets are due August 1 with explanation of the revisions noted in the budget narrative section of the RFP. After August 1, any significant additional revisions (see Section IV. D4. for criteria) to program or organizational budgets can be submitted by uploading the revised budget to CaseWorthy compliance section: board approved organization budget and notifying UWRC.

#### **A5. Program Changes**

The program must obtain approval from UWRC for significant changes in program direction, levels of service and client groups for programs receiving UWRC support. Failure to do so may result in immediate loss of funding.

## SECTION IV. FUNDED PROGRAM REQUIREMENTS

### B. GOVERNANCE

#### B1. Incorporation

The organization must be incorporated as a nonprofit organization or have a fiscal agent that is incorporated as a nonprofit organization with a mission consistent with the mission of UWRC.

- UWRC generally does not fund public institutions (supported by tax dollars), but is willing to make exceptions if a partnership with the organization seems to be the best vehicle to achieve desired outcomes and community impact.

#### B2. 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.

#### B3. 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 agency 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.

A current list of the governing body members (board members) must accompany RFP. UWRC maintains the right to request and review copies of board meeting minutes, excluding information on personnel matters or confidential client information.

#### B4. Bylaws

Upon request, the organization must provide bylaws that clearly define:

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

#### B5. Non-Discrimination

- The organization shall have developed an Affirmative Action Plan/Equal Employment Opportunity plan in compliance with state, federal and local guidelines.
- The organization shall operate by policy and practice with no unlawful discrimination.
- This shall 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.

#### B6. Certificate of Insurance

It is the organization's responsibility to have on file within CaseWorthy a scanned copy of the most current certificate of general liability insurance.

#### B7. Counterterrorism Compliance

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

- Screen all agencies 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 completing the RFP, organization must acknowledge the agency complies with the USA Patriot Act.

## SECTION IV. FUNDED PROGRAM REQUIREMENTS

### C. FINANCIAL CONDITIONS AND ACCOUNTABILITY

#### C1. Accounting

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

#### C2. Audit/Review

Audits are reviewed by CIFT. The organization or fiscal agent must have an audit completed annually by a Certified Public Accountant.

- A financial review may be accepted in lieu of an audit only with prior approval granted by CIC.
- The audit with the management letter must be submitted to UWRC no more than six months after the close of the agency's fiscal year.
- If no management letter is included in the audit, the organization's board officer or auditor must notify UWRC in writing that no letter was included.

UWRC has a commitment to provide accountability and good stewardship of donor dollars. Therefore, the audit/review will be examined by CIFT.

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 CIC may require additional financial schedules that clarify the organizational accounting for programs pending review of the financial information provided in the program application process and year-end reports.

#### C3. Fiscal Agent

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.

#### C4. Fundraising

- All fundraising activities conducted by UWRC funded programs must be reported within the budgets provided as part of the application for funding.
- Organizations are required to show their UWRC affiliation in all solicitation and public relations materials for programs supported in any way by UWRC.
- Funded programs should not use the reduction of UWRC funding in appeals for additional support.
- 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.

#### C5. Refund Policy

- UWRC has the right to request that unused funds or inappropriately used funds (not in accordance with program proposal and contract) be returned.
- Organizations have the responsibility to inform UWRC in a timely manner of significant changes in staff, in programming, or in the overall agency 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 within 30 days of end of program year.

## SECTION IV. FUNDED PROGRAM REQUIREMENTS

### C6. Relationship with UWRC

UWRC is proud to award funding to local programs that align with building an educated workforce and work with agencies that serve residents in Racine County. Organizations have the responsibility to inform UWRC in a timely manner of significant changes in staff, programming, or in the overall agency.

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 refrain from engaging in any verbal or written communications that disparages or in any way discredits UWRC. If UWRC finds supporting evidence that an agency engaged verbal or written communications that disparages or in any way discredits UWRC, the following actions will be taken:

- First offense: A written notice will be sent and said agency will be required to meet with UWRC's President, Vice President of Community Impact, Vice President of Finance, and Vice President of Investor Relations, and Community Investment Chair to discuss the communications. In addition, points will be deducted for the next cycle of program evaluation scoring in the UWRC relationship section.
- Second offense: A written notice will be sent and 25% reduction of currently monthly check.
- Third offense: A written notice will be sent and forfeiture of future award payments. Agency will forfeit any opportunity to apply for funding during the next investment cycle.

## SECTION IV. FUNDED PROGRAM REQUIREMENTS

### D. REPORTS & REVIEWS

#### D1. Monthly Report

Programs will report on participants served by the 15th day of every month.

#### D2. Mid-cycle Report

A Mid-cycle program report (July 1 - December 31) is due by February 1. This report includes:

- A summary purpose statement of the program and outcomes being measured.
- A description of progress in implementing the program as described in the proposal funded by UWRC.
- An explanation of intentional changes made to the program in terms of personnel, programming or budget.
- An explanation of general problems or delays the program is experiencing and efforts undertaken to resolve them.
- Outcome measurements year to date.
- A six-month program budget year to date.
- Demographic information year to date.

#### D3. Year-End Report

The Year-end Report is due by August 1. Funded programs are required to report on the following:

- Program outcomes, indicators and findings that demonstrates resources (inputs), activities, outputs, short-term and intermediate program outcomes.
- Lessons learned in evaluating the program.
- Any changes made to the program including changes in services, staffing or budget.
- Year-end demographic information.
- A year-end program budget.
- A budget narrative to clarify the use of UWRC funds.

#### D4. Organizational / Program Budget

At any time during funding cycle, if needed, organizational financial report must be uploaded if:

- Staff salaries and benefits show a 25 percent or more variance from original budget.
- A significant loss of anticipated revenue affects program outcomes or the agency budget.
- A year-end program/organization deficit exists.

#### D5. Reviews

UWRC reserves the right to assemble a team of volunteers and staff to conduct an in-depth review of any funded programs 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 agency budget.

UWRC will conduct an accountability review within the first six months of programming. This allows the program to show accountability and continuous improvement through observation of program activities (where appropriate), review client files and other measures. The accountability review is also a process that UWRC utilizes to evaluate the financial accountability and resource management of agencies that receive UWRC funding for their programs.

## SECTION IV. FUNDED PROGRAM REQUIREMENTS

If the program fails to submit the required program or organizational information from the investment committees, CIC or special review teams within the allotted time, and does not meet financial conditions and accountability guidelines UWRC will withhold monthly checks and program will be penalized:

- 10% reduction of current monthly check for reports received over 30 days.
- 25% reduction of current monthly check if received over 60 days.
- Forfeiture of future award payments if over 90 days late.

In the event of forfeiture of future allocation, agency must apply as a new agency in the next investment process with past performance taken into consideration. CIC has the authority to approve filing deadlines on requested information with extenuating circumstances.

### **D6. Community Workforce Fund Reviews**

#### Reporting Requirements

Within 30 days of the conclusion of the program/project or funding year, a report must be submitted online through CaseWorthy. This report:

- Details the implementation and completion of the project.
- Evaluates the effectiveness of the project, including number of people served.
- Reports and documents how Community Workforce Funds were spent.

## SECTION IV. FUNDED PROGRAM REQUIREMENTS

### F. FILING POLICIES

The UWRC funding contract requires that agencies that receive UWRC funds file a number of documents with UWRC at specified deadlines. General reminders will be sent to all agencies to view their organizational profile in CaseWorthy for individual deadlines throughout the year.

#### F1. Late Filing

Agencies are responsible for meeting specific filing deadlines for any compliance documents (e.g., signed contract, budgets, audits, program reports, insurance binders, Counterterrorism Compliance Patriot Act, etc.). Late filing affects the ability of the investment committees and others to evaluate the agency's request for funding and is often viewed as a symptom of internal administrative problems.

The filing dates of compliance documents will be listed within the organizational profile of CaseWorthy. If the agency fails to submit the filing within the allotted time, UWRC will withhold monthly checks and program will be penalized:

- 10% reduction of current monthly allocation for filing received over 30 days.
- 25% reduction of current monthly allocation if received over 60 days.
- Forfeiture of future allocation payments if over 90 days late.

In the event of forfeiture of future allocation, agency must apply as a new agency in the next investment process with past performance taken into consideration. CIC has the authority to approve filing deadlines on compliance documents with extenuating circumstances.

#### F2. Audit Filing

Failure to file a recent audit and other supporting financial documents is a breach of the contract with UWRC. Audit documents must be submitted within six months of the close of the organization's fiscal year. If a currently funded agencies has not submitted its prior year audit documents by the next grant application deadline, the grant application will be deemed incomplete and ineligible for funding consideration until the next funding cycle. Draft audit documents will not be accepted.

A waiver to apply without audit documents may be granted only by the UWRC Board of Directors upon a request submitted in writing to the UWRC Board Chair and President prior to the audit deadline date explaining the agency's rationale for needing a waiver.

#### F3. Requests for Extensions

If any agency finds that it will be unable to meet a deadline, it may request an extension of no more than 30 days. The request must be submitted in writing to UWRC at least 10 days prior to the deadline and explain with specificity the reasons for the request. Extension requests may be approved by the president. If the president is not available, then approval or denial will be given by the vice president - community impact, vice chair - community investment and/or the vice president - finance and administration.

Written approval or denial of requests for extensions will be sent to the agency. With an approved extension, the agency allocation check will not be held for that month. If the audit and management letter are not received by the end of the extension grace period:

- 10% reduction of current monthly allocation for filing received over 30 days.
- 25% reduction of current monthly allocation if received over 60 days.
- Forfeiture of future allocation payments if over 90 days late.

The decision to grant the extension will be solely within the discretion of UWRC. CIC has the authority to approve filing deadlines on audit documents with extenuating circumstances. Any request for an extension over 30 days must be submitted in writing to UWRC at least 45 days in advance of the deadline and explain with specificity the reasons for the request of a deadline extension. If approved, the late filing penalty will not be applied and the agency monthly award check will be released.

## SECTION IV. FUNDED PROGRAM REQUIREMENTS

### G. PARTNERSHIP RESPONSIBILITIES

#### G1. UWRC Annual Campaign

##### Campaign Requirements

- Conduct a workplace campaign. This includes distributing donation forms to all staff members with a request to participate in the campaign.
- Organizations have the option, but are not required, to run special events in correlation with their campaign. Campaigns should run between September 1 and November 30 annually, and final donation envelopes should be submitted to UWRC no later than December 31.

##### UWRC Campaign Promotion Requirements

- Acknowledge and promote the UWRC partnership to staff, volunteers and the public.
- Submit at least one client success story or “what a dollar buys” statistic annually for each funded program. Submit online at [www.unitedwayracine.org/success-story-submission](http://www.unitedwayracine.org/success-story-submission) or email to [mkallio@unitedwayracine.org](mailto:mkallio@unitedwayracine.org).
- Provide speakers, displays, tours, and/or other donor education efforts.
- Submit Day of Caring volunteer projects.
- Collaborate in UWRC’s media efforts/approaches.

##### Solicitation of Designations

- Organizations must support undesignated giving to the UWRC Community Campaign.
- Organizations are not to promote designations for their agency during UWRC’s community campaign or at any time throughout the year. This would include leveraging partner relationships to promote designations for your organization including but not limited to the following: board members, clients, volunteers, staff, UWRC presentations, and UWRC planned volunteer projects.

##### Failure to Comply

- If UWRC finds supporting evidence that an organization has failed to comply with the requirements stated above, the following actions will be taken:
  - First offense: A written notice will be sent. Points will be deducted during the next application cycle in that organization’s request for funding.
  - Second offense: A written notice will be sent and said agency will be required to meet with UWRC’s President, Vice President of Community Impact, Vice President of Finance, and Vice President of Investor Relations to discuss the failure to comply. Points will be deducted during the next application cycle in that organization’s request for funding.
  - Third offense: A written notice will be sent and said agency will not be given the opportunity to apply for funding during the next funding cycle.

## SECTION IV. FUNDED PROGRAM REQUIREMENTS

### G2. UWRC Brand Compliance Guidelines

Organizations receiving program funding should identify themselves as UWRC funded programs by using and displaying the UWRC identity signs, logo, and other publicity information. Required Co-branding:

#### Placements

- **Visibility**
  - The UWRC logo should be placed on locally initiated agency publications (newsletters, brochures, annual reports, etc.). The logo can be placed on either the front or back cover of the piece.
  - The 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 locations 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 logo should appear on your home page and should preferably appear in the visible area above the scroll line on your organization's website. The logo should be linked to UWRC's home page: [www.unitedwayracine.org](http://www.unitedwayracine.org).
  - For e-mail newsletters, the logo should appear in the upper area above the scroll.
  - UWRC should be added as a favorite or linked to on social media sites.
- **Media Interactions**
  - Make every effort to recognize UWRC 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 a logo or "UWRC 2017-2018 Community Partner."
  - Add "ABC Agency, Inc. is a UWRC 2018-2019 Community Partner" to the organizational boilerplate.
- **Other Opportunities for Co-Branding:**
  - Business cards
  - Table tent
  - Event invitations
  - Note cards
  - Billboards
  - Email signatures
  - PowerPoint templates
  - Include UWRC's boilerplate or marketing messages in media releases
  - 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



United Way of Racine County  
Community Partner

## SECTION IV. FUNDED PROGRAM REQUIREMENTS

### The UWRC Logo

- Agencies may use the localized UWRC logo or the locked up Community Partner logo (see above).
- 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 logo should be placed on the right-hand side or centered ensuring a consistent presentation.
- 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 agencies), the UWRC logo should appear in direct relation to the size of the other agencies logos.
- Logos in jpeg format can be downloaded from [www.unitedwayracine.org/branding](http://www.unitedwayracine.org/branding).

## SECTION V. APPENDICES

### APPENDIX A. CODE OF ETHICS

#### UWRC

#### CODE OF ETHICS

Approved by Board of Directors - February 25, 2015

**INTRODUCTION:** This Code of Ethics is based on our mission and guided by our fundamental core values.

The mission of United Way of Racine County (UWRC) is mobilizing the caring power of Racine County to improve lives and transform our community. This critical role requires that all of us involved in UWRC who foster such an essential public good must assume the responsibility of earning public trust. This bond of trust goes far beyond legal or regulatory requirements to include our core values and ethics.

To fulfill this special obligation, our core values provide the foundation on which we base our actions and decisions.

#### Our Core Values

**Commitment to Community Success** – We make a positive difference and have a measurable impact of enduring consequence.

- We make a difference in our community and collectively in our world. Our efforts change lives.
- We are committed to a UWRC that is relevant to all people, all cultures, all communities, and the times.
- We assume responsibility as good stewards of and are accountable for our work and sustainable results.

**Leadership** – We provide strong leadership and act as a catalyst for promoting positive change in our community.

- We are effective educators and conveners—bringing all segments of the community together to promote individual well-being and common good.
- We are leaders of a process that multiplies the impact of people’s innate desire and capacity to care for one another.

**Inclusiveness** – We are strong only when we are inclusive.

- We aspire to involve every segment of the community in every aspect of our work.
- We are committed to understanding the political, economic, social, and cultural context of our work and activities.
- We act in ways that respect the dignity, uniqueness, and intrinsic worth of every person—the community, the donors, our own staff and families, board members, and volunteers.
- We believe in a movement built from the rich diversity and gifts of all people in all systems.

**Integrity and Accountability** – We act with integrity that justifies trust.

- We uphold our core mission in a manner that promotes the trust of our volunteers, donors and stakeholders.
- We maintain the highest standards of excellence and accountability, including prudent use of finances, and fair, accurate, and honest disclosures of information.

**Innovation** – We value innovation in community building to affect positive change.

- We help transform visions of compassion and giving into dynamic reality.
- We are committed to continuous improvement gaining insights from experience, knowledge and data.
- We innovate to drive positive change in everything we do, and have the courage to take risks and learn from our successes and failures.

## SECTION V. APPENDICES

The success of the UWRC system and our reputation depend upon the ethical conduct of everyone affiliated with our organization. Board members, volunteers, staff and representatives set an example for each other and for partner organizations by their pursuit of excellence in high standards of performance, professionalism and ethical conduct.

In addition, more detailed policies, guidelines, explanations, definitions and examples are often needed to bring these values into actual practice. Much of what is outlined in this code relative to employees is reflected in detail in UWRC's Personnel Policies and Procedures and in the Code of Conduct for UWRC Professionals. While no document can anticipate all of the challenges that may arise, the Code of Ethics can communicate key guidelines and will assist UWRC Board members, staff, volunteers and representatives in making good decisions that are ethical and in accordance with applicable legal requirements. All are encouraged to discuss any questions or concerns they have with a UWRC leadership team member.

**PERSONAL AND PROFESSIONAL INTEGRITY:** A personal and organizational commitment to integrity in all circumstances benefits each individual as well as the organization. We therefore:

- Strive to meet the highest standards of performance, quality, service and achievement in working to fulfill our mission.
- Communicate honestly and openly and avoid misrepresentation.
- Promote a working environment where honesty, open communication and minority opinions are valued.
- Exhibit respect and fairness toward all those with whom we come into contact.

**ACCOUNTABILITY:** UWRC is responsible to its stakeholders, which include donors, funded programs, system partners, and program participants in the community who have placed faith in our organization. To uphold this trust we:

- Promote good stewardship of UWRC resources, including donations, grants and other contributions that are used to pay for community program services, fundraising expenses and operating expenses.
- Refrain from using organizational resources for non-UWRC purposes.
- Observe and comply with all laws and regulations affecting UWRC as a nonprofit entity.
- Practice transparency in all appropriate financial and programmatic reporting to all donors and the community at large.

**SOLICITATIONS & VOLUNTARY GIVING:** The most responsive contributors are those who have the opportunity to become informed and involved. We therefore:

- Promote voluntary giving in dealing with donors, funded programs and vendors.
- Refrain from any use of coercion in fundraising activities, including predicated professional advancement in response to solicitations.
- Promote educational and informative strategies that engage volunteers, donors and potential donors in encouraging giving.

**INCLUSION & EQUAL OPPORTUNITY:** UWRC is an equal opportunity employer and is committed to the principles of inclusion and diversity. We therefore:

- Value, champion and embrace inclusion and diversity in all aspects of UWRC activities and respect others without regard to race, color religion, creed, age, gender, national origin or ancestry,

## SECTION V. APPENDICES

marital status, veteran status, sexual orientation or status as a qualified disabled or handicapped individual.

- Support affirmative action and equal opportunity programs.
- Refuse to engage in or tolerate any form of discrimination or harassment.

**CONFLICTS OF INTEREST:** To avoid any conflict of interest or the appearance of a conflict of interest which could tarnish the reputation of UWRC or undermine the public's trust, UWRC Board members, staff, volunteers, and representatives should:

- Avoid any activity or outside interest which conflicts or appears to conflict with the best interest of UWRC, including involvement with a current or potential vendor, grantee, funded program, or competing organization unless disclosed to and not deemed to be inappropriate by the UWRC Executive Committee members.
- Ensure that outside employment and other activities do not adversely affect the performance of their UWRC duties or the achievement of UWRC's mission.
- Ensure that travel, entertainment and related expenses are incurred on a basis consistent with the mission of UWRC and not for personal gain or interests.
- Decline any gift, gratuity or favor in the performance of UWRC duties except for: 1) promotional or recognition items of nominal value – less than \$50, and 2) food, transportation, lodging or entertainment directly related to UWRC business and 3) occasional food, beverage, and/or entertainment of nominal value that are shared with the person who has offered to pay (unless offered in the process of selecting or extending a contract). Gifts should be declined in a manner that is respectful or where turning down a gift would be culturally discourteous, accepted on behalf of UWRC and shared with the organization.
- Refrain from influencing the selection of staff, consultants or vendors who are relatives or personal friends or others affiliated with or employed by such a person with whom they have a relationship that adversely affects the appearance of impartiality.
- Avoid appearances of impropriety.
- Refrain from making any payment that may improperly influence government officials, business partners or other individuals. Exercise due diligence to ensure funds are not used or diverted to illegal payments of any kind. Ensure payments are in accordance with UWW and UWRC financial policies.

**UWRC VOLUNTEERS:**

- Should not knowingly take any action or make any statement intended to influence the conduct of UWRC in such a way as to confer any financial benefit on themselves, their immediate family members or any organization in which they or their immediate family members have a significant interest as stakeholders, directors or officers. On occasion, a statement or proposal for action in the best interests of UWRC may be a response to a need identified in normal daily operations through the volunteer and professional network that is integral to the mission that could result in some business being conducted with those who also volunteer for the organization. Any such business shall be fully transparent and approved by executive committee for any transactions exceeding \$1,000 annually.
- Disclose all known conflicts or potential conflicts of interest in any matter to the President, Board Chair or Committee Chair who respectively will address the possible conflict with the appropriate committee or Board. Upon the request of the board president or committee chair, member who has possible conflict will withdraw from the meeting room during any discussion, review and voting in connection with such matter.
- Annually file a disclosure of all known potential conflicts of interest.

## SECTION V. APPENDICES

**CONFIDENTIALITY AND PRIVACY:** Confidentiality is a hallmark of professionalism. We therefore:

- Ensure that any information which is confidential, privileged or nonpublic is not disclosed inappropriately.
- Ensure that information about the relationship or treatment of UWRC agencies, about matters discussed during investment committee deliberations, about pledges or contributions of companies or individuals, and about volunteers is treated as confidential information.
- Respect the privacy rights of all staff and volunteers in the performance of their UWRC duties.
- Refrain from use of confidential information for personal gain.

**POLITICAL CONTRIBUTIONS:** UWRC encourages individual participation in civic affairs. However, as a charitable organization, UWRC may not make contributions to any candidate for public office or political committee and may not intervene in any political campaign on behalf of or in opposition to any candidate for public office. We therefore:

- Refrain from making any contributions to any candidate for public office or political committee on behalf of UWRC.
- Refrain from making any contributions to any candidate for public office or political committee in a manner that may create the appearance that the contribution is on behalf of UWRC.
- Refrain from using any UWRC organizational financial resources, facilities or personnel to endorse or oppose a candidate for public office.
- Clearly communicate that we are not acting on behalf of the UWRC organization if we are identified as an official of UWRC while engaging in political activities.
- Refrain from engaging in political activities in a manner that may create the appearance that such activity is by or on behalf of UWRC.

**GUIDANCE AND DISCLOSURE:** Board members, staff, volunteers and representatives are encouraged to seek guidance from the President, Board Chair, Treasurer, Vice-Chair Personnel and/or Executive Committee concerning the interpretation or application of this Code of Ethics. Any known or possible breaches of the Code of Ethics should be disclosed. Reports of possible breaches will be handled in the following manner:

- All reports of possible breaches will be treated in confidence to the extent that the organization's duty to investigate and the law will allow. If confidentiality cannot be maintained, the individual disclosing the possible breach will be notified.
- All reported breaches will be investigated and, if needed, appropriate action taken based upon the policies of UWRC, including termination of employment for serious misconduct, fraud, theft, falsification of records, dishonesty or violation of policies.
- Retaliation against a person who suspects, and in good faith, reports a breach will itself be treated as an independent breach of the Code.
- UWRC affirms prompt and fair resolution of all reported breaches.

## SECTION V. APPENDICES

### CODE OF ETHICS CERTIFICATE

I acknowledge that I have received and read my personal copy of the UWRC Code of Ethics. I understand that UWRC staff members, board of directors, committee volunteers, and other representatives are responsible for adhering to the principles and standards of the code, and I confirm that I have conducted myself in accord with the principles and standards of the code. The certification process is mandatory on an annual basis.

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Printed Name

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Signature

---

Date

### POTENTIAL CONFLICTS OF INTEREST

The disclosures below represent my current status or relationship with UWRC funded programs, grantees, and vendors. If my status should change during my tenure, I will notify the UWRC immediately.

I have no current conflicts of interest.

I have the following potential conflicts of interest:

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Organization

Affiliation

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Organization

Affiliation

---

Organization

Affiliation

## SECTION V. APPENDICES

### APPENDIX B

Explanation of Accounts for Completing Budget Section  
(Reference information only; not to be submitted with application)

#### Income/Revenues

4000	<p><b>CONTRIBUTIONS</b> All charitable giving by the public in support of voluntary, nonprofit agencies. For instance, agency disbursement of UWRC donor designations should be included here. Restricted funds will not normally appear as revenue in an agency's budget. These restricted gifts are when the donor has specified the use for which the funds can be spent.</p>
4200	<p><b>SPECIAL EVENTS</b> This account includes all revenue from fundraising events. Example: concerts, cookie sales, bingo, dinners, dances, etc.</p>
4600	<p><b>ASSOCIATED ORGANIZATIONS</b> Contributions from auxiliaries, circles, guilds and other organizations closely associated with the reporting organization. Example: church funding.</p>
4700	<p><b>OTHER UNITED WAYS</b> Allocations expected from or allocated by other United Ways.</p>
5000	<p><b>GOVERNMENT</b> All funds received from any unit of government. Government funds may either be in the form of purchase of service type payments or grants intended to defray specified or unspecified operating costs. In other instances, specific employee expenses may be paid for by certain government programs. This total line must be itemized. The drop-down box requires line items for detailed information to be entered.</p>
6000	<p><b>MEMBERSHIPS</b> Include all revenues derived from a fee charged for participation in an agency's program, e.g., membership costs.</p>
6200	<p><b>PROGRAM SERVICE FEES</b> These are fee payments from clients for services furnished by the agencies.</p>
6300	<p><b>SALES</b> These are gross revenues derived from the sale of publications, supplies and consultation services to member units and the general public.</p>
6500	<p><b>INVESTMENT INCOME</b> This represents income earned from a variety of investments and may include interest, dividends, or royalties. Income from investment of unrestricted funds should be included in the agency's budget unless specifically exempted by agreement.</p>
6600	<p><b>BUILDING/LAND RENTAL</b> This revenue is derived from the fees charged for the rental of buildings or properties owned by the agency.</p>
6900	<p><b>OTHER INCOME</b> Revenues that do not fit into the revenue line items above. This total line must be itemized. The drop-down box requires line items for detailed information to be entered.</p>
6950	<p><b>UWRC</b> Revenue requested or received from UWRC.</p>

#### Expenses

7000	<p><b>SALARIES</b> Salaries and wages earned by an agency's regular employees (full or part-time) and temporary employees, including office temporaries that are included in the program budget. Does not include consultants and others engaged on a contractual basis. (8000 Series) Includes salaries of the executive director, professional staff, clerical staff, maintenance staff and temporary help. This total line must be itemized. The drop-down box requires line items for detailed information to be entered. Example: staff charged to this budget – e.g., one 75% coordinator.</p>
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## SECTION IV. FUNDED PROGRAM REQUIREMENTS

### APPENDIX B - Expenses (continued)

7100	<p><b>EMPLOYEE BENEFITS</b> Amounts paid by an agency for health insurance, pension or retirement benefit plans, or other benefits.</p>
7200	<p><b>PAYROLL TAXES</b> Social Security taxes, unemployment and workers' compensation insurance premiums payable by employers under federal, state or local laws.</p>
8000	<p><b>PROFESSIONAL FEES</b> Fees and expenses of professional practitioners and consultants who are not employees of the agency, but are engaged as independent contractors for specified services on a fee or other contractual basis. May include: legal fees; electronic data processing (EDP) (costs associated with accounting, data assemblage, etc., using EDP); professional consultants (costs associated with other professional consultants - e.g., medical, psychological, etc.); audit costs.</p>
8100	<p><b>SUPPLIES</b> Costs of materials and other supplies used by the agency. May include small equipment items which will not be capitalized. May include: recreational, craft; food, beverage; laundry, housekeeping; office supplies; duplicating</p>
8200	<p><b>TELEPHONE</b> All telephone, telex, fax, cell phones, and similar expenses.</p>
8300	<p><b>POSTAGE</b> Postage, parcel post, express mail, trucking, and other delivery expenses, including shipping materials.</p>
8400	<p><b>OCCUPANCY</b> Costs arising from an agency's occupancy and use of owned, leased, or rented offices, buildings, or land. May include:</p> <ul style="list-style-type: none"> <li>• Office rent and other rent such as a satellite office or parking space</li> <li>• Mortgage interest that includes interest expense associated with a mortgage only</li> <li>• Real estate taxes and miscellaneous occupancy costs</li> <li>• Building insurance such as cost arising from insuring physical premises, equipment or public liability</li> <li>• Building expenses such as electricity, heating, water-sewer and contract maintenance</li> <li>• Maintenance costs such as janitorial service, snow plowing or grounds maintenance provided by independent contractors.</li> <li>• Building and grounds supplies and costs related to the normal upkeep of the agency's buildings, offices or properties</li> <li>• Real estate taxes</li> </ul> <p>This account does not include:</p> <ul style="list-style-type: none"> <li>• Salaries paid to agency maintenance and custodial employees</li> <li>• Depreciation</li> <li>• Director's or professional liability insurance</li> <li>• Any building costs which are done at intervals such as repainting, plastering</li> </ul>
8500	<p><b>RENTAL/MAINTENANCE OF EQUIPMENT</b> Cost of renting and maintaining equipment, such as office and program or physical plant equipment. This does not include the replacement of any equipment.</p>
8503	<p><b>EQUIPMENT</b> New equipment, including replacement costs of equipment which are capitalized (max. per program = \$500).</p>
8600	<p><b>PRINTING AND PUBLICATIONS</b> Costs associated with the production of publications, flyers, reports, and newspaper advertising. Also includes costs arising from the subscription to newspapers, periodicals, regular reporting services, etc., and costs of purchasing books, special reports, films and videos.</p>

## SECTION V. APPENDICES

### APPENDIX B - Expenses (continued)

8700	<p><b>TRAVEL</b> Expenses of travel and transportation for staff and volunteers of the agency. Also includes seminar/conference (local and out-of-town) fees. May include: Auto allowance (costs includes only regular, fixed payment to staff intended as reimbursement for the use of personal vehicles on agency business); out-of-town travel (costs includes all costs associated with travel for conferences, training seminars, etc. (e.g., airfare, hotel, meals, taxi fare, conference/seminar fees, etc.); local mileage (costs include reimbursement of a per mile basis, at a fixed rate, to staff for the use of personal vehicles on agency business); local meetings (costs include fees for luncheon/dinner meetings held locally, outside the office); or agency vehicle expense (costs include gas, oil, insurance, maintenance, etc., associated with the operation of agency owned vehicles. Does not include depreciation.)</p>
8710	<p><b>PROGRAM TRANSPORTATION</b> Direct program costs of transporting clients.</p>
8800	<p><b>MEETING EXPENSE</b> Expense of conducting meetings related to an agency's activities.</p>
8900	<p><b>SPECIFIC ASSISTANCE TO INDIVIDUALS</b> The cost to the agency of assistance or services for a particular client or patient, including assistance rendered by others at the expense of the reporting agency. This category is also designed to include materials and appliances furnished by the agency when they are purchased for or identifiable with a particular client or patient: Medical, dental and hospital fees charges; Children's board; Homemaker services; Client and patient travel; Food, shelter and clothing.</p>
9000	<p><b>MEMBERSHIP DUES</b> Amounts paid or payable for bona fide membership in other organizations that provide, in return, benefits such as regular services, publications, materials, etc. It does not pertain to the payment of national dues by local agencies.</p>
9100	<p><b>AWARDS AND GRANTS</b> Costs associated with recognition awards.</p>
9200	<p><b>STAFF TRAINING</b> Costs of training agency personnel at local or regional educational institutions.</p>
9300	<p><b>PROFESSIONAL LIABILITY INSURANCE</b> Cost of liability insurance pertaining to malpractice, errors and omissions, director's liability, etc. It pertains to the cost of insuring the actions of agency staff and volunteers.</p>
9400	<p><b>OTHER</b> Expenses that do not fit into the expense line items above. This total line must be itemized. The drop-down box requires line items for detailed information to be entered.</p>
9691	<p><b>STATE, NATIONAL DUES</b> This account includes payments to organizations affiliated with, or closely related to, an agency. In most cases, these payments are made to state and national agencies of which the local agency is an affiliate.</p>

## SECTION V. APPENDICES

### APPENDIX C - INVESTMENT TIME LINE

<b>2017-19 Community Investment Timeline</b>		
		<b>V or IP</b>
<b>2017</b>		
December 7 9:00 – 11:30 a.m.	Impact Partners Educational Series: Community Investment information session. Request for Proposal available on CaseWorthy	IP
December 12	Community investment committees (CIC) meet if needed.	V
<b>2018</b>		
January 11 9:00 – 10:30 a.m.	Impact Partners Educational Series: CaseWorthy Training Gateway Technical College, 1001 Main Street, Racine Building	IP
January 23	CIC (Community investment committee) meet.	V
January 17	All investment committees: Welcome investment volunteers; campaign and investment cycle review; how to read and evaluate a request for proposal.	V
February 7	Request for proposal and required materials due to UWRC via CaseWorthy	IP
February 7 – April 17	Community Investment volunteers review proposals. UWRC staff and community investment financial team review financial information and required documents.	V
February 12 -15	Education, Income, health and basic needs community investment committees meet.	V
February 20	CIC (Community investment committee) meet.	V
March 12 – 15	Education, Income, health and basic needs community investment committees meet.	V
March 20	CIC (Community investment committee) meet.	V
March 15 9:00 a.m. – 10:00 a.m.	Impact Partners Educational Series: Attributes of a high performing board	IP
April 9 – 12	Education, Income, health and basic needs community investment committees meet.	V
April 17	CIC (Community investment committee) meet to review funding recommendations.	V
May 7 -10	Education, Income, health and basic needs community investment committees meet.	
May 15	CIC (Community investment committee) meet to review funding booklet.	V
May 16	Funding booklet sent to UWRC board.	V
May 23	Funding recommendations brought to UWRC board.	V
Week of May 28	Funding notifications including approved funding recommendations, contracts, contract addendums (if needed) and program rationales are processed.	IP
<b>2019</b>		
February 1	Mid-cycle report due for program year July 1, 2018 to June 30, 2019.	IP
August 1	Year-end report due for program year July 1, 2018 to June 30, 2019.	IP

Please note: Dates and times are subject to change. Location at United Way of Racine County office unless noted. All meetings start at 4:00 p.m. unless indicated. V= community investment volunteers. IP= impact partners.

## SECTION VI. GLOSSARY

Following is a partial list of terms that are unique to UWRC:

**Advancing the common good:** Everyone deserves opportunities to have a good life: a quality education that leads to a stable job, enough income to support a family through retirement, and good health.

**Basic Needs investment committee:** A UWRC investment committee that focuses on programs that meet individuals' basic needs for food, shelter and safety.

**Campaign:** The annual fundraising activity.

**Campaign Associate (CA):** Campaign Associates assist employee campaign coordinator with their employee campaigns and aid in other annual campaign functions with the investor relations team. A CA may be an employee of a local company whose time is donated to UWRC during the campaign, or an individual who is sponsored by contributions from local companies. Formally known as loaned employees.

**Candidate for public office:** An individual who offers herself or himself or is proposed by others as a contestant for an elected public office, whether such office is federal, state or local.

**CaseWorthy:** A web-based system that allows United Way to communicate with and between agencies and volunteers, from meeting invitations to scheduling, reviewing reports and submitting questions and answers.

**Community Conversations:** The conversations are an opportunity for UWRC to turn outward and authentically engage members of the community. They consist of 90-minute, "kitchen-table" style discussions where groups of no more than 12 participants share their opinions about the community. Results of these conversations are shared with the community.

**Community engagement:** UWRC engages the community through various events and activities including Community Conversations, Day of Action and Day of Caring. UWRC also keeps the community informed on issues by researching and publishing a biennial Community Indicators Report.

**Community impact:** UWRC brings together community stakeholders, contributors and agency partners to create collaborative and innovative approaches to community issues around education, income, health and basic needs.

**Community Indicators Report:** A biennial report, compiled by UWRC, which features statistical information in an easy-to-read format about key education, income, health and basic needs conditions in Racine County.

**Community investment:** Focuses resources and relies on local expertise to provide solutions to critical education, income, health and basic needs issues within Racine County. The process strategically invests in health and human service partners that demonstrate collaboration, efficiency and effective use of resources with measurable results.

**Community Investment Committee (CIC):** This committee of volunteers provides leadership for and oversees the community investment process for programs and projects receiving UWRC funding. Individual CIC members may also serve as chair/co-chair for other UWRC investment committees.

**Community Investment Financial Team (CIFT):** This committee of volunteers with financial backgrounds oversees the fiscal accountability of funded agencies receiving UWRC funding.

**Community partners:** The term community partners does not imply a funding relationship. Community partners may be funded or unfunded. UWRC combines strategic funding, advocacy work, process improvement, grant seeking and coalition building to make progress towards the community goals. UWRC will partner with any organizations that can help to accelerate our progress forward out community goals.

## SECTION VI. GLOSSARY

**Community School:** The school integrates academics, health and social services, community engagement, and development. United Way and Racine Unified School district collaborated to bring Knapp Elementary as the first community school to Racine County.

**Community Workforce Fund:** These funds are used to support special projects and programs related to UWRC's mission, apart from the RFP process. CIC reviews requests for these funds.

**Contribution, political:** Anything of value, including monetary and in-kind gifts, provided for the purpose of influencing the outcome of an election.

**Donors:** All individuals and entities that make charitable or in-kind contributions to UWRC.

**Donor designations:** UWRC allows individuals who donate to the annual campaign to designate their gifts to any UWRC funded agency as identified on the annual campaign donor designation form.

**Education, Financial Stability, Health and Basic Needs:** The pillars of UWRC's community impact agenda and the outcomes for funded programs work—Education goal: 75% of students graduate and enroll in college, secure employment, or plan to join job training or the military; Financial Stability goal: Individuals and families achieve self-sufficiency to support future advancement; Health goal: Reduce rates of unhealthy behaviors (smoking, excessive drinking, and physical inactivity) and number of poor mental health days per month by at least 20%; Basic Needs goal: Meet individuals' basic needs for food, shelter, safety, or serve seniors and those with disabilities.

**Education Investment Committee:** A UWRC investment committee that focuses on programs to achieve the education goal of 75% of students graduate and enroll in college, secure employment, or plan to join job training or the military.

**Employee Campaign Coordinator (ECC):** An employee of a company or organization who leads the campaign among employees of that organization. Campaign associates work directly with ECCs.

**Financial Fitness Network:** United Way of Racine County partnership of more than a dozen organizations that aim to help Racine's community manage finances with greater confidence in order to improve financial stability.

**Financial Stability investment committee:** A United Way investment committee that focuses on programs to achieve the financial stability goal of assisting individuals and families achieving self-sufficiency to support future advancement.

**Form 990:** The annual Federal tax form filed by nonprofit organizations which is required for them to maintain their tax exempt status.

**Funded programs:** Nonprofit 501(c)(3) health or human services organizations that receive funding through UWRC. These programs undergo a rigorous review process that provides accountability and outcomes to the community for how their UWRC donations are spent.

**Goal:** The amount of money expected to be raised by the overall campaign, division or account.

**Health Investment Committee:** A UWRC investment committee that focuses on programs to achieve the health goal of reducing rates of unhealthy behaviors (smoking, excessive drinking, and physical inactivity) and number of poor mental health days per month by at least 20%.

**Immediate family members:** An individual's spouse, children, parents, siblings, and spouses of children and siblings.

## SECTION VI. GLOSSARY

**Investment Committee:** A committee of community volunteers who review and evaluate funded programs and recommend funding levels. See also education, income, health and basic needs investment committees.

**LIFT (Link and Inspire for Tomorrow):** A UWRC, place-based, initiative for the community schools strategy.

**LIVE UNITED:** A branding message that creates the framework for the language and materials that support UWRC efforts any federal, state or local office.

**Nominal value:** Retail value of \$50.00 or less.

**Nonpublic information:** Any business, financial, or personal information which is not publicly known or available.

**Outcomes/Outcomes measurement:** Outcomes are the intended changes that occur in clients who participate in the programs of or receive services from the funded agencies. Measuring these changes allows funded programs and UWRC to assess the effectiveness of these programs and services, and their impact on the community.

**Political committee:** Any party, committee, association, fund, or other organization organized and operated primarily for accepting contributions to influence the selection, nomination, or election of any individual to

**Privileged information:** Information that is protected from involuntary disclosure by legally recognized privileges such as attorney-client, doctor-patient, and others.

**Pledge:** A promise to make a UWRC contribution over a specified period of time.

**Pledge form:** The form used to specify pledge amount and method of payment.

**Programs:** Services that are rendered by UWRC funded programs.

**Promotional items:** Gifts used to promote an organization's name, products or services.

**Representatives:** Individuals who provide personal services to UWRC as independent contractors, consultants or loaned executives.

**Request for Proposal (RFP):** Interested programs that meet programmatic eligibility requirements outlined in UWRC RFP and in compliance with UWRC policies and procedures.

**Service providers:** Public and private agencies that provide health and social welfare services to individuals in need.

**Speakers Bureau:** Representatives from funded programs or UWRC volunteers who speak during the campaign to employee groups on behalf of UWRC. Speakers are trained and speaking engagements are arranged through UWRC.

**Special events:** These are activities, such as bake sales, book fairs, etc., that companies use to create awareness of the campaign, to have fun and to increase the amount of money raised.

**Staff:** All individuals who provide services to UWRC as employees or leased employees.

**Standard targets:** Specific items of data that are tracked to measure how well a program is achieving an outcome for its participants or clients.

**Success story:** A specific example, submitted by an agency, of the impact that a program funded by UWRC has had on an individual or family, which complements and enhances the statistical measures of a program's effectiveness.

## SECTION VI. GLOSSARY

**UWRC initiatives:** UWRC brings together business, nonprofit and government to create collaborative and innovative approaches to community issues around education, income, health and basic needs.

**UWRC Worldwide (UWW):** The international organization to which UWRC belongs, owns the trademark and UWRC brand and sets the standards for local UWRCs, as well as providing resources to local UWRCs.

**Vendors:** Entities which provide goods and services to UWRC for a fee.

**Victory celebration:** A public event involving volunteers, donors and staff that celebrates the success of the campaign.

**VITA:** Volunteer Income Tax Assistance: VITA is a national program staffed by local volunteers to provide free preparation and electronic filling of tax returns.

**Volunteers:** All members of the UWRC Board of Directors, investment committees, campaign cabinet, initiative volunteers, and board-appointed committees who perform their UWRC duties without compensation.

**Wadewitz Fund:** The Wadewitz Fund is designated to provide grants or interest-free loans to assist UWRC funded agencies with requests to repair, replace or improve conditions that meet the criteria of an emergency or capital need, and where no other reasonable source of funds is immediately available. CIC makes recommendations to the UWRC board of directors for disbursement of Wadewitz funds.

**Youth As Resources (YAR):** A UWRC investment committee that awards grants to groups of youth that want to perform community service projects in Racine County.



**2000 Domanik Drive  
Racine, Wisconsin 53404  
262-898-2240  
[unitedway@unitedwayracine.org](mailto:unitedway@unitedwayracine.org)  
[unitedwayracine.org](http://unitedwayracine.org)**



**United Way  
of Racine County**