United Way of Kenosha County

United Way

COMMUNITY INVESTMENT
Application Guidelines

Overview

Introduction

United Way of Kenosha County is committed to creating lasting change with measurable improvements for people in need in the Kenosha County area. As a convener, collaborator and catalyst for change, our vision is to create a thriving community where adults and children have access to **education, financial stability and good health**, which are the building blocks to self-sufficiency and a high quality of life.

History

Since 1923, UWKC has helped improve lives and build stronger communities by partnering with health and human service agencies.

With the dedication of volunteers, donors and community leaders, United Way of Kenosha County has played many roles throughout the decades. From a fundraiser to a collaborator to a community impact leader. United Way will continue to evolve and grow, and it will continue to focus on advancing the common good and creating opportunities for a better life for all.

Our Mission

To Mobilize the caring power of our community to advance the common good.

Our Vision

United Way envisions a community where all individuals and families in Kenosha County achieve their human potential through education, income, and healthy lives.

Our Brand

United Way of Kenosha County Fights for the health, education, and financial stability of every person in our community.

Community Investment

On an annual basis, United Way of Kenosha County provides funding to local programs. Through a process we call Community Investment. United Way of Kenosha County invests in high performing organizations that provide programs and services that align with our strategic priorities through a competitive grant process. All funding requests are reviewed by a group of community volunteers that make up the Community Investment Committee (CIC).

United Way of Kenosha County Community Investment Priorities

Education

Helping children, youth and adults achieve their potential.

UWKC Priority Outcomes:

- Individuals improve academic achievement.
- Individuals demonstrate positive engagement at school and in their community.

Income

Promoting financial stability and independence

UWKC Priority Outcomes:

- Individuals improve living and employability skills.
- Individuals demonstrate management and acquisition of assets.

Health

Improving people's health

UWKC Priority Outcomes:

- Individuals demonstrate skills for healthy living.
- Individuals access health and safety resources.

United Way of Kenosha County Community Investment Timeline

January

- Mid-Year Reports open on e-CImpact.
- Annual Audit/ Financial statement due six months after the close of the agency's fiscal year

February

- Mid-Year Reports Due
- Funding Application Opens
- Partner Training opportunities.

March

- Funding Applications Due
- Third Funding Allocation Paid

April

- Community Investment Committee (CIC) Suggest Funding Recommendations

May

- United Way of Kenosha County Board Approve CIC Funding

June

- Programs Notified of Funding Allocations

July

- Year-End Reports from Previous Funding Cycle Open on e-CImpact.
- First Funding Allocation Paid

August

- Year-End Reports Due

September-November

- United Way Campaign

October/November

- Program Site Visits

November

- Second Funding Allocation Paid

Eligibility

United Way of Kenosha County provides support for programs of nonprofit status, which provide services to people residing in Kenosha County. Applicants should review the Community Investment Policies and Procedures Manual for the full list of criteria used to determine if an organization is eligible to request funding. The minimum criteria to apply for funding includes, but is not limited to:

Incorporation
The Organization must be incorporated as a nonprofit organization or have a fiscal agent that is incorporated as a nonprofit organization.

Tax Exemption
The Organization must furnish a copy of documentation of the federal Internal Revenue Service ruling indicating that they are an exempt organization under Internal Revenue Code section 501(c)3 or have a fiscal agent that has an IRC section 501(c)3 or other nonprofit status.

Governing Body
Governance of the Organization must be vested in a responsible and active local 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).The board must be large enough and structured in a manner to be representative of the community it serves.

Bylaws
Upon request, the Organization will provide bylaws that clearly define the Organization's purposes and functions, its organization, and the duties, authority, and responsibilities of its governing body and officers, or Board Policies that contain such information.

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 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.

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

1) Screen all agencies receiving funding against federal terrorism "watch lists."

2) Obtain certifications from funded agencies that they are not terrorists or terrorist organizations and do not knowingly provide any kind of support to such persons or organizations.

3) Provide a certificate to donors (upon request) stating the United Way does not and will not knowingly apply donated funds to provide any kind of support to terrorist organizations.

Eligibility (Continued)

Accounting

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

Audit/Review

The Organization or fiscal agent must have an audit completed annually by a Certified Public Accountant. (A financial review may be accepted in lieu of an audit based on agencies annual revenue) See policies and procedures for details.

Operating Reserves Policy

United Way of Kenosha County encourages and expects sound fiscal management on the part of its organizations. An appropriate level of operating reserves may vary according to Organization needs; however, it is recommended that all funded agencies have 3 - 6 months operating reserves. UWKC does not fund agency reserves.

Fiscal Agent

Other nonprofit organizations may serve as fiscal agents for programs funded by United Way of Kenosha County. In all such cases, the same clear and fully accountable stewardship required through direct application from nonprofits relative to program budgets and reporting shall be required of the fiscal agent. The Community Investment Committee has the authority to approve procedures and financial requirements that may appropriately differ from time to time depending on partnership.

Agency Overview

Hoover over green Question mark 🔅 for help.

General information

Questions	Tips/examples
Agency Name	Use the name that appears on legal documents such as 990 forms.
Agency Primary phone	This will be shared with the general public and placed on website.
Executive Director (Name/Phone/Email)	This autofill's with the information from the agency profile.
Board President	Full name of Board President
Administrative Office Address	This autofill's with the information from the agency profile.
Website	Website address

Agency Overview(Continued)

Agency Narratives

Questions	Tips/examples
What is the agency's formal Board approved Mission and Vision statement? Has it changed in the last two years? If so explain.	**A mission statement is a** single sentence that describes a company's fundamental purpose by explaining why the business exists. **A vision statement is a** formal declaration of an organization's future goals.
Are you a subordinate or charter member? Please state the name and address of any national and/or state organizations.	Name and complete address of any national and/or state organizations.
Please describe your agency's role in supporting United Way.	List campaigns you have run, events you have participated in, marketing you have done as a partner and any other means of support you give.
Describe any training or professional development provided to staff or volunteers to support the deliverance of equitable and inclusive programming to diverse populations.	Reviewers will evaluate if agencies can demonstrate the ability to provide equitable and inclusive services to our diverse community. List trainings that staff have taken that promote United Ways commitment to racial equity.

Standards of Accountability

All agencies are required to uphold the following standards. Acknowledge (check the box) for all standards. This list is abbreviated please see application and Policy and procedures for full list.

Standard 1

An appropriate level of operating reserves may vary according to organizational needs; however, It is recommended that all funded agencies have 3 - 6 months operating reserves

Standard 2.

The Organization must be incorporated as a nonprofit organization or have a fiscal agent that is incorporated as a nonprofit organization. Provide a link to most recent 990 filed or attach to application.

Standard 3.

All agencies must obey all federal, state and local laws. They must not have tax liens or be delinquent. All licenses necessary to provide service must be valid and in good standing.

Standards of Accountability (Continued)

Standard 4
Bylaws must clearly define the organization's purposes and functions, its organization, and the duties, authority, and responsibilities of its governing body and officers

The board must be large enough and structured in a manner to be representative of the community it serves.

Standard 5
Please list evaluating and monitoring agencies you are required to comply with.

Standard 6
Use most recently filed Form 990 numbers.

Standard 7
Different agencies will naturally incur admin costs at different rates. A high percentage of administrative expenses can be as a signal of the organizational efficiency but is not the only signal. The most critical signal of efficiency is outcomes, impact and the ability to articulate those outcomes and impact.

Standard 8
The agency shall operate by policy and practice with no discrimination.

Standard 9 & 10
Agencies are asked to be a partner in efforts of United Way and United Way of Kenosha County wishes to a true partner with our funded partners and support funded agencies in their fundraising efforts as well.

Additional Supporting Documents

Required Documents to upload in this section, Board Roster, Form 990. It is also recommended that you upload a brochure or flier about the program and any other documents that you feel would be helpful to the reviewers.

Program Overview

A. General Program Information.

Fill out all parts #1-4. Hoover over green Question mark 🟢 for help. If you were not funded last cycle, put 0.00 for #4

B. Program Description

Question	Tips	How reviewed
Define your program (i.e., what service(s) does your program deliver, how are services delivered?)	• Use detail to help the reviewer understand your program and the services provided.	Is the program is clearly defined (what services are offered and how are they delivered).
Describe who will be serviced through this program. (Gender, age, ethnicity, income levels, employment status, area of residence, etc.) Include any eligibility guidelines (restriction policies, age range, income levels, etc.) and maximum program capacity.	• Answer all parts of question. • Add demographic stats from previous year. • Detail reasons for restrictions in eligibility. • Include geographic limitations or areas of service. • Be sure to explain why anyone would be denied service.	Is the program's target population is clearly defined? Are all parts of the question addressed?
What percentage of your target population would be considered 'low income?' What criteria are you using to make this distinction?	• State If using anticipated #'s or previous years #'s. • Make sure to include criteria.	Does the program provide services to low-income clients and has a valid criterion for determining low income?
List each position title and the qualifications required (Ph.D., MSW, BA, etc.), for all personnel providing direct service. Include the ratio of staff to participants.		Does the program staff have the experience and qualifications to deliver the identified services?
Describe intensity and location of program. Include the hours of operation, length of program, how long a consumer is involved and where the program operates.	• Answer all part of the question. • Hours • Length • Location if multiple locations list all locations.	Is the time spent on the program and the ratio to participant involvement is appropriate? Are all parts of the question addressed?

C. Community Need

Question	Tips	How reviewed
Define the community need (i.e., why this program is needed in our community); include supporting statistics such as demographics, geographic factors, target population and trends for this program. Quote source of supporting statistics.	• Statistics should be updated and recent. • Statistics should be local if possible. • Quoting sources will help reviewers. • Be sure to explain how the stats support the community needs that your program addresses.	Is the community need is clearly defined using reliable, relevant, and referenced data?
How does your program make a difference in addressing the needs stated in the previous question? Be specific.	Explain how the program intentionally directs services to the specific need. And how those services make a difference.	Does the program address the needed services related to its target population?
How do you inform the potential consumers/clients and community about the availability of your program?	• Describe referral process. • Marketing efforts The efforts should effectively inform the community of program availability.	Is the community is informed of program availability?
What key indicators has your program improved on over the last 5 years? Please provide specific examples.	• Describe actual changes made in participants that can be contributed to the program. • Provide outcomes from past years that show improvements made.	Can the agency adequately address the problem identified?
Describe how your agency strives to provide equitable service and access to your program.	• Explain intentional efforts and policies in place to remove barriers to receiving services. • Additional examples of barriers, transportation, language, financial, education level, literacy. • Also, efforts to make programs more inclusive. • Saying you do not discriminate is not enough. Please be detailed in how you ensure you reach all population within you eligibility criteria.	The agency has policies and procedures in place to ensure that they are providing equitable access and services. United Way Worldwide and United Way of Kenosha County are working towards making funding priorities to agencies who are working to make an impact on the racial disparities within our community.

D. Collaboration and Resource Management

Question	Tips	How reviewed
Describe how the agency will match or leverage other funds for this program.		Does the agency have a balanced combination of funding sources to support the program?
Does anyone else in our community provide similar services? Differentiate your program from other similar programs in the community.	• Name other services providers providing similar services. • Describe how your approach to the need is different or innovative.	Does program provide a unique service in our area?
Describe collaborative or cooperative efforts with other service providers or organizations and how these efforts benefit this program. Include other organizations are you developing potential collaborative partnerships with and why?	• List other agencies that you collaborate with • Explain how you collaborate. • Explain how the partnership benefits the program and the participants/clients. • List potential collaborations and the benefits of that potential collaboration.	Does the program work in collaboration with external entities to systematically adjust and align work with each other for greater outcomes? Are collaboration efforts clearly articulated?
Describe any policies or procedures for referral to other service providers or organizations when clients require additional services.	Please be detailed in how the referral process works. • What staff handles the request for additional services? • Is it information sharing (give a brochure or phone number) or do you make the referral? • What is the follow up afterwards?	Are there are procedures in place to refer clients when additional services are needed or wanted?
State the percentage and number of program participants who live in western Kenosha County communities.	Some of our funds are restricted to services that provide serve to residents in Western Kenosha County.	Does the program provide service to western Kenosha County residents?

E. Need for United Way Funding

Question	Tip
If funding is not available at the level requested, what will be the operating status of the program? Will there be any constraints or limitations placed on the program (staff, facilities, location)? Please justify the need for the funding request.	We anticipate that total requests will exceed total funds available. Level of funding may decrease based on the review of this application. Please justify the need for funding.

Outcome Measurements

Program Outcomes.

➤ **Use blue +** ⊕ **to select a UWKC priority that match with your outcomes.**
- Children/youth demonstrate positive engagement at school and in their community.
- Children/youth improve academic achievement.
- Individuals access health and safety resources.
- Individuals demonstrate management and acquisition of assets.
- Individuals demonstrate skills for healthy living.

➤ **Save work and continue.**

<u>**Enter an outcome that aligns with chosen priority above.**</u>

Outcomes *are the changes you expect to result from your program. These can be changes in individuals, systems, policies, or institutions that you seek to achieve. They may reflect shifts in relationships, knowledge, awareness, capabilities, attitudes, and/or behaviors.*
EXAMPLE: Students will be able to identify the importance of choosing healthy food options.

➤ **Save work and continue.**

<u>**Enter Indicator.**</u>

Indicators *are measurable characteristics that represent change connected to the outcome entered.*
EXAMPLE: 30% Students choose to eat healthy snacks

<u>**Enter Data Source**</u>.

Data Source *Where is the data coming from? Staff observations, Department of Public Instruction, parents, students, client databases*
EXAMPLE: Lunch room staff who inventory fruits and vegetables.

<u>**Enter Data Collection Method.**</u>

Collection Method *can be written or oral client surveys, questionnaires, focus groups, interviews, documented observations.*
EXAMPLE: lunchroom staff will document the number of fruits and vegetables requested by students in spreadsheet.

➤ **You can choose to add another outcome under this chosen priority or save and continue**.

Outcomes measurements

Measurements
Enter values for each description.
Provide your proposed participant measurements for the full funding year.

➤ Use blue + ⊕ Create a New Program outcome under the same United Way priority and repeat above directions.
➤ Save work and mark complete. (you can go back and edit before submitting.) You can choose to add more Outcomes under a different United way priority if you wish. **Enter at least 2 Outcomes.**

Activities

List and describe all the program activities that you provide in order to achieve your desired outcomes. These are activities that your program participants are engaged in. Be sure to describe why or how the activity helps reach your desired outcome.

> EXAMPLE: *Mini gardens: students are taught gardening basics and participate in the growing process of the fruits and vegetables of their choice. The are responsible for planting, feeding, watering. We have found that creating their own mini gardens has increase the student's curiosity and likelihood to consume a more varied amount of produce.*

Remember: The Reviewers will be able to better score your application the more you explain the activities and their benefit.

Program Outputs

Program Outputs are the product of your activities. Be sure your output numbers are for the activities you previously entered.

➢ Click on each underlined section to enter output numbers.

- **Participants**- enter the activity and the proposed number of participants.
    - ▪ *EXAMPLE* Gardening 101- 3,000
            Trip to outdoor market – 2,000

- **Materials**- enter materials and proposed number.
    - ▪ *EXAMPLE:* Shoe box size wooden boxes -3500
            Gardening soil bags 100
            Vegetable and fruit seedlings 12,000

- **Classes**-enter number of classes.
    - ▪ *EXAMPLE:* Gardening 101 classes – 57
            Trips to Market- 12

- **Days/Hours of Service** – put total for entire program year.
    - ▪ *EXAMPLE:* Gardening 101 hours – 57
            Trip to market hours – 24

Outcomes Review

The Committee will score the Outcomes section with the following guidelines.

1) Are the program's outcomes closely aligned with UWKC's initiatives (education, financial stability, health, and basic needs)?

2) Does the program have a systematic evaluation process in place to verify the achievement level of proposed outcomes?

3) Is the data source valid and appear to provide the required data for the related indicator?

4) Does the data collection method appear to be feasible?

5) It reasonable to assume that the program activities will lead to the proposed Outcomes?

Program Budget

Revenue & Expenses

Please enter values that are reflective of United Way's fiscal year - July 1 through June 30

If your program did not receive United Way Funding in either of the previous years you are not required to complete these columns.

TIP: Underlined sections can be clicked to itemize those sections.

Actual (2 funding cycles ago)
These numbers are automatically generated from that year's Year-End Report.

Projected (last funding cycle)
Enter anticipated revenue from the last funding cycle ending in July.

Projected (application funding cycle)
Enter anticipated revenue from upcoming funding cycle July 1-June 30.

Surplus and Deficit
These numbers will automatically calculate based on your entries.

Budget Narrative

A complete and realistic budget justification demonstrates that your program is ell conceived and explains both the necessity and basis for the proposed costs.

Tips:
- Organize the narrative in the same itemized order of the program budget.
- Narrative numbers and language must match the budget.
- Do not just restate the proposed revenue and expense. Provide details to justify or explain the rationale for the budget.

Budget Review

1) The proposed budget is balanced.
2) The budget demonstrates diversified funding streams and a plan for program sustainability.
3) The proposed program budget is reasonable for the type of services, number of clients and proposed outcomes.
4) The program has a plan to address budget gaps and deficits.
5) The program demonstrates a history of being fiscally sound program.

Application Scoring Scale
Each section of the Guidelines will be scored using the scale below.

Scoring Definitions:
9- exceptional (exceptionally strong exceeding all guiding criteria)
8- outstanding (extremely strong meeting all guiding criteria)
7- excellent (very strong with negligible weaknesses (i.e., typos, editing))
6- Very good (strong with multiple partial weaknesses of one of guiding criteria (multiple half answered questions)
5- Good (strong with one weakness in the guiding criteria)
4- Satisfactory (some strengths with 2 weaknesses in guiding criteria)
3- Fair (some strengths with 3 weaknesses in guiding criteria)
2-Marginal (a few strengths with 4 weaknesses in guiding criteria)
1- Poor (very few strengths with 5 weaknesses in guiding criteria)

Application Review Guiding Criteria

Program Description 1) The program is clearly defined (what services are offered and how are they delivered) 2) The program's target population is clearly defined. 3) The program provides services to low-income clients and has a valid criteria for determining low income. 4) The program staff have the experience and qualifications to deliver the identified services. 5) The time spent on the program and the ratio to participant involvement is appropriate.	**Community Need** 1) The community need is clearly defined using reliable, relevant, and referenced data. 2) The program addresses the needed services related to its target population. 3) The community is informed of program availability. 4) The agency is able to adequately address the problem identified 5) The agency has policies and procedures in place to ensure they are providing equitable access and services.
Program Collaboration / Resource Management 1) The agency has a balanced combination of funding sources to support the program 2) The program provides a unique service in our area. 3) The program works in collaboration with external entities to systematically adjust and align work with each other for greater outcomes and collaborative efforts with other service providers are clearly articulated 4)There are procedures in place to refer clients when additional services are needed or wanted. 5) The program provides service to western Kenosha County residents.	**United Way Outcomes** 1) The program's outcomes are closely aligned with UWKC's initiatives. (education, financial stability, health and basic needs.) 2) The program has a systematic evaluation process in place to verify the achievement level of proposed outcomes. 3) The data source is valid and appears to provide required data for the related indicator. 4) The data collection method appears to be feasible. 5) It reasonable to assume that the program activities will lead to the proposed outcomes
Program Budget 1) The proposed budget is balanced. 2) The budget demonstrates diversified funding streams and a plan for program sustainability. 3) The proposed program budget is reasonable for the type of services, number of clients and proposed outcomes. 4) The program has a plan to address budget gaps and deficits. 5) The program demonstrates a history of being fiscally sound program.	Using the scoring scale for each section Top score for each section = 9 Maximum total score = 45.

General Tips on submitting proposals.

- Write for the reader unfamiliar with your program.
- Have someone unaffiliated with your program read the proposal for clarity, spelling, grammar, and explanation of acronyms.
- Brevity and clarity are strongly encouraged.
- Cite all research articles and other sources statistics and evidence.
- Use current data and success stories to demonstrate program impact.

Funds may not be available at requested amounts and applicants may be awarded funds at a lower percentage of asking amount.

Partner Engagement Preference

Partner Engagement Preference gives eligible applicants preference points. Partner Engagement Preference applies only to Community Investment applications. An Agency's eligibility for Partner Engagement Preference does not guarantee program funding.

Agencies that fulfill Sec. II-F (Partnership Responsibilities) of the Partner Provider Policies and Procedures Manual during the previous funding year will be considered for Partner Engagement Preference. Note: If a Partner did not fulfill Section II-F of the Partner Provider Policies and Procedures Manual, it can negatively affect the scoring of the current years application for funding.

No Brand compliance / no workplace campaign. Or no participation in campaign	Brand Compliance / <50% Campaign participation	Brand Compliance / >50% Campaign participation
-5	0	+5

United Way of Kenosha County is grateful to its partners and wants to foster an environment of mutual support and cooperation.

Technical assistance

For assistance related to UWKC's online grant system (e-C IMPACT) email jclaussen@kenoshauntiedway.org or call Jevon Claussen at 262-671-2209.

THANK YOU!

We at UWKC appreciate your leadership in creating a stronger community for Kenosha County. Together, we can make a difference in the lives of people in need and make meaningful change.