**United Way
of Racine County**

2019-20 Community Investment Request for Proposal

DECEMBER 2018

United Way of Racine County
Building an Educated Workforce
2019-20 Request for Proposal (RFP)

Overview
United Way of Racine County (UWRC) fights for the health, education, financial stability, and basic needs of every person in our community. We have identified key areas to build an educated workforce and we invite proposals from mission-driven, nonprofit community-based organizations to apply for funding. Proposals should reflect these principles and demonstrate a focus on programs in the specific impact strategies outlined below. Community investment committees comprised of issue experts, community leaders and others will review proposals and make funding decisions on the strategies and best practices that will have the greatest impact on critical community issues. Each proposal will be assessed by the appropriate investment committee according to the criteria outlined in this document.

UWRC will distribute program funds based on donor contributions from the 2018 and projected 2019 campaigns. United Way of Racine County reserves the right to adjust the program's total allocation at any time during the funding period if United Way of Racine County cannot maintain the initial allocation amount due to unexpected decreases in United Way'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 period and renewable for up to one year based on monthly/annual outcomes.
- Year 1: July 1, 2019 through June 30, 2020
- Year 2: July 1, 2020 through June 30, 2021

Required reporting includes monthly reports, an accountability review, mid-cycle, and year-end reporting.

Request for proposal key dates

Availability to apply for funding	Thursday, December 6, 2018
Deadline to complete online application:	Wednesday, February 6, 2019
RFPs reviewed by investment committees:	February – April 2019
United Way of Racine County board meeting:	End of May
Notification of funding decisions:	June 2019
Signed agreement due date:	End of July, date to be determined

Organizational requirements
- All organizations **must** attend the community investment breakfast meeting on December 6, 2018 to review the community investment process.
- Meet the eligibility requirements.
- Submit an online proposal on or before 11:59 p.m. on February 6, 2019.
- Applicants who successfully complete the review process and are awarded program funding will enter into an agreement/contract with UWRC.

Communities of interest
While all communities and neighborhoods have concerns that deserve to be addressed, there is enormous variation across neighborhood needs in Racine County. Programs must be objective and have indicators based on the clients served. Priority will be given to programs addressing the needs of the LIFT neighborhoods through a placed-based approach.

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Evaluation of program outcomes and community impacts
Proposals will be required to submit a logic model with required outputs and outcomes assigned to the strategy chosen. The proposal, monthly reports, mid-cycle report and year-end report must demonstrate resources (inputs), activities, outputs, short-term and intermediate initiative/program outcomes, and programs are required to use community level impact measures defined by UWRC.

Eligibility
Applicants should review UWRC's Policies & Procedures 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:
- Is a not-for-profit organization; has Articles of Incorporation and exemption from federal income tax under Section 50l(c)(3).
- Does not knowingly employ individuals or contribute funds to organizations found on terrorist-related lists officially announced by the U.S. Government, the United Nations or the European Union. Can submit certification to UWRC indicating compliance with the spirit and intent of the U.S.A. Patriot Act and other counterterrorism laws as requested.
- The organization is governed by an active, voluntary board of directors consisting of members of the general community. Must be able to provide current board of directors list with terms of officers and affiliations, and minutes of the last six board meetings.
- The organization is not primarily political in nature and does not provide services limited to members of a particular religious group.
- Most recent annual certified audit or financial statements and annual report reports containing the auditor's communication of findings, internal control deficiencies and/or weaknesses along with the organization's response to those matters.
- IRS Form 990 or 990EZ.
- Current organization budget with reasonable diverse and sustainable funding sources.
- Each proposed project/program budget must demonstrate reasonable diverse and sustainable funding sources and expenses.
- Stated policies of nondiscrimination and complies with all requirements of state and federal laws and regulations on nondiscrimination and equal opportunity, including Americans with Disabilities Act (ADA), with respect to board or organizational operations.
- Does not discriminate based upon actual or perceived age, race, color, religion, sex, gender, sexual orientation, gender identity/expression, veteran or marital status, national origin, ancestry, citizenship, disability, or health status.
- Comply with UWRC's partnership, marketing and fundraising requirements.
- Assume all liability associated with the program.

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Required program structure, components and essential elements
The proposed program must align with one or more United Way priorities reflected in the impact strategies described in this document. After selecting an investment area under which to apply, the applicant organization must:
- Determine which of the strategies in the investment area the proposed program will apply under.
- Consider the extent to which the proposed program is able to track and report on the United Way shared outcomes for the investment area in which the funding 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.
- Align with our work in equity and inclusion where all individuals are healthy, educated and on track for financial stability by focusing on one or more of the strategies in health, education and financial stability.

Proposals must demonstrate that services to be provided are tailored to meet the needs of the identified population in Racine County.

INTRODUCTION

PROGRAM TITLE
1. Provide a name for your proposal.
    a. Qualifier: The program name must have a different name from your agency name.
2. Is this a new program to United Way of Racine County community investment process? Yes or no option (drop down yes or no option)

PROGRAM SUMMARY/OVERVIEW (50 characters with spaces)
1. Provide a clear and succinct explanation of your program (750 characters with spaces)
    a. Qualifier: This overview is a brief statement that each reviewer will read to develop an initial understanding of your work. This is your opportunity to make a strong first impression.

ORGANIZATION

MISSION AND VISION
1. Provide your mission statement. (750 characters with spaces)
2. Provide your vision statement. (750 characters with spaces)

LEADERSHIP
1. Provide information on who manages the organization; include name and title. (500 characters with spaces)
2. How long have they been in this capacity? (250 characters with spaces)
3. What are their qualifications? (500 characters with spaces)
4. Describe your organization's succession plan. (2,000 characters with spaces)
5. Who will be managing program implementation and the day to day operations? Provide name, title and email address. (1,000 characters with spaces)
6. What are their qualifications? (500 characters with spaces)

FUNDING REQUEST

1. Amount requested for funding year. (100 characters with spaces)
2. Is this an increase from previous year?
    a. If yes, what is your justification for the increase in amount requested? (1,000 characters with spaces)
3. Will these funds be utilized as required match funding?
    a. If yes:
        i. Minimum amount required to receive match. (500 characters with spaces)
        ii. When will you know if match has been awarded? (250 characters with spaces)
        iii. Source of the funding match. (250 characters with spaces)
        iv. Are local funds required for the match? (250 characters with spaces)
        v. Maximum amount of the match. (100 characters with spaces)

vi. Match requirement documentation. (upload document)

PROGRAM SCOPE

THE NEED
1. Explain the problem(s) in your community that your organization aims to address in building an educated workforce. (1,000 characters with spaces)
   a. Qualifier: Include local and regional data that substantiates the need.

PROGRAM APPROACH
1. Describe your program's approach to addressing the problems described above. (1,000 characters with spaces)
2. Why do you believe that this is the best approach to address the problem? (1,000 characters with spaces)

PROGRAM EFFECTIVENESS
Qualifier: Ensure that the information provided below connects with the logic model uploaded for your program.
1. How will you evaluate the effectiveness of the program? (2,000 characters with spaces)
2. How will you make appropriate real-time changes to improve the participant experience and outcomes? (1,000 characters with spaces)

POPULATION SERVED
1. How many unduplicated people does your organization directly serve?
2. Who are the intended beneficiaries of the service such as client ethnicity, age, etc.? (750 characters with spaces)
   a. Why do you believe serving this population will be the best way to address the need? (1,000 characters with spaces)
3. In what way(s) does your program work toward providing equitable and inclusive services in the community?
   i. How does your program address equity and inclusion within the community served? (1,000 characters with spaces)
   ii. What specific training or professional development do you offer to staff or program volunteers to deliver programming that address equity and inclusion issues? (1,000 characters with spaces)
4. How many people are impacted by your work more broadly or indirectly? (500characters with spaces)
   a. Qualifier: Whom does your organization share knowledge and resources with? (Example, organization shares knowledge and resources with parents of the participants).

RESULTS
1. How do you know your approach is working? (600 characters with spaces)
2. Describe the results you have already achieved. (1,000 characters with spaces)
3. How could your program accelerate our goal of building an educated workforce? (1,000 characters with spaces)
   a. Qualifier: Provide data that supports your successes.

PROGRAM PARTNERSHIP AND COLLABORATION

LOCAL CONTEXT
1. Explain the geographic area you serve and where program services are provided. (800 characters with spaces)
2. How do you recruit and retain program participants and volunteers? (800 characters with spaces)

COMMUNITY ENGAGEMENT
1. What community members or partners does your program work with? (300 characters with spaces)
2. How do you ensure your work is informed by the community on an ongoing basis? (500 characters with spaces)
3. How do you incorporate the voice of the intended beneficiaries? (500 characters with spaces)

OTHER CONSIDERATIONS
1. If there is any other information you would like reviewers to consider, please include it here. (1,000 characters with spaces)

LIFT PROGRAMMING
Link and Inspire for Tomorrow (LIFT) is a place-based strategy that creates partnerships between schools, neighborhoods and resources. It brings together students, families and communities to improve academic outcomes and strengthen families.

In order to achieve community-level outcomes that truly move the needle, United Way of Racine County will increase investments in local programs that employ a place-based approach to deliver services to the students and families in the Julian Thomas and Knapp neighborhoods. It is our intention to phase-in this process, so that by 2030, the majority of United Way of Racine County's community investments will be in programs that offer place-based services and supports.

Place-based work requires the full support of the community. Organizations that request, and currently receive, funding from United Way of Racine County are seen as key contributors to this work.

For the initial two-year funding cycle, the Knapp and Julian Thomas neighborhoods are the focus. While schools serve as the neighborhood hubs, place-based services may be offered at nearby locations that serve the community.

Funding will begin July 1, 2019, with the expectation that programming begins on or before the third Monday of September, thus providing a brief, funded planning/development time for organizations to prepare to deliver effective programming.

Program services may include recreation activities and health services for students and adults in the Julian Thomas and Knapp neighborhoods. Other services that could be offered at a community school:
- Opportunities for increased parent and family engagement in children's education.
- Extra learning opportunities through educational enrichment.
- Consistent access to adult guidance and support.
- Ready access to health, dental and mental health services.

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United Way of Racine County conducted Community Conversations with Knapp Elementary School in 2016 and with Julian Thomas Elementary School in the fall of 2018. The Community Conversations were held to understand the aspirations and challenges of families and residents in the neighborhood surrounding Julian Thomas and Knapp Elementary Schools below is our findings:

	Knapp neighborhood	**Julian Thomas neighborhood**
Target population*	53403, 53405	53403, 53404, 53405
Challenges	Safety in school	Safety in school
	Mobility of students	Mobility of students
	Lacking sense of community – don't know neighbors	After school activities to support student population
	Adopting curriculum to meet low academic levels of students	Students experience extreme inconsistency in home life
	Lack of community center	Lack of resources that support bilingual students and their families
	Poverty; therefore, basic needs are not met.	Poverty; therefore, basic needs are not met.
Aspirations	Adult learning programs	More Spanish speaking services for students and parents
	Staff and students have positive, trusting relationships	Building healthy relationships between neighborhoods, parents, students
	Community nights help build stronger relationships with deeper trust	Resources for parents to support healthy home life
	Safe place for students before and after school	Safe place for students and residents to gather
		Resource center to meet the needs of the community

*All schools in Racine Unified School District are eligible for school choice.
Resources:
RUSD School Choice information: https://www.rusd.org/district/school-choice
RUSD Julian Thomas Elementary School: https://www.rusd.org/julianthomas
RUSD Knapp Elementary School: https://www.rusd.org/knapp
National Center for Education Statistics: https://nces.ed.gov
United States Census Bureau: www.census.gov/
Common Core State Standards Initiative: http://www.corestandards.org/

LIFT questions:

1. Will this program you're proposing deliver services in a LIFT location?

2. Explain why the Julian Thomas Elementary School and/or the Knapp Elementary School location was selected and how the neighborhood will benefit.

OUTCOMES and BUDGET
1. Separate LIFT program budget
2. Separate LIFT program outcomes

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REVIEW PROCESS
UWRC provides program funding to local impact partners to support programs that demonstrate the ability to address building an educated workforce. Each program that submits an eligible proposal is reviewed by the investment committee that oversees the funding investment the program aligns with: health, education, financial stability and basic needs. The accuracy and completeness of your organization's proposal are critical to the United Way volunteers' ability to conduct a fair and in-depth review. Programs are evaluated using the five general criteria outlined below.

1. Program scope
   - Does the program address a community need?
   - Does the program approach fit the need in the community?
   - Does the organization evaluate the effectiveness of the program and have the capacity to improve programming?
   - Does the program proposal demonstrate how the targeted population will be served?
   - Does the program proposal reflect the diversity of the community?
2. Outcomes and indicators results
   - Does the program's outcome and indicators provide past results that were achieved? (If a program is new to community investment process, did the proposal reflect similar program or ability to show results achieved?)
   - The proposal provide a thorough description of the specific outcomes and indicators.
   - Are the proposed projections (pre-defined by building an educated workforce framework) achievable and consistent with the program narrative and design?
3. Partnership and collaboration
   - Does the proposal describe local context and the recruitment and retention of program participants and volunteers?
   - Does the program reflect community engagement?
4. Financial capacity (section is a pass or fail and is reviewed by the community investment financial team.)
   - Does the organization's most recent audit reflect major or ongoing concerns?
   - Does the organization's current budget balance?
   - Does the organization have the ability to operate the program for three months despite material fluctuation in income and expenses?
   - Are there strong financial concerns based on the ratios calculated in the audit review worksheet?
5. UWRC relationship
   - Did the organization conduct a workplace campaign or special event to support UWRC 2018 campaign and were the materials returned by December 31 with no donor designations back to organization?
   - Were the organization representatives responsive to UWRC staff?
     a. Did the organization assist with speaking engagements and work with UWRC by responding to emails phone calls and including UWRC staff in progress of campaign/special event?
     b. Did the organization acknowledge and promote the UWRC partnership with their staff, volunteers and public?

       c. Does the organization have the UWRC logo on organization's website and/or letterhead, brochure?

       d. Does the organization collaborate with UWRC media efforts and approach and the collaboration in a positive manner?

       e. Did the organization attend the Victory Celebration (January 2019)?

       f. Did the organization attend the UWRC educational series (Aug, Sep, Oct, Dec 2018 and Jan, Feb 2019)?

- Was the organization in compliance? Did the organization reflect on-time reporting?
  - a. Were monthly reports, mid-cycle reports, year- end reports on-time?
  - b. Did the organization submit annual audit and audit management on-time?
  - c. Did the organization submit annual insurance certificate on-time?

GENERAL TIPS ON SUBMITTING PROPOSALS
- Have someone unaffiliated with your strategy read the proposal for clarity, spelling, grammar, and explanation of acronyms.
- Write for the reader unfamiliar with your program.
- Coordinate with all staff involved in writing the proposal for consistency (budget, narrative, etc.).
- Brevity and clarity are strongly encouraged.
- Cite all research articles and other sources of evidence.

Attachment I

What we do			What we want to happen	
Resources	**Activities**	**Outputs**	**Outcomes**	**Indicators**
Describe program inputs (elements needed to deliver the program).	Describe methods for providing the program specific processes or events undertaken.	Describe units of service (how many, how often, over what duration).	List changes anticipated in participant's lives and/or in organizational or community conditions.	List observable measures which demonstrate outcomes are being met.
•	•	•	•	•
Impact –				