

COMMUNITY INVESTMENT

POLICIES AND PROCEDURES

FOR FUNDED PROGRAMS

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SECTION I. OVERVIEW

A Guide to UWRC Acronyms

CIC	=	Community Investment Committee	UWRC	=	United Way of Racine County
ES	=	Essential Services	UWW	=	United Way Worldwide
LIFT	=	Link and Inspire for Tomorrow	VAT	=	Volunteer Advisory Team
RFP	=	Request for Proposal			

A. INTRODUCTION

United Way of Racine County fights for the health, education and financial stability of every person in our community. This document serves as a guide for United Way staff, volunteers and impact partners with regard to the community investment process.

B. HISTORY

Since 1922, UWRC has helped improve lives and build stronger communities by partnering with health and human service agencies. Over the years, UWRC has grown and changed, from a community chest that funded agencies to a community impact organization. Community impact responds to changing community needs, forging strategic partnerships and fostering effective solutions to tackle local issues. 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.

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 healthy lives, education, and financial stability.

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.

F. INVESTMENT COMMITTEE STRUCTURE

Volunteer advisory teams oversee the community investment process within five specific priority areas. These investment teams are comprised of community volunteers representing a variety of expertise and backgrounds.

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



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 towards building an educated workforce. This coordinated investment strategy that focuses 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.

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 coordinating 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 submission of a proposal that aligns with UWRC funding priorities.
- Periodic program review, where sufficient progress towards outcomes and performance standards must be evident.
- Compliance with all UWRC policies, procedures and expectations, including those specified in the contract addendum.

The support (financial or non-financial) of a funded program 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:

Investment funding	Description	Funding cycle
Building an educated workforce: request for proposals (RFP) and LIFT (Link and Inspire for Tomorrow)	Address building an educated workforce under health, education, financial stability, and essential services strategies. Provide place-based initiatives for the community schools strategy.	One-year funding: 2021-2022 July 1 - June 30, disbursed monthly.
COVID Relief Fund	Fund is organized to be flexible in addressing the community's changing needs as they evolve throughout the COVID-19 crisis. Funding priorities: <ul style="list-style-type: none">• assistance related to delivering existing programs that are impacted by the crisis• materials related to protection from COVID while delivering services• new programs specifically designed to mitigate the spread of COVID.	Monthly review available November 1 - June 30 of one-time or funding stipulations. Requests are due by the last day of the month. Funding available until funds are depleted. Funding will be awarded at a minimum of \$2,500 and a maximum of up to \$12,000.
Sponsorships	One-time sponsorships approved by president under \$500.00	Available throughout the year - once per year.
Wadewitz Funds	Grants or interest-free loans established for funded impact partner repairs.	Available throughout the year as needed. No one agency shall receive more than \$30,000 in a two-year period.

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 follow 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 RFP (Request for Proposal)

The RFP for building an educated workforce is a one-year funding process. UWRC invites proposals 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 health, education, financial stability, and essential services. UWRC will prioritize proposals that address place-based programs for the LIFT initiative.

Volunteer advisory teams are comprised of volunteers that assist in evaluating proposals for funding. Proposals that demonstrate best strategies and practices and have the greatest impact on critical community issues are considered for funding. Each proposal will be assessed by the appropriate volunteer advisory team according to the criteria outlined in the RFP and this document.

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 outcomes for the investment area in which the proposal is being sought.
- Clearly describe plans to collect and report data on the outcomes in the upcoming funding year.
- Clearly describe the training, experience, skills, and qualifications of program staff for effective delivery of the model proposed.

A2. LIFT (Link and Inspire for Tomorrow)

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 health, education, financial stability and essential services 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.

All LIFT proposals must provide programming at a LIFT location or within a LIFT neighborhood with specific efforts to engage neighborhood residents. Funds cannot be used to cover.

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

The proposal will incorporate the LIFT program budget and outcomes with a one-year funding process. 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 period. LIFT programming must be started no later than the third Monday of September.

SECTION II. COMMUNITY INVESTMENT

A3. COVID Relief Fund

The United Way of Racine County (UWRC) COVID Relief Fund was established to meet the unexpected and immediate needs of our community related to the pandemic. The UWRC COVID Relief Fund is organized to be flexible in addressing the community's changing needs as they evolve throughout this crisis. In particular, the UWRC COVID Relief Fund will focus on the community's areas of greatest need and inequities, such as minority communities that are adversely impacted by COVID-19, areas lacking adequate health care resources, and programs that can effectively address immediate areas of community concern – changing quickly as community needs change. This is a competitive fund and requests that meet requirements are not guaranteed funding.

Beginning in December 2020, requests submitted by the last day of the previous month will be reviewed by United Way community investment community (CIC) volunteers. CIC typically meets the third Tuesday of each month.

Applications must be submitted online at www.unitedwayracine.org/COVID-relief. A detailed program budget must be uploaded with the application. Applicants must be able to submit a current organizational budget upon request.

- Funding will be awarded at a minimum of \$2,500 and a maximum of up to \$12,000, until the available funds are exhausted. Funds may be released in a lump sum, or on a reimbursement basis.
- Requests must demonstrate:
 - The community need(s) and organizational challenge(s) related to the current COVID-19 situation.
 - The program's focus on serving Racine County residents.
 - An ability to demonstrate cost per client.
- Proof of IRS status as a 501(c)(3) nonprofit charitable organization
- Have ability to recognize UWRC as a funded in the project/program.

Questions on the request

1. Name of the program for which your organization is seeking funding.
2. Dollar amount requested.
3. Provide a brief description of the critical community need to be addressed by this program. Include demographic information about who will be served and the anticipated number of people to be served.
4. How will the requested funds help address the need explained above?
5. Describe the anticipated impact the funding will have on your organization.
6. Describe the anticipated impact the funding will have in the community.
7. Did your organization apply for a PPP loan? Was it approved? How much? When did you receive the loan?
8. How many clients does the organization anticipate serving?
9. What is the largest COVID-related challenge facing your organization? Your clients?
10. Is there anything else you would like the review committee to consider?
11. Upload program budget.* After question there will be a description. Share the cost per item/service and explain how the cost was determined.
12. Be prepared to share organizational budget if requested.

*Template budget that includes revenue and expenses and addresses the cost per item/service and describes how the cost was determined.

SECTION II. COMMUNITY INVESTMENT

The vice president - finance and administration shall be responsible for monitoring expenditures from the COVID Relief Fund and reporting them in the monthly financial reports to the board.

All requests are reviewed and monitored by CIC. Expenditures from the UWRC COVID Relief Fund shall be approved as follows:

- Requests for \$2,500 to \$10,000 are approved by the president, board chair, and vice chair - community investment or CIC.
- Requests for more than \$10,000 are approved by CIC and either executive committee or board of directors.

Following approval of the United Way of Racine County COVID Relief Fund recommendations:

- Applicants are notified in writing of the status of their application by the vice chair – community investment. Notification includes the award amount, and the award terms, and conditions. If the notification letter states additional information is required, the applicant has 30 days to provide relevant information. Relevant information provided after 30 days will not receive award.

Within 30 days of the conclusion of the expenditure of the program funding, a report must be submitted online through the United Way website at www.unitedwayracine.org/covid-relief-report. This report includes:

- Details the implementation and completion of the project.
- Evaluates the effectiveness of the project, including number of people served.
- Reports and documents how relief funds were spent.
 1. Organization name.
 2. Executive director/CEO name.
 3. Name and email address of person completing report.
 4. Amount of award from United Way COVID Relief Fund?
 5. How many unduplicated clients did you serve with this funding?
 6. Provide a brief description of the critical community need that was addressed by this program.
 7. Describe the impact the funding had on your organization and on the community.
 8. Share your success with us by describing how a client was impacted with this funding and/or how your organization was more effective as a result of this funding.
 9. Agreement to the media release terms of service.
 10. Is there anything else you would like to share?
 11. Share any flyers or media post regarding the program.

A4. Sponsorships

All sponsorship requests must submit a written request at www.unitedwayracine.org/2021_sponsorship.

Requests submitted through the 2021_sponsorship form are reviewed by UWRC leadership team as needed.

Any requests above \$501.00 are reviewed by the Community Investment Committee.

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 is 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.

Awarded funds for loans and grants will not be distributed if receipts are not received by UWRC within one year of award date.

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 that received a program award through the request for proposal process 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 of Racine County by December 31 for processing or at an agreed-upon date between United Way of Racine County and contributing organization. Donor designations processed by an out-of-town employer will be honored if received by February 28. Incomplete or inaccurate forms will not be processed and will be returned.

- Designations are accepted only for agencies receiving UWRC program funding and will remain intact for up to but no more than two years after program funding ceases.
- Designation forms with pledges made to non-United Way funded agency will be returned.
- Designators must use United Way of Racine County's donor designation form (available through the employee campaign coordinator or United Way of Racine County office) or a compatible form designed by the company. The form must be properly completed, and the donor's signature is required.
- Designators must pledge a minimum of \$50 to be able to designate monies to an 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 of Racine County 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 of Racine County finance committee. Deferred pledges will be paid out based on actual collections.
- Designated donations will be paid out after the request for proposal review process has been completed. Members of the volunteer advisory teams will not be advised of an agency-directed designation during the review process.
- United Way of Racine County does not allow company-level donor designations. Matching company contributions will be used by United Way of Racine County in the general allocation fund.
- 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 of Racine County has the right to verify each donor's pledge amount with the employer.

SECTION II. COMMUNITY INVESTMENT

Exclusionary Designations

United Way of Racine County 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 of Racine County 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. Volunteer advisory team members will not have knowledge of an agency exclusionary designation during the review process.
- United Way of Racine County does not allow company exclusionary designations.

Donor Designation Payout Process

- Donor designation forms must be turned in to United Way of Racine County by December 31 for processing or at an agreed-upon date between 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 of Racine County 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 of Racine County finance committee. The balance of the payroll deduction will be paid out equally on June 15 and December 15. The finance committee has the right to examine actual pledge loss by a company in extenuating circumstances and further reduce the pledge loss on donor designation payouts.
- Deferred pledges 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 two years after UWRC funding award ends.

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 of Racine County'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 of Racine County presentations, and United Way of Racine County 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 and CEO, Chief Operating Officer, Vice President of Finance and Administration, and Community Investment Director 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 eCImpact.

- 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 (within 18 months) financial statement review/audit: an annual financial statement review/audit review from a Certified Public Accountant (CPA) who is not affiliated with your agency following the end of your most recent fiscal year. NOTE: Draft financial statement review/audit will not be accepted.
 - Those agencies less than \$200,000 in REVENUE in a fiscal year may submit internally or otherwise generated statements of financial position and activities and request a waiver to postpone a financial statement review/audit from a Certified Public Accountant (CPA) who is not affiliated with your agency until such time as total annual REVENUE reach \$200,000.
 - Those agencies between \$200,000 to \$500,000 in REVENUE in a fiscal year may submit a financial statement review from a Certified Public Accountant (CPA) who is not affiliated with your agency in place of a financial statement audit.
 - Those agencies more than \$500,000 in REVENUE are required to complete a financial statement audit from a Certified Public Accountant (CPA) who is not affiliated with your agency.
 - For purposes of this section, REVENUE excludes investment gains and losses.
- 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 990-EZ or 990-N must be within 18 months.
- 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
 - 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 three board meetings.
- Written agreement for fiscal responsibilities submitted. See C7 under Financial Conditions and Accountability.
- 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

In addition, the 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 essential services.
- 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 religious 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.

A2. Ongoing compliance

The following items must be kept current in eCImpact:

- Current board of directors list
- 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 July 31; with outcome findings, demographics, year-end program budget
- Current insurance binder
- Counterterrorism Compliance form

If compliance is not maintained, the allocation check will be held. If agency is not in compliance for 90 days, current and future allocations will be forfeited.

Funded agencies must demonstrate:

- Positive stewardship of UWRC funding
- UWRC recognition/co-marketing

SECTION III. COMMUNITY INVESTMENT PROCESS

A3. Steps in the Community Investment Process

The community investment process involves much more than funding local programs. UWRC staff and its investment volunteers 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.

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

RFP Process

The proposal is available online through eCImpact.

- Required documents (organizational board list, organizational budget and evidence of nonprofit status and other required documents)
- Attestation statement
- Counterterrorism compliance form

Submitted proposals are screened by investment teams, UWRC staff, CIC and submitted to UWRC board for final approval.

- Volunteer advisory teams, UWRC staff and CIC may communicate directly with the grantee's organization and submit questions about the proposal to be addressed at the next meeting.

Review Process

The proposals are evaluated by the appropriate volunteer advisory team, who in turn provides UWRC staff recommended scores, score rankings and funding rationales. UWRC staff adjust if needed, assigns funding level based on rankings, and forwards the recommendations to CIC. CIC, adjusts if needed, and forwards the recommendations to UWRC board. Proposals are due February 5, with proposal review taking place in February, March and April.

1. Proposal Review

Volunteer advisory teams review proposal 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 team member is responsible for conducting an in-depth evaluation of individual proposal for UWRC funding. Each volunteer uses a detailed evaluation to assess community needs, program review and organizational capacity.

2. Financial Review

Volunteer advisory teams members review program and organizational budgets with guidance and input from the volunteer advisory financial team and UWRC staff. The financial capacity section of the evaluation is completed by the financial team.

3. UWRC Relationship

UWRC staff review organizations' ability to conduct a campaign, promote partnership with UWRC, and comply with policies and procedures.

4. Program Review

Much of the information used in scoring comes directly from the proposal. The team members complete their evaluations and bring their perspectives to the full investment team for scoring 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 teams meet to score each proposal. The investment volunteers are prepared to discuss, analyze and share objective observation to compile one team score for each proposal. Scoring is based on:

- Program scope and population
- Outcomes and indicator results
- Partnership and collaboration
- Financial capacity
- General discussion

6. Investment Decisions

After all the proposals have been collectively scored, UWRC staff review group scores per proposals, recommendations, and rationales. UWRC staff make funding recommendations based on:

- The proposal and financial reviews
- Information obtained from the program reviewed by team.
- UWRC relationship review.
- Investment dollars available.
- Review of 2019-21 award amount.

Funding recommendations and rationales come from volunteer advisory teams and UWRC staff findings 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 agreements/contracts are issued after the board meeting.

7. On-going Outcomes Review

Volunteer advisory teams receive and review written outcomes reports from each program at the program's monthly report, mid-cycle and at the end of the by the 15th day of every month. Funded 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. Findings will be communicated with programs.

SECTION III. COMMUNITY INVESTMENT PROCESS

A4. Program Evaluation

UWRC's community investment volunteers consider 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 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.
- 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 team and is scored on specific items in these categories:

Selection criteria	Maximum score
Program scope and population	10
Outcomes and indicators results	6
Partnership and collaboration	4
Financial review	pass/fail
Total score	20

SECTION III. COMMUNITY INVESTMENT PROCESS

A5. Funding Award Process

RFP Award Process

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

- An agreement/contract is issued between UWRC and the funded organization or fiscal agent.
- An agreement/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.
- Ongoing compliance of policies and procedures.

Prior to issuing any award check:

- Two copies of the agreement/contract are signed by the UWRC board chair and UWRC president and CEO 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 45 days of the date on the award letter.

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

- The agreement/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.
- Agencies not in compliance more than 90 days will forfeit remaining allocation for the year.

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 proposal, 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 proposal and reporting processes. Additional assistance in improving the outcome measurement process may be provided by UWRC.

A3. Budgets

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

A4. Revised Budgets

Any program receiving less than the amount requested in the proposal must submit a revised program budget via eCImpact. Program revised budgets are due August 1 with explanation of the revisions noted in the budget narrative section of the proposal. 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 eCImpact 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 discontinuation 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.
- The organization of and 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 eCImpact 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 applying for funding, the 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 follow the current standards of accounting and financial reporting for voluntary health and welfare organizations. The organization will be asked to present documentation of board-approved budget information.

C2. Financial Statement Review/Audit Review

Financial statement review/audit reviews are reviewed by the financial team. For the purpose of this section, 'most recent' means within the last 18 months.

- Most recent financial statement review/audit: an annual financial statement review/audit review from a Certified Public Accountant (CPA) who is not affiliated with your agency following the end of your most recent fiscal year. NOTE: Draft financial statement review/audit will not be accepted.
 - Those agencies less than \$200,000 in REVENUE in a fiscal year may submit internally or otherwise generated statements of financial position and activities and request a waiver to postpone a financial statement review/audit from a Certified Public Accountant (CPA) who is not affiliated with your agency until such time as total annual REVENUE reach \$200,000.
 - Those agencies between \$200,000 to \$500,000 in REVENUE in a fiscal year may submit a financial statement review from a Certified Public Accountant (CPA) who is not affiliated with your agency in place of a financial statement audit.
 - Those agencies more than \$500,000 in REVENUE are required to complete a financial statement audit from a Certified Public Accountant (CPA) who is not affiliated with your agency.
 - For purposes of this section, REVENUE excludes investment gains and losses.
- If no management letter is included in the financial statement review/audit, the organization's board officer or auditor must notify UWRC in writing that no letter was included.
- Most recent financial statements review/audit review is due at the time of RFP submission.
- Agencies may upload yearly financial statements review/audits in eCImpact under compliance if available between RFP submission years.

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

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 any reduction in 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.

SECTION IV. FUNDED PROGRAM REQUIREMENTS

C5. Refund Policy

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

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 CEO. Organization must refrain from engaging in any verbal or written communications that disparages or in any way discredits UWRC. If UWRC finds supporting evidence that an 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 and CEO, Chief Operating Officer, Vice President of Finance and Administration, and Community Investment Director 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 current monthly allocation check.
- Third offense: A written notice will be sent and the organization forfeits future award payments for the remainder of the current investment cycle. Agency will forfeit any opportunity to apply for funding during the next investment cycle.

C7. Fiscal Sponsorship

Using a fiscal sponsorship arrangement enables a nonprofit organization fiduciary oversight, financial management, and other administrative services to help build the capacity of an organization. If your organization is using a fiscal sponsorship, a written agreement for fiscal responsibilities must be submitted and approved by CIC. The agreement must include but not limited to:

- Establish a separate accounting record for the program.
- Establish a regular schedule for the disbursement of funds to the project.
- Disburse funds to the applicant group only upon receipt of adequate invoices and time sheets. Disbursement of funds is not to exceed the amount budgeted.
- Maintain records in accordance with established bookkeeping principles and submit required financial report to the program and United Way of Racine County.

If a fee is to be charged for services, it will be a set fee agreed upon with the applicant prior to signing this agreement. To establish a fiscal agency with UWRC, the above guidelines will be established along with tailored needs and requirements of both parties involved. UWRC will use the following fee structure. In addition, any revenue exceeding \$500,000 will be charged an additional \$500 for every \$50,000 of revenue.

UWRC fees	Revenue	UWRC fees	Revenue
\$500	\$10,000- 50,000 grant award	\$3,000	\$251,000-350,000 grant award
\$1000	\$51,000-100,000 grant award	\$3,500	\$301,000-350,000 grant award
\$1,500	\$101,000-150,000 grant award	\$4,000	\$351,000-400,000 grant award
\$2,000	\$151,000-200,000 grant award	\$4,500	\$401,000-450,000 grant award
\$2,500	\$201,000-250,000 grant award	\$5,000	\$451,000-500,000 grant award

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-year 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

A 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. The executive director and key staff are invited to attend the accountability reviews.

SECTION IV. FUNDED PROGRAM REQUIREMENTS

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

- 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.

SECTION IV. FUNDED PROGRAM REQUIREMENTS

E. FILING POLICIES

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

E1. Late Filing

Agencies are responsible for meeting specific filing deadlines for any compliance documents (e.g., signed contract, budgets, financial statement review/audit, program reports, insurance binders, other materials) as requested by UWRC staff or volunteer advisory teams. Late filing affects the ability of the volunteer advisory teams 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 eCImpact. If the agency fails to submit the filing within the allotted time, UWRC will withhold monthly allocation checks and program will be penalized:

- 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.

E2. Financial Statement Review/Audit Filing

Failure to file required documents is a breach of the agreement/contract with UWRC. Financial statement review/audit documents must be submitted within six months of the close of the organization's fiscal year. If a currently funded agency has not submitted its prior year financial statement review/audit documents by the next RFP deadline, the RFP process will be deemed incomplete and ineligible for funding consideration until the next funding cycle.

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.

E3. 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 chief operating officer, vice chair of community investment and/or the vice president of 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 financial statement review/audit review and management letter are not received by the end of the extension grace period:

- 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 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 allocation check will be released.

SECTION IV. FUNDED PROGRAM REQUIREMENTS

F. PARTNERSHIP RESPONSIBILITIES

F1. UWRC Annual 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 or email to mkallio@unitedwayracine.org.
- Provide speakers, displays, tours, and/or other donor education efforts.
- 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 and CEO, Chief Operating Officer, Vice President of Finance and Administration, and Community Investment Director 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

F2. 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 location at no cost. All signage should be hung at eye level in plain sight of visitors to each location(s).
- **Electronic Communications**
 - At a minimum, the 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.
 - 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 United Way of Racine County funding in media releases and other interactions with the media, particularly when referring to a UWRC funded program.
 - Recognize UWRC in advertisements (e.g., newspaper, magazine, etc.) with a logo or "United Way of Racine County 2021-22 Community Partner."
 - Add "ABC Agency, Inc. is a United Way of Racine County 2021-22 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.
- 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.

SECTION V. APPENDICES

APPENDIX A CODE OF ETHICS



United Way of Racine County CODE OF ETHICS

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 United Way 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

APPENDIX A CODE OF ETHICS (continue)

The success of the United Way 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 United Way's Personnel Policies and Procedures and in the Code of Conduct for United Way Professionals. While no document can anticipate all of the challenges that may arise, the Code of Ethics can communicate key guidelines and will assist United Way of Racine County 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:

United Way of Racine County is responsible to its stakeholders, which include donors, partner providers, system partners, and program participants in the community who have placed faith in our organization. To uphold this trust we:

- Promote good stewardship of United Way of Racine County 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-United Way purposes.
- Observe and comply with all laws and regulations affecting United Way of Racine County as a non-profit 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, partner providers and vendors.
- Refrain from any use of coercion in fundraising activities, including predicated professional advancement on response to solicitations.
- Promote educational and informative strategies that engage volunteers, donors and potential donors in encouraging giving.

SECTION V. APPENDICES

APPENDIX A CODE OF ETHICS (continue)

INCLUSION & EQUAL OPPORTUNITY:

United Way of Racine County 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 United Way of Racine County activities and respect others without regard to race, color religion, creed, age, gender, national origin or ancestry, 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 United Way of Racine County or undermine the public's trust, United Way of Racine County Board members, staff, volunteers, and representatives should:

- Avoid any activity or outside interest which conflicts or appears to conflict with the best interest of United Way, including involvement with a current or potential vendor, grantee, partner provider, 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 United Way of Racine County duties or the achievement of United Way of Racine County's mission.
- Ensure that travel, entertainment and related expenses are incurred on a basis consistent with the mission of United Way of Racine County and not for personal gain or interests.
- Decline any gift, gratuity or favor in the performance of United Way of Racine County 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.

UNITED WAY OF RACINE COUNTY VOLUNTEERS:

- Should not knowingly take any action or make any statement intended to influence the conduct of United Way of Racine County 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

SECTION V. APPENDICES

APPENDIX A CODE OF ETHICS (continue)

interests of United Way 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.

CONFIDENTIALITY & 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 United Way 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 United Way of Racine County duties.
- Refrain from use of confidential information for personal gain.

POLITICAL CONTRIBUTIONS:

United Way of Racine County encourages individual participation in civic affairs. However, as a charitable organization, United Way of Racine County 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 United Way of Racine County.
- 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 United Way of Racine County.
- Refrain from using any United Way of Racine County 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 United Way of Racine County organization if we are identified as an official of United Way of Racine County 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 United Way of Racine County.

GUIDANCE & 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:

SECTION V. APPENDICES

APPENDIX A CODE OF ETHICS (continue)

- 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.
- United Way of Racine County affirms prompt and fair resolution of all reported breaches.

DEFINITION OF TERMS:

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.

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.

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

Nominal value: retail value of \$50.00 or less.

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

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 any federal, state or local office.

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

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.

Staff: all individuals, who provide services to UWRC as employees or leased employees.

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

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.

SECTION V. APPENDICES

APPENDIX A CODE OF ETHICS (continue)

CODE OF ETHICS CERTIFICATE

I acknowledge that I have received and read my personal copy of the United Way of Racine County Code of Ethics. I understand that United Way of Racine County 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.

Printed Name

Signature

Date

POTENTIAL CONFLICTS OF INTEREST

The disclosures below represent my current status or relationship with United Way partner providers, grantees, and vendors. If my status should change during my tenure, I will notify the United Way of Racine County immediately.

- ☐ I have no current conflicts of interest.
- ☐ I have the following potential conflicts of interest:

_____ Organization	_____ Affiliation
_____ Organization	_____ Affiliation
_____ Organization	_____ Affiliation
_____ Organization	_____ Affiliation
_____ Organization	_____ Affiliation

Approved by Executive Committee – May 2, 2018

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SECTION V. APPENDICES

APPENDIX B

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

Income/Revenues

4000	CONTRIBUTIONS 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.
4200	SPECIAL EVENTS This account includes all revenue from fundraising events. Example: concerts, cookie sales, bingo, dinners, dances, etc.
4600	ASSOCIATED ORGANIZATIONS Contributions from auxiliaries, circles, guilds and other organizations closely associated with the reporting organization. Example: church funding.
4700	OTHER UNITED WAYS Allocations expected from or allocated by other United Ways.
5000	GOVERNMENT 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.
6000	MEMBERSHIPS Include all revenues derived from a fee charged for participation in an agency's program, e.g., membership costs.
6200	PROGRAM SERVICE FEES These are fee payments from clients for services furnished by the agencies.
6300	SALES These are gross revenues derived from the sale of publications, supplies and consultation services to member units and the general public.
6500	INVESTMENT INCOME 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.
6600	BUILDING/LAND RENTAL This revenue is derived from the fees charged for the rental of buildings or properties owned by the agency.
6900	OTHER INCOME 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.
6950	UWRC Revenue requested or received from UWRC.

Expenses

7000	SALARIES 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.
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SECTION V. APPENDICES

APPENDIX B - Expenses (continued)

7100	EMPLOYEE BENEFITS Amounts paid by an agency for health insurance, pension or retirement benefit plans, or other benefits.
7200	PAYROLL TAXES Social Security taxes, unemployment and workers' compensation insurance premiums payable by employers under federal, state or local laws.
8000	PROFESSIONAL FEES 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.
8100	SUPPLIES 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.
8200	TELEPHONE All telephone, telex, fax, cell phones, and similar expenses.
8300	POSTAGE Postage, parcel post, express mail, trucking, and other delivery expenses, including shipping materials.
8400	OCCUPANCY Costs arising from an agency's occupancy and use of owned, leased, or rented offices, buildings, or land. May include: <ul style="list-style-type: none"> • Office rent and other rent such as a satellite office or parking space. • Mortgage interest that includes interest expense associated with a mortgage only. • Real estate taxes and miscellaneous occupancy costs. • Building insurance such as cost arising from insuring physical premises, equipment or public liability. • Building expenses such as electricity, heating, water-sewer and contract maintenance. • Maintenance costs such as janitorial service, snow plowing or grounds maintenance provided by independent contractors. • Building and grounds supplies and costs related to the normal upkeep of the agency's buildings, offices or properties. • Real estate taxes. This account does not include: <ul style="list-style-type: none"> • Salaries paid to agency maintenance and custodial employees. • Depreciation. • Director's or professional liability insurance. • Any building costs which are done at intervals such as repainting, plastering.
8500	RENTAL/MAINTENANCE OF EQUIPMENT Cost of renting and maintaining equipment, such as office and program or physical plant equipment. This does not include the replacement of any equipment.
8503	EQUIPMENT New equipment, including replacement costs of equipment which are capitalized (max. per program = \$500).
8600	PRINTING AND PUBLICATIONS 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.

SECTION V. APPENDICES

APPENDIX B - Expenses (continued)

8700	TRAVEL 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.)
8710	PROGRAM TRANSPORTATION Direct program costs of transporting clients.
8800	MEETING EXPENSE Expense of conducting meetings related to an agency's activities.
8900	SPECIFIC ASSISTANCE TO INDIVIDUALS 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.
9000	MEMBERSHIP DUES 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.
9100	AWARDS AND GRANTS Costs associated with recognition awards.
9200	STAFF TRAINING Costs of training agency personnel at local or regional educational institutions.
9300	PROFESSIONAL LIABILITY INSURANCE 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.
9400	OTHER 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.
9691	STATE, NATIONAL DUES 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.

SECTION V. APPENDICES

APPENDIX C - INVESTMENT TIME LINE

2020

December 3	Community investment meeting to learn about the process
December 8	CIC meeting if needed; possible review of COVID Relief Fund

2021

January 12	VAT training
January 15	2020-21 funded programs monthly report due
January 21	VAT training
January 27	VAT training
February 1	2020-21 funded program mid-cycle report due
February 5	2021 proposals due for review
Week of February 15	Volunteer Advisory Teams meet
February 15	2020-21 funded programs monthly report due
February 16	CIC meeting if needed; possible review of COVID Relief Fund
Week of March 1	Volunteer Advisory Teams meet
March 15	2020-21 funded programs monthly report due
March 16	CIC meeting if needed; possible review of COVID Relief Fund
Week of March 15	Volunteer Advisory Teams meet
Week of March 29	Volunteer Advisory Teams meet
April 2-9 (4/4-Easter)	RUSD spring break
Week of April 12	Volunteer Advisory Teams meet
April 15	2020-21 funded programs monthly report due
April 20	CIC meeting if needed; possible review of COVID Relief Fund
Week of April 26	Volunteer Advisory Teams if needed
May 4	CIC meets to review final funding booklet
May 12	Distribute funding booklet to UWRC board
May 15	2020-21 funded programs monthly report due
May 26	UWRC board review funding booklet
May 27	UWRC leadership and board president signs agreements and CIC chair signs notification letters
July 1, 2021 – June 30, 2022	Funded programs: 15 th of each month reports due
June	Funded programs attend mandatory orientation
August 1	2020-21 funded program year-end report due

2022





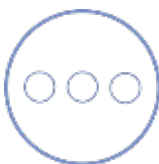
February 1	2021-22 funded program mid-cycle report due
August 1	2021-22 funded program year-end report due

SECTION V. APPENDICES

APPENDIX D - BUILDING AN EDUCATED WORKFORCE

At UWRC, community investment is the oversight and funding programs offered at local health and human services agencies. Volunteer advisory teams act as stewards of donor dollars, ensuring they are wisely invested in local programs that demonstrate need in the community, are managed efficiently, and produce positive results. All funded programs must demonstrate outcomes that are defined in the proposal and align with health, education, financial stability, essential services, and LIFT.

UWRC 2021 Goals, Objectives and Outcomes

Impact Area	Goals	Objectives	Outcomes
	Link and Inspire for Tomorrow	Brings students, families and communities together to improve academic outcomes and strengthen families.	Create partnerships between neighborhoods and resources focused on health, education, financial services, social services, community engagement, and development
	Health	Individuals and families are supported in maintaining mental health.	Individuals and families have opportunities to improve their mental health.
		Individuals and families make positive mental health choices.	Increase mental health well-being
	Education	Students enter school ready to learn and remain on-track to succeed academically.	Families provide children a positive, engaging environment.
		Students achieve academic success.	Increase parenting skills.
	Financial Stability	Individuals and families are financially stable.	Individuals increase financial stability
			Increase self-sufficiency.
	Essential Services	Individuals' and families' basic needs for food, shelter and safety are met.	Individuals and families have access to emergency food and meals, and are connected to health care services.
		Individuals and families are assisted in finding stable, permanent and safe housing.	Provide access to medical and/or dental and food security.
		Seniors and those with disabilities develop strength and independence.	Increase household stability.
			Increase independence of participants.

Updated November 2020

SECTION V. APPENDICES

APPENDIX E - BOARD APPROVED POLICIES

Every year, the UWRC board of directors revisit UWRC policies. The policies below related to religious institutions and political contributions were updated April 2019.

Policy Regarding Funding of Religious Institutions:

- In addition, agency must demonstrate that they are able to meet all of the following requirements:
- The organization is not religious in nature and does not provide services limited to members of a particular religious group.

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.

SECTION VI. GLOSSARY

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

Campaign: The annual fundraising activity.

Campaign Associate (CA): Campaign Associates assist ECCs 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.

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, financial stability, health and essential services.

Community Indicators Report: A biennial report, compiled by UWRC, which features statistical information in an easy-to-read format about key education, financial stability, health and essential services conditions in Racine County.

Community investment: Focuses resources and relies on local expertise to provide solutions to critical education, financial stability, health and essential services 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 teams.

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.

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

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

Essential Services-volunteer advisory team: A UWRC investment team that focuses on programs that support individuals and families to have their basic needs for food, shelter and safety are met.

SECTION VI. GLOSSARY

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.

eCImpact: A web-based grant management system that allows UWRC to communicate with and between agencies and volunteers, from meeting invitations to scheduling, reviewing reports and submitting questions and answers.

Education-volunteer advisory team: A UWRC investment team that focuses on programs that support students to enter school ready to learn and remain on-track to succeed academically.

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: UWRC 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-volunteer advisory team: A UWRC investment team that focuses on programs that support individuals' and families to be financially stable.

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, Education, Financial Stability, Essential Services, and LIFT (H E FS ES LIFT): The pillars of UWRC's community impact agenda and the outcomes for funded programs work. See page 38 for goals and objectives of each investment.

Health-volunteer advisory team: A UWRC investment team that focuses on programs that ensure individuals' and families' are supported in maintaining mental health.

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

LIFT (Link and Inspire for Tomorrow): A UWRC place-based strategy that creates partnerships between neighborhoods and resources.

LIFT-volunteer advisory team: A UWRC investment team that focuses on programs that are place-based to create partnerships between neighborhoods and resources.

LIVE UNITED: A branding message that creates the framework for the language and materials that support UWRC efforts.

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

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

SECTION VI. GLOSSARY

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 agencies 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 any federal, state or local office.

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 agencies.

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 agencies 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.

SECTION VI. GLOSSARY

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.

UWRC initiatives: UWRC brings together business, nonprofit and government to create collaborative and innovative approaches to community issues around health, education, financial stability, and essential services.

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

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 teams, campaign cabinet, initiative volunteers, and board-appointed committees who perform their UWRC duties without compensation.

Volunteer advisory team: A team of community volunteers who review and evaluate funded proposed or funded programs. See also health, education, financial stability, essential services, LIFT volunteer advisory teams.

Volunteer advisory financial team: This team of volunteers with financial backgrounds oversees the fiscal accountability of agencies receiving UWRC funding.

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.

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