UNITED WAY
Racine County

COMMUNITY IMPACT FUNDING REQUEST FOR PROPOSAL

Youth Opportunity

Healthy Community

Financial Security

KEY DATES

RFP Release ………………………………………………………………. December 4, 2025
Proposals due ……………………………………………………………. January 30, 2026
Evaluation ………………………………………………………..……… February-April 2026
Award notification …………………………………………………………………June 2026
Investment start date ………………………………………………………….. July 1, 2026

PURPOSE OF DOCUMENT

This document outlines United Way of Racine County's (UWRC) annual community investment funding process and encourages eligible nonprofits that deliver programming that serves Racine County residents to respond to the 2026 request for proposals in the impact areas of Youth Opportunity, Healthy Community, and Financial Security. This investment process is an open call for proposals from both potential and existing funded partners of UWRC that meet the criteria. It provides a comprehensive guide to the application process, including key indicators and strategies for each impact area.

We anticipate that the total requests will exceed the total funds available; no applicant is guaranteed funding. UWRC cannot award funding more than the amount requested in the proposal. Funding decisions are final and there is no appeal process.

We are grateful for the corporate partners, donors, volunteers and advocates that trust and support our mission-driven community investment process. During the 2026-27 community investment cycle, UWRC will distribute program funds based on undesignated donor contributions from the 2025 campaign and projected 2026 campaign.

United Way of Racine County reserves the right to adjust a program's total allocation at any time during the funding period if United Way of Racine County cannot maintain the initial allocation amount due to unexpected decreases in United Way's revenues or reserves. The program will be notified at least 30 days in advance of the required change in the allocation for the remaining months in the funding period.

Funds will be distributed over a 12-month period for the timeframe July 1, 2026, through June 30, 2027. Funded programs are required to submit demographics, indicator data, and program progress on a quarterly or monthly basis. Funded organizations are required to maintain funding eligibility and compliance, and UWRC will conduct an annual financial accountability review.

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HOW TO APPLY

All proposals must be submitted using our online grants management system, eCImpact, https://agency.e-cimpact.com/login.aspx?org=53355U.

For instructions on how to register and set up your organization's profile on eCImpact, contact MaryBeth Kallio at mkallio@unitedwayracine.org. We strongly recommend bookmarking this site for ease of access. Also, please add admin@e-cimpact.com to your email contacts as email communications regarding the proposal will be sent from this email address.

If you are a current grantee who is proposing a new or additional program, contact MaryBeth to have a new program added to your profile.

Programs that primarily provide emergency food, emergency shelter or health/dental care may qualify for a two-year funding cycle. Programs that are currently funded through the 2024-26 annual investment process for Essential Services are eligible to apply for the proposed continuation of the currently funded program. All other programs that offer emergency food, emergency shelter or health/dental care must meet with UWRC staff to determine eligibility for two-year funding.

DECISION-MAKING

Organizations are encouraged to submit program proposals that are complete, focused and clearly aligned with UWRC's funding priorities. The community investment volunteer advisory teams (VAT) will begin the proposal review process in February 2026. The teams are comprised of UWRC staff and community volunteers. The volunteers are trained to review and score proposals using the rubric included in this RFP, and to make funding recommendations in favor of programs that implement strategies and best practices that will have the greatest impact on critical community issues. The final funding decisions are made by the United Way of Racine County Board of Directors.

FUNDING TIMELINE AND KEY DATES

Date	Description
December 4, 2025	UWRC presents the Annual Community Investment webinar. At least one representative from an organization must be present for the duration of the webinar in order to receive access to the Request for Proposals.
December 18, 2025-January 29, 2026	Drop-in support for applicants is available on Thursdays at 1:30-2:30 p.m. via Microsoft Teams on 12/18/24, 01/08/26, 01/15/2026, 01/22/26, and 01/29/26. No RSVP is needed; simply join the meeting at any time during the hour. UWRC staff will be available to assist with creating your eCImpact account, uploading documents, clarifying application questions, talking through data collection processes, and more. Click here to join the meeting, Meeting ID: 277 162 954 513 99 Passcode: AV9E3Rq7
January 30, 2026	Applications are due; RFP closes. All required organizational documents and program proposals must be uploaded and submitted via eCImpact by 11:59 p.m. central time. This is a hard deadline. The system will automatically close, and applications cannot be submitted after 11:59 p.m.
February, March and April 2026	Applications are reviewed by community investment volunteer advisory teams (VAT).
May 2026	United Way's Board of Directors reviews, finalizes and approves funding recommendations presented by the community investment committee.
June 2026	A notification of funding decision and volunteer findings is emailed to each organization's executive director and board president. Programs awarded funding are provided a funding agreement. The funding agreement must be electronically signed by Friday, June 19, 2026, at 11:59 p.m. The agreement is null and void if not signed or if signed late.
June 24, 2026	UWRC presents the Annual Community Investment orientation for funded partners. Representatives (the executive director and key program staff) from all programs awarded funding are required to attend this session.
July 1, 2026-June 30, 2027 or July 1, 2026-June 30, 2028	Monthly funding disbursements begin after July 1, 2026, provided the funding agreement was signed on time, programming commences and operates as proposed, and the organization maintains funding eligibility and adheres to the community investment policies and procedures.

PROPOSAL ELEMENTS

The following elements must be included in your program proposal. All elements are submitted via eCImpact. Emailed or mailed documents will not be reviewed. All organizations – both new and currently funded – must complete all sections fully to be considered for funding in the 2026-27 funding cycle.

All portions of the proposal elements will be available in eCImpact no later than December 5, 2025. There are two elements: Part 1 (eligibility and organization information) information and Part 2 (narratives, outcomes, budget, budget narrative). You can work on the elements in whatever order you would like. **Both elements are due January 30, 2026.**

See Appendix C for tips for a successful proposal.

Part 1 – Eligibility and organization information
All elements in this section only need to be completed once for the organization, even if the organization is submitting multiple program funding requests.

- Eligibility documentation – Document uploads and agreements that demonstrate your organization's eligibility to apply for and receive funding from United Way of Racine County.
    - Organizations funded through the community investment process in 2025-26 must confirm that all eligibility documents are uploaded and <u>current</u> in the compliance tab in eCImpact. If a document is current, you do not need to upload a duplicate copy.
    - Organizations not funded through the community investment process in 2025-26 must upload all required eligibility documents.
- Organization information – Basic information about your organization.

Part 2 – Narrative, outcomes, budget, budget narrative
All elements in this section must be completed for each individual program. If you need assistance associating additional program forms, contact MaryBeth. <u>If you have applied in the past and are now applying for a new program, or for an existing program under a new name, contact MaryBeth before you begin.</u>

- Narrative – This is where you paint the picture of your program and the impact it has on participants. Be clear and concise in your responses. Some questions have multiple parts. Ensure that you answer them all. If you are proposing programming at one or more LIFT location, fully answer the LIFT section narrative questions.
- Program Impact and Measurement – This section is a combination of numbers and narratives. Common outcomes and indicators across our impact partner programs allow us to demonstrate the collective impact of all of our organizations

working together. During the review process, this section is weighted. Ensure that you fully answer each question for each indicator.

- Program budget – This is a program budget that clearly outlines the costs of successfully implementing the program proposed for funding. It is not an organization budget. It includes both expenses that demonstrate sufficient staffing and reasonable costs that align with the program narrative, and revenue that demonstrates sufficient diverse funding sources.
- Program budget narrative – This is a narrative explanation that adds detail and context to the numbers in the budget. It explains any anticipated surplus or deficit and describes any matches. A complete and realistic budget narrative demonstrates that your program is well-conceived and explains both the necessity and the basis for the proposed costs and reflects sufficient program revenue sources. The narrative should follow the same order as that in the itemized budget so reviewers can easily compare the two documents.

ELIGIBILITY INFORMATION

Organizations that request and receive funding must meet eligibility requirements and always maintain compliance with eligibility requirements. This may require organizations to submit updated documents throughout the funding period. Reminders will be provided but it is the organization's responsibility to track compliance expiration and to provide updated information on time.

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.

Required upload: IRS Determination of Nonprofit Status

Financial Conditions and Accountability

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

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

- Those organizations with less than $500,000 in revenue in a fiscal year are required to submit internally or otherwise generated statements of financial position and activities.
- Those organizations between $500,000 to $1,000,000 in revenue in a fiscal year are required to submit a financial statement review prepared in accordance with generally accepted accounting principles from an independent Certified Public Accountant (CPA) who is not affiliated with the organization in place of a financial statement audit.
- Those organizations with more than $1,000,000 in revenue are required to submit:
    - A financial statement audit from an independent Certified Public Accountant (CPA) who is not affiliated with the organization.
    - A management letter (from the auditor to management regarding internal controls).

    - A management representation letter (from management to auditor confirming responsibility).

Required uploads:

- *Current board-approved organization budget with reasonable, sufficient and sustainable funding sources*
- *Financial statement review or financial audit*
- *If an audit is required, management letter (from auditor to management regarding internal controls) and management representation letter (from management to auditor confirming responsibility)*

Fiscal Agent Agreement

Other nonprofit organizations may serve as fiscal agents for programs funded by UWRC. In all such cases, the same clear and fully accountable stewardship required through direct application from nonprofit relative to program budgets and reporting is required of the fiscal agent. CIC has the authority to approve procedures and financial reporting requirements that may differ depending on the nature of the partnership. A written agreement for fiscal responsibilities must be submitted. The agreement must specify that it is for the 2026-27 funding period.

Required upload if applicable: Fiscal agent agreement

Counterterrorism Compliance

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

- Screen all organizations receiving funds against federal terrorism “watch lists.”
- Obtain certifications from funded organizations that they are not terrorists or a terrorist organization and do not knowingly provide any kind of support to such persons or organizations.
- Provide a certificate to donors (upon request) stating that United Way does not and will not knowingly apply donated funds to provide any kind of support to terrorist organizations.

When applying for funding, the organization must acknowledge the organization complies with the USA Patriot Act.

Required attestation: Patriot Act Compliance Statement

Additional Documentation
UWRC may request additional documentation as needed, including but not limited to:

- Board rosters
- Demonstration (in the form of board meeting minutes) that the organization has an actively involved Board of Directors that provides oversight
- Organization by laws
- Annual reports
- Articles of incorporation
- Strategic plan
- Current balance sheet and income statement

These documents do not need to be uploaded unless UWRC specifically requests them.

ORGANIZATIONAL INFORMATION

1. Organization legal name. Use the name of your organization that appears on legal documents such as financial statements/audit/990 form.

   This is the name that will be used in the funding agreement if the program is funded.

2. Organization EIN.

3. Organization name exactly as you would like to appear on all UWRC communications. If organization is doing business as (DBA), use this name. Double check for accurate capitalization, punctuation and spelling.

   This is the name that will be used in all United Way of Racine County public communications, marketing materials, recognition materials, etc., including on the United Way of Racine County website and in campaign materials.

4. Organization website. This information will be shared on the UWRC website.

5. Organization primary address. Physical address, city, state and zip code. This information will be shared on the UWRC website. Include suite number, floor number, etc. if applicable. Input additional information if the address for official communications and/or allocation distributions is different.

6. Organization main phone. This information will be shared on the UWRC website.

7. Organization main email. This information will be shared on the UWRC website.

8. Organization mission statement. A mission statement is a single sentence or short paragraph that is used by a company to explain its existence; the who, what and why.

9. Name, title, email address and direct phone line of the organization leader. This is the executive director/president/CEO. Their name and title will be included on the funding agreement if the program is funded.

10. Name, title, email address and direct phone line of the board chair as of January 2026. This is the board chair as of the time of the proposal submission.

11. Name, title, email address and direct phone line of the board chair as of June 2026. This is the board chair as of the time of funding decision notification. If the program is funded, the board chair’s name and title will be included on the funding agreement and the funding agreement will be sent to their email address for signature.

12. Name, title, email address and direct phone line of the person responsible for monthly reports and year-end program budget and program budget narrative reports if this program is funded. This is the person UWRC will contact to share information about reporting requirements and/or if UWRC has questions about the reports submitted.

13. Name, title, email address and direct phone line of the person responsible for submitting this proposal. This is the person UWRC will contact to share updates on the community investment process and/or if UWRC has questions about the information submitted.

14. Name, title, email address and direct phone line of the organization’s marketing contact person. This is the person UWRC will contact to share updates on UWRC co-branding requirements and/or regarding press information, social media, etc.

15. Patriot Act statement. *I hereby certify on behalf of the organization named in this application that all United Way funds and donations will be used in compliance with all applicable anti-terrorist financing and asset control laws, statues, and executive orders.*

PROGRAM NARRATIVE

The examples provided are meant to be brief illustrations and do not represent complete responses.

1. Program name: Enter the program name exactly as you would like it to appear on all UWRC communications. Double check for capitalization, punctuation and spelling.

   The program name will be used in all public communications, marketing materials, recognition materials, etc., including on the United Way of Racine County website and in campaign materials.

2. Describe the program you are requesting funding for in 3-4 sentences. If a donor or community member asks us about this program, this is what you would want us to say.

   Be concise – include the program name, key activities and program impact/outcomes. If this program is funded, this summary will be used in UWRC marketing and campaign materials. What you say here should not repeated in responses to other questions.

3. Provide the name, title, email address and direct line of the person who manages the program implementation and day-to-day operations. This is the person UWRC will contact with questions about program delivery, point-in-time updates, etc.

4. Describe the program's staff structure that ensures the capacity to deliver services to scale and with fidelity. Include the paid employees and volunteers critical to program implementation.

5. Define the community need using the most current and most local data. Describe the current conditions in Racine County and explain how your program directly addresses the community need. Include information to demonstrate the scale of the need (how many Racine County residents are potentially in the target population) and the scale of the services your program provides (of that potential target population, how many are potentially served by your program during the funding period).

   You may reference this data in other responses. You may include national and state level data to provide context, but local data (Racine County) should be the basis of the definition of community need. See Appendix D for a list of data sources that may be useful in the creation of your proposal.

   For example: The 2024 XYZ Report, published by Noteworthy Journal, indicates that 80% of adults (789 people) in zip codes 12345 and 12346 do not possess post-secondary credentials. According to Trusted State Data Source's 2024 dashboard, this limitation decreases a person's earning potential by up to $25,000 per year.

Consequently, adults in these areas face Challenge A and Challenge B, while their children are impacted by Challenge C. There is a significant need for certification opportunities in these zip codes due to Reasons Q, R, and S. Through our Most Excellent Program, we enroll 15-20 participants per month and an average of 53 participants complete certification within any given quarter.

6. Describe the population served by this program.
   - Using current and recent program data, describe the demographics of your program participants. Include the following: age, race, ethnicity, gender, geographic location within Racine County, income (at or below [ALICE threshold]).
   - You may include additional demographic information that is pertinent to your program, including quantitative and qualitative data specific to your target population.

7. Describe how you support your target population in accessing services.
   - How are participants recruited/how do you intentionally promote your program to the target population?
   - Describe barriers participants may need to overcome when attempting to access and/or utilize your program/services. What solutions are in place to mitigate those barriers? Examples of possible barriers are cost, awareness, transportation, accessibility, language and trust.
   - Describe any eligibility requirements and rationales for any eligibility restrictions. Is there a reason anyone would be denied service?

8. Describe the key program activities/services. Your response should enable the reviewer to envision how a participant explains their experience in the program.
   - What do participants do/experience/receive through your programming?
   - How do the program activities/services specifically address the community conditions described in question 5?
   - How do the activities/services directly relate to the outcomes proposed in the proposal?
   - What is the dosage (amount and frequency) of programming/services?

   For example: Program X helps families achieve Goals 1 and 2 through an 8-week experience. Each weekly three-hour session blends hands-on activities, learning opportunities, and community building. Families begin with Fun Activity A, a creative, teamwork-focused experience that strengthens communication and trust. They then move into Educational Activity B, where skilled facilitators lead workshops on practical topics like financial literacy, conflict resolution, and effective parenting. Finally, Small Group Activity C offers supportive peer discussions, allowing families to share experiences and learn from one another. Healthy snacks are provided each week to keep participants energized and comfortable. Together, these activities help families; build teamwork and communication, gain essential knowledge and confidence, and connect with a supportive community.

9. Describe your organization's relationships – both formal and informal – with other organizations working to meet the same needs or providing similar services. How do you collaborate with other organizations to better serve participants?

   For example: Our organization has formal referral agreements with local schools, family service agencies, and mental health providers to ensure participants can easily access additional resources when needed. We also collaborate informally with after-school programs, youth organizations, and neighborhood groups by sharing information, coordinating events, and participating in joint trainings. These partnerships help us avoid duplication of services, strengthen our support network, and ensure families receive comprehensive, well-coordinated care. Our services have been offered in the community for the past decade.

10. When does the program take place? Respond in terms of the funding period. Include the program start and end date, frequency of programming, length of programming, days and times, etc. If you offer multiple sessions or cohorts, include information about the timing of each.

    For example: During July and August (when direct programming isn't happening), program staff are hired, trained and prepare program supplies and activities so that they are ready when direct programming begins. The program runs from September 15 to June 1, offering sessions Monday-Thursday from 3-6 p.m. Each cohort meets twice per week for a total of 6 hours of programming per week. Programming follows the RUSD calendar and does not operate on days when schools are closed.

    - *Cohort A (Grades 1-2): Mondays & Tuesdays (both semesters)*
    - *Cohort B (Grades 3-4): Wednesdays & Thursdays (Semester 1)*
    - *Cohort C (Grade 5): Wednesdays & Thursdays (Semester 2)*

11. List the specific location(s) where program services are provided. If virtual services are provided, note that as well. If the program changes locations throughout the year, indicate the timeframe for service delivery for the duration of the funding year. For each location, provide a rationale for its inclusion.

    For example: Program services are provided at ABC Community Center (1234 XXX Street) and Best Elementary School (5678 XX Ave.). ABC Community Center hosts sessions from September-June because it offers accessible classroom space, a gym, and proximity to public transportation. Best Elementary is used for grade-specific cohorts during the school year to provide a familiar, convenient setting for students and to strengthen collaboration with school staff. No virtual services are offered.

12. Describe the 1-2 program accomplishments/developments of the last year of which you are most proud.

13. Share any additional information you would like UWRC community investment volunteers to know about your program. You may include a brief narrative about any pertinent changes your clients and/or organization are experiencing, if applicable.

14. What is the anticipated total number of unduplicated individuals to be served by this program in the 2026-27 funding period (July 1, 2026-June 30, 2027)?
    a. Is this program requesting funding for food, shelter or medical/dental services?
       Conditional response:
          If yes, answer the following questions:
          i. What is the anticipated total number of unduplicated individuals to be served in 2026-27?
          ii. What is the anticipated total number of unduplicated individuals to be served in 2027-28?
       If no, continue to the next section.

LIFT (Link and Inspire for Tomorrow) Community Schools
Community schools intentionally create an infrastructure that enables educators and community partners to forge strong relationships and align their assets and expertise to move the needle on key indicators related to young people's success. Instrumental to the community schools work is the place-based approach LIFT (Link and Inspire for Tomorrow). The LIFT model creates partnerships between schools, neighborhoods and resources by using the community school as the hub. United Way of Racine County is committed to increasing investments in local programs and services that employ a place-based approach to deliver services to students and families in the Julian Thomas, Knapp and Academies of Racine-Mitchell Community School neighborhoods. Such programs may take place at the school or at nearby locations that serve the community.

Place-based work requires the full support of the community. Each school's resources and programming are determined based on the unique aspirations and needs of its community. The following aspirations and challenges were identified directly by the community school students, parents, staff and community members. Programs must address one or more of the school-specific aspirations and challenges.

The common threads among all community schools are integrated student supports, expanded and enriched learning time and opportunities, active family and community engagement and collaborative leadership and practices. Through LIFT, community schools create an infrastructure that forges relationships to help move the needle on key indicators related to young people's success.

Organizations may propose programming that takes place at one, two or all three community schools. All programs that intend to serve community school community members must disaggregate data by school.

Organizations are strongly encouraged to carefully consider their capacity to successfully deliver programming at more than one community school location. Delivering programming at one or more LIFT location is not required.

Community School Aspirations and Challenges

Knapp Elementary Community School

Aspirations	Challenges	Solutions
• Respect and positive relationships • Community and resource expansion • Safety and responsibility	• Mental health and behavioral issues • Resource limitations • Systemic problems and communication barriers	• Enhanced engagement and responsibility • Increased safety • Increased support and simplified communication

Julian Thomas Elementary Community School

Aspirations	Challenges	Solutions
• Increased opportunities and engagement • Positive learning environment • A sense of belonging and involvement	• Bullying and lack of respect • Safety concerns • Lack of resources and support	• More emotional support programs and activities • Consistency and accountability • Increased community involvement

Academies of Racine at Mitchell Community School

Aspirations	Challenges	Solutions
• Classrooms with engaged students • Safety and respect • More extracurricular activities	• Community perception of the school • Behavior and engagement challenges	• More mental health support • Teacher support • Community engagement and extended learning

LIFT questions
In addition to the general program narrative questions, programs proposed for LIFT community schools must answer the following questions.

Where within a LIFT community school and/or community school neighborhood are you proposing program delivery? If programming will occur at more than one location, hold the shift key to select multiple sites.

1. Select the location(s) where the program will occur. Options are:
    - Julian Thomas Community School
    - Other location within the Julian Thomas neighborhood
    - Knapp Community School
    - Other location within the Knapp neighborhood
    - Academies of Racine-Mitchell Community School
    - Other location within the AoR Mitchell neighborhood

2. Describe any current, active partnerships with Julian Thomas, Knapp and/or AoR Mitchell.

3. How does your program contribute to the aspirations and solutions desired at community school? Refer to the table on page 16.

4. Indicate the grade level(s) your program will serve: 4K, 5K, 1, 2, 3, 4, 5, 6, 7, 8. *Hold the shift key to select multiple grades.*

5. Does your program primarily serve students, adults, or families (both students and adults)?

6. Clearly explain the anticipated dosage of programming at each school.
    - How many sessions do you propose, based on a typical Racine Unified School District (RUSD) calendar?
    - All LIFT programs must begin delivering services no later than the third week of September. “Delivering services” means that staffing, participant recruitment, scheduling, etc. is complete and students/families are actively participating in the program.

    For example: The after-school program follows the RUSD academic calendar, operating from the second week of September through the first week of June (30 weeks total). Services are provided twice weekly—Mondays and Wednesdays from 4:30-6:00 p.m.—for a total of 60 sessions (90 hours per school year). This calculation assumes no programming the week of Thanksgiving, two weeks in December and one week in April. Based on historic data, students complete an average of 80 hours of programming during the school year.

PROGRAM IMPACT AND MEASUREMENT

Youth Opportunity, Healthy Community and Financial Security

Addressing widespread community challenges requires collective effort. UWRC's community impact framework tracks data that demonstrates that together, we are creating a stronger, more resilient community where everyone can thrive.

United Way of Racine County is adopting a results-based accountability structure for data tracking, program evaluation and demonstration of impact. Within this structure, we will consider three main questions:

- How much are we doing?
- How well are we doing it?
- Is anyone better off?

Each program must identify the UWRC impact focus area with which it aligns. Within that impact focus area, programs must collect and report at least one data point that contributes to each of the main questions.

- "How much are we doing?" provides outputs related to the amount of services provided: number of students served, number of classes offered, number of shelter nights provided, etc.
- "How well are we doing it?" speaks to the quality, effectiveness and efficiency of the program: number of individuals complete an entire class series, number of participants who successfully address immediate needs, number of participants who actively utilize a service, etc.
- "Is anyone better off" data indicates the impact of the program on a participant's life. This data is divided into two subsets: attitudes/opinions and knowledge/skills/behaviors. Attitudes/opinions are self-reported by program participants. Knowledge/skills/behaviors are assessed using the program's measurement tools and demonstrate:
    - Knowledge – what the participant has learned or understood as a result of the program
    - Skills – the participant's ability to apply what they have learned as a result of the program
    - Behaviors – real changes in the participant's habits or actions as a result of the program

While each program must select a primary UWRC impact focus area, we recognize that programs often provide a multitude of services, some of which may be more fully demonstrated through additional data points. Therefore, programs have the <u>option</u> to propose additional data points from the non-primary focus area(s) that demonstrate impact <u>related to the program proposed for funding</u>. Programs that receive funding will be required to report on each proposed data point. In all cases, programs should select the data points that best demonstrate the <u>program's alignment with UWRC's impact areas</u> and the impact of the program. See Appendix A for a complete list of data points.

Program Impact and Measurement Plan

1. Using recent data, provide a summary of results (outputs and outcomes) achieved by this program **in the last two years**. Your response may include a testimonial from clients served **within the last two years.**

   If this is a new program, describe the anticipated impact and timeline for achieving that impact.

2. Describe the measurement tools/data sources that you use to measure program impact. These tools/data sources should clearly align with the program activities, the data points you choose to report and the proposed program impact.

   Examples of measurement tools/data sources include, but are not limited to, attendance records, case notes, pre/post-tests, surveys, assessments, etc.

   For example: Participants complete a survey in the first week and the last weeks of programming. The survey uses a Likert scale (1=never, 5= always) and includes 10 questions about listening and communication skills.

   For example: Length of employment and increase in wages are tracked using monthly review of participant paycheck stubs. Data is entered into a spreadsheet that is managed by the case manager.

3. Describe the data tracking/recording and evaluation processes that you use for this program.

   Indicator data must be tracked/recorded in a consistent way throughout the program. Examples of data tracking systems include, but are not limited to, paper records, online forms, case notes entered into a spreadsheet, proprietary database, etc.

   For example: After program participants complete surveys, the aggregate data is entered in the spreadsheet to summarize results for each workshop. All surveys are also entered into the ABC database. This data can then be sorted by indicator to track if the program is reaching and the success rate and consistent among all participants (races, genders, ethnic groups, ages).

How much and how well?
For each “how much are we doing” and “how well are we doing it” data point, enter the proposed number for the funding period. **You must choose at least one data point from each part within the impact area you’ve selected.** You may optionally choose additional data points from any focus area. Enter 0 if you do not intend to track a particular data point.

Part 1: How much are we doing?	Proposed # (July 1, 2026-June 30, 2027)
Number of …	
Number of …	
Number of…	

Part 2: How well are we doing it?	Proposed # (July 1, 2026-June 30, 2027)
Number of …	
Number of …	
Number of…	

Is anyone better off?
Programs approved as eligible for two-year funding (emergency shelter, emergency food, health/dental care) do not need to complete this section. All other programs must choose **at least one data point from the “Attitudes/Opinions” section and at least one data point from the “Knowledge/Skills/Behavior” section of the indicators for the chosen impact area**.

Each “is anyone better off” indicator has two components: the numbers and a narrative. Use the following process for each indicator.

Numbers

- When completing this section, consider the proposed and actual for 2024-25 programming and the proposed and year-to-date for 2025-26 programming. There should be a logical connection between prior, current and future numbers. If the proposed numbers differ significantly from prior or current numbers, include an explanation in the indicator narrative.
- Identify the number of participants that will be included in the data set.
    - This may or may not be the total population served.
    - For example, you may choose to include only participants who complete a minimum number of hours of programming in your data set.
    - You may include different numbers of participants for each indicator data set.
- Identify the number of participants in that data set that are projected to achieve the indicator during the funding period. The number of individuals anticipated to achieve the indicator should be based on historic program impact data and should be ambitious, realistic and attainable. Note that it is generally unusual for 100% of people to achieve an indicator.
- If you are NOT proposing programming at one or more LIFT locations, enter 0 in those fields.

The numbers in the table below are for illustrative purposes only.	General proposed July 1, 2026-June 30, 2027	LIFT proposed July 1, 2026-June 30, 2027			Total proposed for July 1, 2026-June 30, 2027
		JT	K	M	
Number of individuals included in the data set for this indicator.	*150*	*30*	*20*	*10*	*210**
Number of individuals within the data set anticipated to achieve this indicator during the funding period.	*135*	*24*	*18*	*9*	*186**
Percent of individuals within the data set anticipated to achieve this indicator during the funding period.	*90%**	*80%**	*90%**	*90%**	*88**

*The totals and percentages are auto calculated by eCImpact.

Narrative

1. Who is included in the data set? If the data set for this indicator is less than 100% of your population served, provide a rationale.

   Note that it is not unusual for less than 100% of the population served to be included in the data set.

   F*or example: Participants must complete at least 15 programming hours during the 10-week session to be included in the data set. Each quarter, about 93% meet this requirement; the remaining 7% who fall below 15 hours are excluded from this indicator measurement.*

2. What is the criterion for a participant to be counted as <u>achieving</u> this indicator?

   Clearly describe what standards are set for meeting the indicator. Examples of definitions of achievement/success include, but are not limited to, participant must: move a set number of points on a scale, improve test scores by X percent, acquire skill sets as demonstrated by X, give a pre-determined number of positive responses on a survey, etc.

   Note that it is generally unusual for 100% of people to achieve an indicator.

   For example: The program participants achieve the outcome by demonstrating 80% positive responses (answering 4 of the 5 specific questions measuring this indicator on the post-program survey). The questions assess acquired skills in making *choices, making decisions, setting and attaining goals and problem solving gained through participation in program activities and curriculum.*

3. How frequently do you measure this indicator?

   Not all indicators can or should be measured every quarter. If you measure less than quarterly, how do you monitor progress between formal assessments? Implementing a progress monitoring plan indicates that the program has a commitment to continuous improvement.

   For example: This indicator is measured at the end of each 10-week session. At weeks 3, 6 and 8, participants complete small group activities to demonstrate what they've learned to date. Program staff use those activities to assess learning and identify areas for reteaching or reinforcement.

PROGRAM BUDGET

Program Budget Matrix

UWRC funding is used to support the successful implementation of the funded program. In the budget matrix, list proposed general program and proposed LIFT program revenues and expenses using the pre-determined budget categories. For a list of suggested budget categories, see Appendix B.

This is a proposed program budget; the total revenue and expenses must be balanced. The dollar amount requested in question 1 of the budget narrative section must match the dollar amount in the "Total UWRC request for funding" line item in the project budget revenue section of the budget matrix. UWRC cannot fund more than requested in proposed program budget. Budget items should be whole-dollar amounts.

Budget Narrative Tips

- Organize the program budget narrative in the same order and format as the program budget categories.
- The program budget narrative must match the program budget in terms of dollar amounts and language – double-check everything.
- Do not just restate the proposed revenue and expenditure. Provide details to explain how budgeted staff and supplies support the successful implementation of the program.

Budget Narrative – Revenue and Expenses

1. Total amount of funding requested. This should be a whole-dollar amount.
   This dollar amount must match the dollar amount in the "Total UWRC request for funding" line item in the project budget revenue section of the budget matrix.

2. Program revenue details.
   Explain the program revenue. Provide context that helps the reviewer understand how the program has sufficient revenue sources that support the successful implementation of the program.

3. Program expense details.
   Explain the program expenses. Provide context that helps the reviewer understand how the program has reasonable costs that support the successful implementation of the program.

4. Additional program budget information. Share any additional information you would like UWRC community investment volunteers to know about your program budget.

SUBMISSION INFORMATION

Proposals be submitted via eCImpact by 11:59 p.m. central time on Friday, January 30, 2026. **Incomplete or late proposals will not be considered for funding.** The auto-generated timestamp in eCImpact will be used to determine submission time.

Prior to submission, the following attestation statement will appear.

The submission of information by your organization shall serve as organization's certification and representation that the information contained therein is true and correct. Your organization recognizes that United Way of Racine County will rely upon information provided by your organization in making its determination to provide potential funds to organization in the manner provided in this process and if at any time should a misrepresentation be reported or otherwise identified, United Way Racine County reserves the right to withhold, suspend or terminate a current year investment, seek to recover any funds paid to date and/or terminate the ability to apply for future funding.

Enter the name, title and email address of the person responsible for reviewing this proposal and approving its submission.

By clicking SUBMIT, you attest that you are authorized to submit this application on behalf of your organization and the information contained in this application is true and accurate to the best of your knowledge.

PROPOSAL REVIEW

UWRC is a community impact organization accountable to our donors and our community, we place an enhanced value on the reliability and validity of the data reported by funded partners. The community investment volunteers use an evaluation rubric to score each proposal.

Assign a score to each question. If the element in question was absolutely and completely addressed in the proposal, score a ‘2’. If the element in question was somewhat or incompletely addressed in the proposal, score a ‘1’. If the element in question was minimally or not at all addressed in the proposal, score a ‘0’. Partial points are not allowed. The data and measurement question scores (marked with *) are weighted by 3 to represent the value on reliability and validity of the data reported.

Element for review	Score
1. The community need aligns with a UWRC impact area and is clearly defined and the proposal uses recent, local data to demonstrate community conditions in a compelling and relevant way.	
2. The target population is clearly and completely described and is appropriate given the community need and the proposed activities.	
3. The program demonstrates an understanding of potential barriers to the target population accessing services and the varying needs of different populations. The proposal provides evidence of solutions to those barriers and needs.	
4. The proposal paints a clear picture of the participant experience of the program.	
5. There is clear alignment between the needs of the target population, the program activities/services and the anticipated impact.	
6. The services/activities clearly address the community need(s) described in the proposal and the activities and dosage are appropriate and sufficient in light of the proposed outcomes.	
7. There is clear evidence of the program’s history of effectiveness and the current proposal demonstrates strong likelihood of continued impact. If this is a new program, the anticipated impact and timeline for achievement is reasonable.	
8. *The program’s measurement plan incorporates reasonable and appropriate measurement tool(s)/data source(s) and data tracking/recording processes. The proposal provides a high level of confidence that data that demonstrates impact will be collected accurately and consistently.	
9. *The number of individuals included in each indicator data set is reasonable and the proposed achievement rate is ambitious but achievable given the scope and scale of the program activities.	

10. *The criterion for a participant to be counted as achieving an indicator is reasonable and appropriate given the program activities and dosage.	
11. The program budget and budget narrative demonstrate reasonable costs and sufficient revenue sources that support the successful implementation of the program.	
12. The program's capacity, services described, historical results, and projected outcomes appear to drive progress and support investment in this proposal.	

The Community Investment Financial Team (CIFT) reviews the current board-approved organization budget, the financial statement review or audit, the management letter (from auditor to management regarding internal controls) and management representation letter (from management to auditor confirming responsibility) to determine the following:

- Does the organization's most recent financial review/audit reflect major or congoing concerns?
    - Did the management letter identify concerns regarding internal controls?
    - Did the management letter identify concerns regarding adequate staffing?
    - Did the management letter identify concerns regarding the organization's financial integrity?
- Does the organization's current budget balance?
- Does the organization have the ability to operate the program for three months despite material fluctuation in income and expenses?
- Does the organization's financial capacity and status suggest that United Way funding would be a high-risk investment?

United Way may request additional documents to aid in the CIFT review.

APPENDIX A

<table>
<tr><td colspan="3">Youth Opportunity: Racine County youth realize their full potential.</td></tr>
<tr><td>How much are we doing?</td><td>How well are we doing it?</td><td>Is anyone better off?</td></tr>
<tr><td>

Number of parenting classes provided
Number of children who receive books
Number of students who receive tutoring/mentoring
Number of family engagement opportunities
Number of students enrolled in academic enrichment opportunities

</td><td>

Number of parents/caregivers that complete a parenting class series
Number of students who participate in STEAM programs
Number of students who receive more than one hour of academic enrichment per week
Number of students in extended learning opportunities

Community Schools (tracked by UWRC)

Number of parents/caregivers who attend 3 or more CS events/year

</td><td>
Attitudes/Opinions

Number/percent of students who report increase sense of belonging
Number/percent of students who feel more confident in their own ability to overcome challenges
Number/percent of parents who feel better prepared to support their child(ren)

Knowledge/Skills/Behaviors

Number/percent of students who demonstrate increased professional skills
Number/percent of students who demonstrate growth in social-emotional skills and social behaviors
Number/percent of parents who demonstrate behaviors that indicate increased knowledge of and engagement in their child(ren)’s growth and development

Community Schools (tracked by UWRC)

Number/percent of students who maintain satisfactory or improve attendance
Number/percent of students who achieve or exceed reading growth targets
Number/percent of students who achieve or exceed math growth targets

</td></tr>
</table>

Healthy Community: Racine County residents are mentally and physically healthy.		
How much are we doing?	How well are we doing it?	Is anyone better off?
• Number of health appointments • Number of dental appointments • Number of therapy appointments • Number of meals provided • Number of pounds of food distributed • Number of individuals who receive mental health crisis intervention • Number of sites where prevention programs are offered. • Number of prevention presentations offered.	• Number of individuals who complete prevention programs • Number of individuals who utilize resources to manage health conditions • Number of individuals connected to support networks • Number of individuals who receive behavioral and mental health services • Number of individuals who receive intervention services to address immediate safety needs	**Attitudes/Opinions** • Number/percent of individuals who report increased mental health • Number/percent of individuals who report increased sense of belonging • Number/percent of individuals who report increased quality of life **Knowledge/Skills/Behaviors** • Number/percent of individuals who successfully manage chronic disease/illness • Number/percent of individuals who demonstrate increased independence • Number/percent of individuals who reduce or avoid risky behavior • Number/percent of individuals who demonstrate healthy coping skills/choices

Financial Security: Racine County residents are financially stable and help create a stronger community.		
How much are we doing?	How well are we doing it?	Is anyone better off?
• Number of enrolled in credentialing/ certification programs • Number of individuals receiving case management/coaching for financial stabilization • Number of individuals who receive emergency shelter and/or transitional housing services • Number of shelter nights provided	• Number of individuals who complete their HSED/GED • Number of individuals who complete post-secondary credentials or certifications • Number of individuals who go from unbanked to banked • Number of individuals who obtain employment or advance in existing employment • Number of individuals who do not return to shelter within six months • Number of individuals successfully connected to key resources	**Attitudes/Opinions** • Number/percent of individuals who report increased confidence in personal finances • Number/percent of individuals who report increased sense individual and/or family stability **Knowledge/Skills/Behaviors** • Number/percent of individuals increase wages/household income • Number/percent of individuals who demonstrate ability to practice strong financial management skills by reducing non-mortgage debt • Number/percent of individuals who demonstrate ability to practice strong financial management skills by increasing credit score • Number/percent of individuals who maintain employment at three, six, nine or twelve months

APPENDIX B

Explanation of Accounts for Completing Budget Section

Income/Revenues

4000	CONTRIBUTIONS All charitable giving by the public in support of voluntary, nonprofit agencies. For instance, organization disbursement of UWRC donor designations should be included here. Restricted funds will not normally appear as revenue in an organization'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 organization'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 organization'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 organization.
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 organization'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.
7100	EMPLOYEE BENEFITS Amounts paid by an organization 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 organization, 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); audit costs.
8100	SUPPLIES Costs of materials and other supplies used by the organization. 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 organization's occupancy and use of owned, leased, or rented offices, buildings, or land. May include: • 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 organization's buildings, offices or properties. • Real estate taxes. This account does not include: • Salaries paid to organization 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/videos.
8700	TRAVEL Expenses of travel and transportation for staff and volunteers of the organization. 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 organization 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 organization business); local meetings (costs include fees for luncheon/dinner meetings held locally, outside the office); or organization vehicle expense (costs include gas, oil, insurance, maintenance, etc., associated with the operation of organization 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 organization's activities.
8900	SPECIFIC ASSISTANCE TO INDIVIDUALS The cost to the organization of assistance or services for a particular client or patient, including assistance rendered by others at the expense of the reporting organization. This category is also designed to include materials and appliances furnished by the organization 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 organization 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 organization 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 organization. In most cases, these payments are made to state and national agencies of which the local organization is an affiliate.

APPENDIX C

Tips for a Successful Proposal

- Carefully reading this Request for Proposals is the starting point to crafting a successful proposal. Treat this document as the step-by-step guide and refer to it frequently. Submitting the request via eCImpact is the last step. Do not begin working in eCImpact until you've thoroughly reviewed the Request for Proposals.
- Before preparing a proposal, be realistic about your program's alignment with UWRC's outcomes and indicators. If there is not a clear and logical fit, this might not be the right funding opportunity for this program.
- If funded, your proposal becomes your guide for program delivery, data collection and impact measurement. **Be sure that you are prepared to implement what you propose if funding is awarded.**
- This is UWRC's most rigorous funding opportunity. Carefully consider your organization's ability to complete a strong proposal, and if funded, deliver programming, collect data and report regularly.
- Write your proposal with the assumption that the reviewer knows nothing about your organization or the program proposed for funding. Provide clear answers and specific details.
- Do not copy and paste responses from previous proposals into this proposal. Approach this proposal from scratch and make sure you answer each question completely.
- Use plain language to answer the questions. Explain acronyms if they cannot be avoided and avoid jargon.
- Significant spelling and/or grammar errors can detract from the reviewers' understanding of your proposal. Take time to proofread before submitting.
- Have someone who is unfamiliar with your program read your proposal prior to submitting. They should be able to tell you what your program does, who is better off because of your program and how you know someone is better off. If they can't do that after reading your proposal, a volunteer evaluating your proposal probably can't either.
- The scoring rubric is included in the RFP. Compare your proposal to the rubric and ensure you address all the points.
- Prepare your narrative responses in a Word document. Copy and paste into Notepad (to clear formatting) and then into eCImpact.
- Your narratives should be as long as necessary to completely answer the questions. Sometimes a short answer is the best answer.
- Although your narrative, data and budget are separate sections in eCImpact, they should all connect and reinforce each other in a logical way. If your narrative mentions field trips, they should appear in your budget; if your budget includes field trips, they should be described in your narrative.
- Be transparent and forthcoming in your responses. Relevant details help proposal reviewers understand limitations and possibilities. Some examples:

    - If your institution requires a particular budget process, explain that in the narrative.
    - If there are data collection limitations within your program database, explain what is and is not possible.
    - For the questions related to data that demonstrates community need, if your data is not recent (within the last 24 months), or if your data is not hyper-local, note that in your narrative. For example: *The most recent data is from 2024 because ABC Research Org did not publish new data during the pandemic.* Or: *The most local reliable data is state-level data. ABC data is not tracked at the county level.*
- This is a competitive process, and funding is never guaranteed. If you received funding in the last investment cycle, **demonstrate how you considered and incorporated the feedback that was provided with your funding notification letter into this year's proposal** and how you've continued to grow and improve the program.
- Take advantage of the opportunities for applicant support, but don't wait until the last minute.

APPENDIX D

Data Sources

The data sources listed here may be useful in drafting your proposal and developing your case for funding. This list is not exhaustive, and use of sources listed is not required.

United for ALICE: https://www.unitedforalice.org/introducing-ALICE/Wisconsin

211 Counts: https://wi.211counts.org/

Wisconsin Social Determinants of Health Dashboard: https://211wisconsin.communityos.org/social-determinants-dashboard

Higher Expectations for Racine County: https://www.higherexpectationsracinecounty.org/our-data

City of Racine: https://cityofracinewi.gov/health/community-initiatives/health-statistics_data/economic-indicators/

Census data: https://www.census.gov/data.html

WISEdash: https://wisedash.dpi.wi.gov/Dashboard/dashboard/22275

Racine County: https://crchd.com/opioid-and-heroin-awareness/data