

**United Way  
of Marathon County**

137 River Drive  
Wausau, WI 54403  
715-848-2927  
715-848-2929 (Fax)  
uway@unitedwaymc.org



## **Important Information**

March 22, 2010

The United Way of Marathon County Board approved and is excited to release the 2011 Request for Proposal (RFP). This RFP is based on the priorities that were first identified in the Road Map for Change and will further focus our work to make a lasting impact on those issues that matter most to our community. We anticipate awarding more than \$2 million through this process, which represents approximately 85% of the upcoming net campaign.

The RFP was developed by volunteers using the community focus group work done in 2008, the Road Map for Change, the LIFE report data, and additional community input and study of the priorities. United Way is committed to meeting donor demands for accountability to effectively make the greatest change to improve our community. By focusing on the priority areas in education, income and health, we can have the greatest impact.

United Way welcomes any 501(c)(3) providing services in Marathon County to review the RFP and submit a proposal that meets the criteria and addresses one of the priority areas. Successful proposals will focus on results, target populations and working together in new ways.

This RFP process is competitive and we expect proposals to greatly exceed dollars available. For that reason, United Way will strengthen its work in leading and facilitating community partnerships, information sharing and leveraging of additional resources.

We strongly encourage you to:

- Immediately begin to look at the funding priorities listed in the Request for Proposal and begin discussing possibilities with potential partners.
- RSVP to attend the information and training sessions.
- Contact United Way Impact staff when you have questions.

Thank you for your interest in working with United Way to advance the common good in Marathon County.



## **United Way of Marathon County**

### **2011 Community Impact Priority Funding REQUEST FOR PROPOSALS**

**Deadline for Submitting a Program Proposal:  
Monday, June 14, 2010**

#### **Mission Statement**

United Way of Marathon County, a locally directed organization, works collaboratively to assess community needs, coordinate community resources, and strategically invest in human service programs that improve the quality of life throughout Marathon County.

# Table of Contents

- I. Introduction .....3-4
- II. Calendar of Events /Timetable for Selection Process .....4
- III. Availability of Funds .....5
- IV. Eligibility .....5-6
- V. Selection Process .....6-7
- VI. Collaboration.....7
- VII. Proposal for Funding Submission Requirements.....7-9
- VIII. Required Reporting .....9
- IX. 2011 Funding Priorities .....9-23
- X. Glossary of Terms .....24-26
- XI. Proposal for Funding / Grant Application Outline .....27-29

**Feel welcome to contact United Way staff at any time for more information:**

JoAnn Janikowski, Community Impact Director  
Phone: 848-2927 Email: [jjanikowski@unitedwaymc.org](mailto:jjanikowski@unitedwaymc.org)

Deanna Schuette, Community Impact Associate Director  
Phone: 848-2927 Email: [dschuette@unitedwaymc.org](mailto:dschuette@unitedwaymc.org)

Thank you for your interest in addressing priority needs in Marathon County. This Request for Proposal was developed over a five month period with the committed efforts of over 60 Community Impact Team members. These individuals will be the ones to review program proposals and make recommendations to the United Way Board of Directors regarding program funding investments.

**UNITED WAY OF MARATHON COUNTY IMPACT TEAM MEMBERS:**

<b>Pam Anderson</b>	US Bank	<b>John W Kelly</b>	Marshfield Clinic-Eastern Division
<b>Judy Beier</b>		<b>Lynn Klein</b>	Peoples State Bank
<b>Becky Bogen-Marek</b>	Marathon County Social Services	<b>Mary Klug</b>	Peoples State Bank
<b>Donald Bohlin</b>	Wisconsin Public Service Corporation	<b>Gigi Koenig</b>	University WI Marathon County
<b>Patrick Bradley</b>	Bradley Whalen Financial Services	<b>Dean D Koepke</b>	River Valley Bank - Administration
<b>Joel Brandt</b>	Trinity Lutheran Church	<b>Lori Koepfel</b>	North Central Health Care
<b>Robert Brooks</b>	Marathon Savings Bank	<b>Michael Kramer</b>	
<b>Ann Meitzner Brooks</b>		<b>Lisa Krause</b>	Peoples State Bank
<b>Cynthia Brzeski</b>	Associated Bank	<b>Tom Kujawa</b>	Marathon County Sheriff's Dept
<b>Debra Burgess</b>		<b>Thomas Lee</b>	Marathon County Administrator
<b>Susan Burtch</b>	Aspirus Wausau Hospital	<b>Erica Maleski</b>	Northcentral Technical College
<b>Diane J. Carlson</b>		<b>Marty Millerleile</b>	United Health Group
<b>Peggy Carrier-Diemer</b>	Aspirus Wausau Hospital	<b>Gene Moyer</b>	
<b>Sandi Cihlar</b>		<b>Cindy Mueller</b>	River Valley Bank
<b>Steve Clements</b>	Highland Community Church	<b>Mark Munson</b>	Ruder Ware, L.L.S.C.
<b>John Coleman</b>		<b>Susan Nowak</b>	North Central Health Care
<b>Scott Cornelius</b>	Integrity First Bank	<b>Dan Oelke</b>	Graphic Packaging Intl, Inc.
<b>Latetia DeYoung</b>	United Health Group	<b>Kelly O'Heron</b>	Aspirus Wausau Hospital, Inc.
<b>Lisa Dobberke</b>	Children's Service Society	<b>Judi Pecha</b>	
<b>Paul Dobbratz</b>	Liberty Mutual	<b>Karen Petersen</b>	
<b>Carl Drake</b>		<b>Ian Reese</b>	Americorps
<b>Kathy Drury</b>	WI Dept of Public Instruction	<b>Kathy Rein</b>	Peoples State Bank
<b>Sandra Ellis</b>		<b>Sheila Rovang</b>	Aspirus Wausau Hospital, Inc.
<b>Pamela Frary</b>		<b>Jessica Scheithauer</b>	Aspirus Wausau Hospital, Inc.
<b>Jane Freitag</b>	Wausau School District	<b>Wade Schuette</b>	Ziegler Wealth Management
<b>Fred Fuchs</b>		<b>Laura Scudiere</b>	Bridge Community Health Clinic
<b>Brenda Glodowski</b>	North Central Health Care	<b>Sandie Shorey</b>	University WI Marathon County
<b>Rhonda Grabow</b>	United Health Group	<b>Robert Stasney</b>	CTL Company Inc
<b>Debra Hadley</b>	Hadley Office Products	<b>Julia Stavran</b>	Marathon County Health Department
<b>Linda Haney</b>		<b>Amy Tamsen</b>	Northcentral Technical College
<b>Nonie Holtz</b>	M & I Bank and Wealth Management	<b>Debi Traeder</b>	
<b>Jane Huebsch</b>	Marathon County Social Services	<b>Lori Truemper</b>	River Valley Bank- 17th Ave
<b>Julie Jensen</b>	Marathon County Social Services	<b>Jacqueline Turk</b>	
<b>Karen Katz</b>	EO Johnson Office	<b>John Wagman</b>	Mallery & Zimmerman Law Office

**United Way of Marathon County**  
Community Impact Funding  
2011 Process

This process is new, please read the RFP carefully before you prepare a proposal for funding.

**I. Introduction**

The vision of United Way of Marathon County (hereafter referred to as United Way) is to be a leader that inspires and enables individuals and organizations to work together on human service priorities, using resources effectively to make a measurable difference in improving the lives of people throughout Marathon County.

The overarching goal of the priorities in this Request for Proposals (RFP) is to respond to community needs in the following focus areas through collaboration:

Focus Area	Impact Team	Long-term Goals of Funding Priorities
<b>Education</b>	Early Years	Families have the support they need to assist their young children to achieve optimal development.
	At Risk Youth	Youth with at risk factors achieve educational goals and have the help they need to become positive contributing members of their community.
<b>Income</b>	Financial Stability	People have the financial literacy necessary to better meet basic needs with limited resources.
		People have jobs that provide a living wage.
	Basic Needs	More low & medium income residents have and maintain affordable accessible housing.
		People who do not have access to permanent housing have access to temporary shelter.
		People who are food insecure have access to nutritious food.
<b>Health</b>	Safety	Domestic abuse declines and people have support and treatment when faced with issues relating to domestic violence.
	Health & Wellness	People have improved health. Substance abuse declines because people have the knowledge and motivation to keep them from becoming substance abusers.
Connecting People to Resources and Volunteer Opportunities		Individuals receive accurate information regarding available options to give and get help to meet their needs.

This funding opportunity was established to build community capacity to support individuals and families with immediate needs and avert future problems by establishing a base for long-term change. Through this funding opportunity, United Way will make investments in programs that address the Long-Term Goals outlined in the 2011 Funding Priorities section of this document.

## History

In spring of 2008, after analyzing investment efforts and outcomes, the Board of Directors of United Way saw value in a more focused approach to tackling community issues. Together with United Way staff and volunteers, they developed and implemented a Focus Group process to select a limited number of issues and strategies to improve people's lives in Marathon County.

The process began with Focus Group discussions in summer of 2008. Over 100 members of the community participated in discussions. The document "Strategies for a Better Tomorrow" captures the groups' findings and also set the foundation for United Way's Road Map for Change. The Road Map reflects our community's call for action to focus on achieving goals in the focus areas of education, income, and health.

Over the last five months more than 60 volunteers have been engaged in an intensive education, assessment and prioritization process. Through review of "Strategies for a Better Tomorrow", the "2009-2011 LIFE Report", national data, best practices and input from Community Collaboration and Networking Sessions held in January 2010, United Way volunteers have identified priority populations, program elements and outcomes within each focus area.

United Way's six Impact Teams welcome proposals from eligible nonprofit organizations with a program or programs able meet the criterion set forth in the 2011 Funding Priorities section of this RFP (pages 9-23).

## II. Calendar of Events / Timetable for Selection Process

Event	Date
RFP Information Sessions - <b>REQUIRED</b> (See Section XI for further details.)	April 12 (10 a.m. - 1 p.m.) April 16 (1 p.m. - 4 p.m.)
Basic Outcomes Training and Application Workshop - Optional (See Section XI for further details.)	April 27 (9 a.m. - noon) April 28 (1 p.m. - 4 p.m.)
Proposal(s) for Funding due at the office of United Way of Marathon County	June 14, 2010
Discussions with finalist programs	July-August, 2010
Final funding decisions made by United Way's Board of Directors	October
Impact Teams meet with grant recipients to discuss reporting	November
Investments announced	October-November
Partner Agency Agreements mailed to programs selected for grants	November
Funding begins	January
Community Building (CB) Module Training	January-February
Funded programs enter proposal in United Way's CB Module	January-February

### **III. Availability of Funds**

United Way grants are possible due to the generosity of donors who are expecting greater focus and results. United Way Board of Directors and volunteers work to maximize resources available for investment in community programs.

It is likely that in the 2011 Community Impact Funding Process, multiple proposals will be selected for funding in any given Impact Area. The number of programs funded will depend on the number and scope of proposals selected. There is no set limit for the amount a program can request. It is unlikely that a single proposal will be awarded all of the funding in an Impact Focus Area.

United Way's desire is to fund quality, collaborative programs for three years. Initial funding in the 2011 Community Impact Funding Process will be for one year (Grant Period: January 1, 2011 – December 31, 2011). Volunteers may recommend funding a program proposal for up to two subsequent one year periods (2012 and 2013). Funding levels in subsequent years will depend on the availability of funds and program performance. Budget forms should reflect a request for a single year of funding (12 months). If multi-year funding is recommended, volunteers will request budgets for years two and three.

United Way expects programs to seek funds from multiple sources to cover program costs.

**Currently funded Partner Programs are not guaranteed funding in 2011.**

### **IV. Eligibility**

United Way's 2011 Community Impact Process is competitive and open to all tax exempt 501(C)(3) human service organizations providing services to people currently residing in Marathon County.

To submit a Proposal for Funding, an organization must on an annual basis, do the following:

- If the organization's annual revenues total \$500,000 or more, have an annual audit conducted by an independent certified public accountant whose examination complies with generally accepted auditing and accounting standards. If the organization has a budget of \$499,999 or less, the organization must have an annual review of its financial affairs.
- Agree to and comply with the terms and conditions of United Way's Partner Agreement.
- Regularly convene a voluntary, local board of directors or an advisory board/committee.
- Provide services to the residents of Marathon County without regard to social and economic class, gender, ability, race, religious group, and sexual orientation.  
(Organizations with a religious affiliation must not refuse services to an applicant based on religion or require attendance at religious services as a condition of assistance.)

- Provide or have on file at the United Way office, a copy of the most recent completed version of the following:
  - 501(C)(3) authorization letter
  - Annual audit (if applicable) or annual review
  - Board membership roster showing the members' areas of expertise and terms of Service
  - Copy of signed and submitted IRS 990 or 990EZ

## V. Selection Process

To be considered for funding, programs of eligible organizations must be:

- culturally sensitive and inclusive
- efficient (desired result with minimum waste)
- able to show measurable, positive program outcomes
- able to show how program outcomes contribute to success on long-term goals
- focused on lasting change

Proposals will be reviewed by volunteers from our community trained in program evaluation. United Way has six volunteer Impact Teams each committed to achieving one or more of the long-term goals listed in the table on page 4.

### Proposal for Funding Scoring

A Rating Form with 95 possible points will be used during the program proposal evaluation process. Programs will be evaluated based on the merits of the program using the criterion outlined below. These criteria are grouped into five categories:

#### Proposal for Funding Scoring Categories:

1. Organizational Capacity	10 points
2. Program Focus, Plan and Efficiency	30 points
3. Collaboration	20 points
4. Program Effectiveness / S.M.A.R.T. Outcomes	30 points
5. Budget	<u>5 points</u>
<b>Total</b>	<b>95 points</b>

#### Proposal for Funding Scoring System

High (point range)	Organization's proposal or capability is exceptional and exceeds expectations for this criterion.
Medium (point range)	Organization's proposal is satisfactory and meets expectations for this criterion.
Low (point range)	Organization's proposal or capability is unsatisfactory and contains numerous deficiencies for this criterion.

Very Low (point range)      Organization's proposal is not acceptable or applicable for this criterion.

Scoring helps volunteers rank proposals. A program's score does not determine funding.

## **VI. Collaboration**

Tough economic times have made collaboration more critical than ever before. United Way values current collaborative efforts and looks forward to cultivating new collaboratives. To create lasting change, support and effort is needed from multiple funders and organizations.

Proposals demonstrating high intensity collaboration will receive the maximum number of points in the Collaboration category.

High intensity collaboration requires:

- full commitment to a common mission,
- comprehensive planning,
- well-defined communication channels and operations on all levels, and
- sharing of resources, responsibilities, results and rewards.

In a collaborative where two or more organizations are named, the collaborative should name a lead organization to submit one program proposal and serve as the fiscal agent.

## **VII. Proposal for Funding Submission Requirements**

A complete Proposal for Funding (PFF) must be submitted to the United Way office by 4 p.m. on or before Monday, June 14, 2010, to be considered for funding.

**SUBMIT ONE (1) PAPER COPY OF YOUR COMPLETED Proposal for Funding (ALL COMPONENTS – SEE LIST BELOW) in an envelope. On the outside of the envelope identify the lead organization's name and the Impact Funding Priority your program addresses. Please submit each complete Proposal for Funding separately.**

Mail or deliver to:    Deanna Schuette, United Way of Marathon County  
137 River Drive, Wausau, WI 54403

### **AND**

**SUBMIT ONE (1) ELECTRONIC COPY via e-mail to [dschuette@unitedwaymc.org](mailto:dschuette@unitedwaymc.org) . In the subject line of the e-mail, please type PFF, your agency name and an acronym for the program (example – PFF, The Women's Community, DAP).**

Continued on page 8

**INCLUDE THE FOLLOWING COMPONENTS IN BOTH THE PAPER AND ELECTRONIC COPY OF THE PROPOSAL FOR FUNDING:**

- Cover Page
- Complete Proposal Narrative
- Budget (Budget, Budget Narrative, Funds)
- List of the members of your organization’s Board of Directors and contact information
- Organizational Chart and if necessary, Memorandum(s) of Understanding
- IRS nonprofit Determination Letter - if you are a first-time applicant to United Way of Marathon County
- Latest independent audit and IRS 990 - within the past two years from the date of RFP response
- Program description, 25 words or less – may be used in publications
- Program success story – may be used in publications

Organizations may submit more than one Proposal for Funding in the 2011 Community Impact Process. While multiple requests may be submitted, an organization is only allowed to submit one proposal per Funding Priority. The same proposal may not be submitted to multiple Funding Priority Areas.

Example: In the Focus Area of Income, an organization may submit a proposal to address financial literacy and a separate and different proposal to address affordable, accessible housing, but the same proposal may not be submitted to both the Financial Stability Team and the Basic Needs Team. An organization may submit two separate proposals and in the proposal narrative explain how the two programs work together to achieve one or more long-term goals.

Any Proposal for Funding response that does not strictly adhere to the above instructions will be deemed incomplete and will not be considered.

If you have any questions about this Request for Proposal, please contact United Way.

**Contacts:** JoAnn Janikowski, Community Impact Director 848-2927 or  
Deanna Schuette, Community Impact Associate Director 848-2927

**Technical Requirements of the Proposal for Funding (PFF)**

Aspect	Requirement
Cover Page	The cover page must be signed by the organization’s Executive Director and Board President. This page may be handwritten. (See Attachment - A)
Narrative Length	Complete in 6 pages or less, tables not included 6 pages.
Font Size	Proposal must be typed in 12 point font. A smaller font may be used for tables.
Margins	Margins must be a minimum of one inch on each side.
Header or Footer	Insert a header or footer that identifies the organization name, program name and page number at the top or bottom of each page.
Copies	Submit one (1) paper copy to the United Way office.

Copies	<b>Mailing address:</b> Deanna Schuette United Way of Marathon County 137 River Drive Wausau, WI 54403 <b>And</b> Submit one (1) electronic copy to <a href="mailto:dschuette@unitedwaymc.org">dschuette@unitedwaymc.org</a> In the subject line of the e-mail, please type PFF, your agency name and an acronym for your program (example – PFF, The Women’s Community, DAP).
Binding	Clip each paper proposal copy. Do not use special prepared binders or dividers.
Attachments	Do not submit promotional materials. Any information or materials submitted separately from the proposal will not be considered.

**NOTE:** All grant recipients will be required to enter their funded proposal on-line through United Way’s CB Module within the first two months of the grant period. Module training will be provided by United Way staff.

### VIII. Required Reporting

Progress reports are designed by United Way staff and Impact Teams. Completed reports must be submitted to United Way of Marathon County on the due dates and for specified timeframes listed below. Reporting requirements may include:

Report	Specifications	Due Date
Progress Report	Provide progress update for activities from January 1, 2011 - June 30, 2011.	Monday, August 1, 2011
Year-end Progress Report	Provide year-end progress report and summary of accomplishments for funding period January 1, 2011 – December 31, 2011.	Monday, February 6, 2012

### IX. 2011 Funding Priorities

Preference will be given to collaborations in the following areas:

- Early Years
- At Risk Youth
- Financial Stability
- Safe and Stable Housing
- Hunger
- Domestic, Relationship, and Sexual Violence
- Mental Health
- Childhood Obesity
- Alcohol Abuse
- Connecting People to Resources and Volunteer Services

**Source:** The introductory statements under Strategies and Outcomes were revised from an RFP released by United Way of Columbia-Willamette.

<b>FOCUS AREA</b>
<b>EDUCATION</b>

**Vision:** Our community works together to ensure children develop to their full potential and are inspired & equipped to become positive contributing members of the community.

**Funding Priorities:**

- **Early Years Support**
- **At Risk Youth Support**

**Long-term Goals:**

- Families have the support they need to assist their young children to achieve optimal development.
- Youth with at-risk factors have the help they need to achieve academic success.
- Youth with at-risk factors have the help they need to become positive contributing members of society.

<b>Early Years Funding Priorities</b>
---------------------------------------

United Way’s Early Years Impact Team is seeking program proposals from organizations able to demonstrate program efforts that will improve the availability of and access to quality learning environments and resources, and increase community awareness and participation around the Early Years.

Preference will be given to programs that focus on the following priority populations:

Birth to Six populations who experience barriers related to:

- Access to care
- Continuity of care, and/or
- Suitability of care

Because of contextual factors such as:

- Ethnicity
- Gender
- Disability
- Socioeconomic status
- Life circumstances

**Strategies**

Preference will be given to programs that within the program design, demonstrate a focus on improvement in these areas:

- School readiness
- Social skills readiness

- Emotional competence and self regulation and,
- Parental involvement in understanding and helping children achieve milestones.

### **Outcomes**

Programs must also demonstrate measurable outcomes and preference will be given to programs that demonstrate one or more of both the individual and community outcomes listed below. Organizations may, and are encouraged to identify other measurable outcomes that align with the Funding Priority and Long-term Goals:

### **Individual Outcomes**

- Children demonstrate healthy social and emotional development and positive social behaviors appropriate to their development level.
- Parents provide a home environment conducive to children achieving age related milestones through support and clear, consistent, and repetitive education.

### **Community Outcomes**

- Increase in community awareness of the importance of milestones in early learning and social/emotional development.
- Increased community participation to impact policy and infrastructure to improve early learning.
- Increase in availability of and access to quality learning environments and resources.

<h2><b>At Risk Youth Funding Priorities</b></h2>
--

United Way's At Risk Youth Impact Team is seeking program proposals from organizations able to demonstrate program efforts that will lead to safer and healthier family lives, improve attendance in school, increase community awareness and participation around at risk youth issues and increase the availability of and access to treatment programs.

Preference will be given to programs that focus on the following priority populations:

- Youth with behavioral issues/mental health issues/AODA issues
- Youth that lack a healthy family environment
- Youth that lack significant, ongoing relationships with mentors or other positive role models
- Youth with acculturation issues
- Youth experiencing education problems

### **Strategies**

Preference will be given to programs that demonstrate the following elements in the program design:

- Encourage and support the active involvement of parents/primary caregivers in securing optimum development and learning for their child(ren).
- Provide for the education or treatment of at risk youth or youth in danger of becoming at risk.

- Connect at risk youth to an ongoing significant relationship with mentors or other role models that help youth achieve positive goals (education, behavioral, personal).
- Minimize barriers to accessing youth services by at risk population.
- Create/expand coordinated school and community opportunities which attract and expand participation and engagement of youth with at risk factors.
- Expand services to reach more at risk youth.

## **Outcomes**

Programs must also demonstrate measurable outcomes and preference will be given to programs that demonstrate one or more of both the individual and community outcomes listed below. Organizations may, and are encouraged to identify other measurable outcomes that align with the Funding Priority and Long-term Goals:

### **Individual Outcomes**

At risk Youth demonstrate increased:

- Educational goals and achievement
- Positive and safe behavioral choices
- Interpersonal connectedness to family and community
- Ability to meet recommended treatment goal

### **Community Outcomes**

- Safer and healthier family lives indicated by:
  - reduced negative environmental impacts
  - reduced violence
  - increased positive mentor relationships/role model
  - increase in positive parenting
- Increased attendance in school
- Increase in community awareness of and contribution towards long-term system change to reduce the at risk youth population
- At risk youth issues have an influence in the development of community agendas and policy
- Increase in access to and availability of treatment programs
- Reduce the at risk youth population and at risk factors
- Increased number of at risk youth become positive contributing members of society (i.e. individuals who: continue education past K-12, gain employment, are able to sustain themselves without government assistance, continue with treatment voluntarily past the court ordered-mandated timeframes, volunteer within the community outside of program requirements, become tutors/mentors for other at risk youth, etc).

## FOCUS AREA

### INCOME

**Vision:** Families and individuals are financially secure and stable in meeting their basic needs with hope and confidence for the future.

**Funding Priorities:**

- **Financial Stability**
- **Safe and Stable Housing**
- **Hunger**

**Long-term Goals:**

- People have the financial literacy necessary to better meet basic needs with limited resources.
- People have jobs that provide a living wage.
- More low and medium income residents have and maintain affordable, accessible housing.
- People who do not have access to permanent housing have access to temporary shelter.
- People who are food insecure have access to nutritious food.

### Financial Stability Funding Priorities

United Way's Financial Stability Impact Team is seeking program proposals from organizations able to demonstrate program efforts will improve financial stability for individuals and families in Marathon County.

Preference will be given to programs that focus on the following priority populations:

- Low-income individuals and families
  - working poor or underemployed
  - single parent families
  - underserved minority individuals and families
- Youth (K-12) and young adults (17-25)

**Strategies**

Programs are required to demonstrate two or more of the following elements in the program design:

- Intensive and direct case management focusing on helping individuals overcome barriers to financial stability.
- Education and assistance to access appropriate support services.
- Evidence based, basic budgeting and money management training to gain the knowledge and skills needed to live within a budget and use financial systems wisely.

- Short-term educational opportunities and job skills training to help individuals get a job, keep it, and obtain the wage and benefits to meet basic needs.

### **Individual Outcomes**

Programs must also demonstrate measurable outcomes and preference will be given to programs able to demonstrate the outcomes listed below. Organizations may, and are encouraged to identify other measurable outcomes that align with the Funding Priority and Long-term Goals:

- Individuals know what support services are available.
- Individuals apply for and receive support services.
- Individuals access support services.
- Individuals enroll in and complete job skills training.
- Individuals become employed.
- Individuals increase employment income and benefits.
- Individuals increase knowledge of basic budgeting and money management.
- Individuals live within their budget.
- Individuals understand the importance of savings and increase savings.
- Individuals decrease use of high interest financial services.

### **Community Outcomes**

- Improved financial stability (i.e. increase in skills, employment, increase in enrollment in support services, increase in savings and decrease in debt).
- Youth graduate from high school with basic skills in the management of personal finances.

## **Safe and Stable Housing Funding Priorities**

### **HOUSING**

United Way's Basic Needs Impact Team is seeking proposals from organizations able to demonstrate program efforts will decrease homelessness and the need for emergency shelter.

Preference will be given to programs that focus on the following priority populations:

- Families and individuals on the verge of homelessness
  - Adults with temporary physical or mental impairment
  - Unemployed or underemployed households with children
- Individuals in treatment for dependencies

### **Strategies**

Programs are required to demonstrate all of the following elements in the program design:

- Intensive and direct case management focusing on helping individuals overcome barriers to financial stability.
- Longer-term housing solutions.

- Assistance to remain in or provide access to housing environments that are affordable and meet basic and accepted housing standards of health and safety.
- Collaboration and communication with housing service providers in Marathon County and United Way.
- Active participation in efforts to design and implement a community clearinghouse to track the needs and circumstances of families and individuals at risk of becoming homeless and low-income housing opportunities.
- Exploration of innovative housing ideas.
- Information tracking as determined by United Way's Basic Needs Team.

### **Individual Outcomes**

Programs must also demonstrate measurable outcomes and preference will be given to programs able to demonstrate the outcomes listed below. Organizations may, and are encouraged to identify other measurable outcomes that align with the Funding Priority and Long-term Goals:

- Individuals and families at risk of homelessness increase their knowledge of how to access and remain in long-term housing environments that meet basic and accepted housing standards of health and safety.
- Individuals and families overcome barriers to financial stability.
- Individuals and families settle in safe, stable and affordable housing.
- Individuals feel hopeful about their future.

### **Community Outcomes**

- Community recognition of the scope of evictions, foreclosures and homelessness in Marathon County and the benefits of averting homelessness.
- Increase in low-income housing opportunities in Marathon County.
- Decrease in need for shelter services.

### **SHELTER**

United Way's Basic Needs Impact Team is seeking proposals from organizations able to demonstrate program efforts will decrease homelessness and end longer-term homelessness in Marathon County.

Preference will be given to programs that focus on the following priority populations:

- Homeless

### **Strategies**

Programs are required to demonstrate all of the following elements in the program design:

- Intensive and direct case management focusing on helping individuals overcome barriers to financial stability.
- Focus on stable re-housing.
- A shelter environment that meets basic and accepted standards of health and safety.
- Collaboration and communication with housing service providers in Marathon County and United Way.

- Active participation in efforts to design and implement a community clearinghouse to track the needs and circumstances of families and individuals seeking shelter, those in shelter and those turned away.
- Information tracking as determined by United Way's Basic Needs Team.

### **Individual Outcomes**

Programs must also demonstrate measurable outcomes and preference will be given to programs able to demonstrate the outcomes listed below. Organizations may, and are encouraged to identify other measurable outcomes that align with the Funding Priority and Long-term Goals:

- Individuals and families are no longer homeless.
- Individuals and families overcome barriers to financial stability.
- Individuals and families transition to long-term housing environments that are affordable and meet basic and accepted housing standards of health and safety.
- Individuals feel hopeful about their future.

### **Community Outcomes**

- Community recognition of the scope of homelessness in Marathon County.
- Decrease in homelessness.

## **Hunger Funding Priorities**

United Way's Basic Needs Impact Team is seeking program proposals from organizations able to demonstrate program efforts will reduce hunger (food insecurity) and improve access to nutrient dense foods in Marathon County.

Preference will be given to programs that focus on the following priority populations:

- Families with school age children living at or below poverty level

### **Strategies**

Programs are required to demonstrate all of the following elements in the program design:

- Screening for public benefits.
- Assistance to enroll in FoodShare Wisconsin and Women, Infants and Children.
- Referral to programs providing one-on-one case management.
- Active participation in Marathon County Hunger Coalition.
- Distribution of food to food insecure individuals and families.
- Information tracking as determined by United Way's Basic Needs Impact Team.

### **Individual Outcomes**

Programs must also demonstrate measurable outcomes and preference will be given to programs able to demonstrate the outcomes listed below. Organizations may, and are encouraged to identify other measurable outcomes that align with the Funding Priority and Long-term Goals:

- Individuals have their basic food needs met.

- Individuals are screened for eligibility for public benefits.
- Individuals enroll in public benefits.
- Individuals eligible for public benefits receive them.

**Community Outcomes**

- Decrease in food insecurity (Individuals who live in hunger or fear of starvation).
- Increase in the nutritional value of food in area food pantries.

## FOCUS AREA

### HEALTH

**Vision:** Residents have the resources, knowledge and support necessary to effectively meet their physical and mental health needs.

#### **Funding Priorities:**

- **Domestic, Relationship, and Sexual Abuse**
- **Mental Health**
- **Obesity**
- **Substance Abuse**

#### **Long-Term Goals**

- Domestic abuse declines and people have support and treatment when they are faced with issues relating to domestic abuse.
- People have improved health.
- Substance abuse declines because people have the knowledge and motivation to keep them from becoming substance abusers.

### **Domestic, Relationship, and Sexual Abuse Funding Priorities**

United Way's Safety Impact Team is seeking program proposals from organizations able to demonstrate program efforts will provide support to victims of abuse, and reduce domestic, relationship and sexual abuse in Marathon County.

#### **Definition of Domestic Abuse:**

Domestic abuse, as it relates to this RFP, includes exhibiting coercive and controlling behaviors and tactics over another person and encompasses abuse in the form of physical, verbal, financial, emotional, and sexual across all populations including teens, adults and the elderly.

Preference will be given to programs that focus on the following priority populations:

- Children Exposed to Domestic Abuse
- Victims of Domestic Abuse (all ages)
- Abusers/perpetrators
- General Public
- School Age Children
- Victims of Sexual Assault

#### **Strategies**

Programs are required to demonstrate three or more of the following elements in the program design:

- Access to safe housing / safe spaces.
- Multifaceted support services on a case-by-case basis.
- Adapted services to overcome cultural and language barriers.

- Treatment to prevent future violence incidents, long-term if necessary.
- Services to rural areas.
- Support to improve victim safety and confidence to seek help.
- Partnership with domestic, relationship and sexual abuse coalitions/teams, as well as the business community and schools to educate the public regarding available services and establish that abuse is not acceptable.
- Prevention and support for adolescents to help them recognize abusive behaviors and take appropriate actions.

### **Individual Outcomes**

Programs must also demonstrate measurable outcomes and preference will be given to programs able to demonstrate the outcomes listed below. Organizations may, and are encouraged to identify other measurable outcomes that align with the Funding Priority and Long-term Goals:

- Individuals are aware of services available in the community.
- Individuals access services available.
- Victims have a safety plan and the skills and tools needed to implement the plan.
- Victims feel emotionally positive about their lives with hope for the future.
- Victims have the knowledge and skills needed to recognize abusive behaviors and take the appropriate actions.
- Community has the knowledge and skills needed to recognize abusive behaviors and take the appropriate actions.
- Abusers stop abusive behaviors.
- Victims and abusers feel comfortable providing feedback about their needs and assist in improving future programming.

### **Community Outcomes**

- Community recognition of the scope of domestic abuse/violence and the rejection of its acceptability.
- Improved programming.
- Decrease in domestic, relationship and sexual abuse.
- Sufficient safe spaces.
- Rural service needs are met.
- Zero deaths as a result of domestic abuse.

<h2><b>Mental Health Funding Priorities</b></h2>
--

United Way's Health Impact Team is seeking proposals from organizations able to demonstrate program efforts will increase access to mental healthcare for people in Marathon County.

Preference will be given to programs that focus on the following priority populations:

- Individuals and families at or below 200% of poverty level
- Families with a history of mental illness

## **Strategies**

Programs are required to demonstrate all of the following elements in the program design:

- Evidence based, affordable mental health counseling so families have the support they need to function and overcome challenges.
- Collaboration with other mental health providers to reduce barriers to accessing care.

## **Individual Outcomes**

Programs must also demonstrate measurable outcomes and preference will be given to programs able to demonstrate the outcomes listed below. Organizations may, and are encouraged to identify other measurable outcomes that align with the Funding Priority and Long-term Goals:

- Individuals complete screening/evaluation and understand results and treatment options.
- Individuals access treatment.
- Individuals demonstrate an improved level functioning.
- Individuals complete their treatment plan.

## **Community Outcomes**

- Decrease in emergency room visits, injuries and deaths as a result of mental illness.
- Improved access to mental health services.

# **Obesity Funding Priorities**

United Way's Health Impact Team is seeking proposals from organizations able to demonstrate program efforts will increase healthy, preventive behaviors and decrease obesity rates in Marathon County.

Preference will be given to programs that focus on the following priority populations:

- Families with children birth-six
- Children birth-six
- School-age children

## **Strategies**

Programs are required to demonstrate all of the following elements in the program design:

- Information and education to motivate families and children to improve wellness and reduce obesity.
- Education to help families learn how to eat healthy on a limited budget.
- Support and incentives to advance healthy eating, drinking and exercise behaviors.
- Low- or no-cost opportunities to increase physical activity.

### **Individual Outcomes**

Programs must also demonstrate measurable outcomes and preference will be given to programs able to demonstrate the outcomes listed below. Organizations may, and are encouraged to identify other measurable outcomes that align with the Funding Priority and Long-term Goals:

- Increased knowledge of low-cost exercise options.
- Increased knowledge regarding healthy food and beverage choices.
- Increased knowledge of the importance of physical activity.
- Increased consumption of healthy food and beverages along with a decrease in consumption of nutrient poor, high calorie food and beverages.
- Increased knowledge of appropriate calorie intake for activity level.
- Increased knowledge of body mass index (BMI) and co-morbid conditions associated with obesity.
- Increase in physical activity.
- Increase in the number of individuals within the normal height, weight and BMI for their age.

### **Community Outcomes**

- Decrease in obesity.

## **Alcohol Abuse Funding Priorities**

United Way's Health Impact Team is seeking proposals from organizations able to demonstrate program efforts will decrease alcohol abuse and increase healthy, preventive behaviors in families with children pre-school-6<sup>th</sup> grade in Marathon County.

Preference will be given to programs that focus on the following priority populations:

- Families with children pre-school-6<sup>th</sup> grade
- Pre-school-6<sup>th</sup> grade

### **Strategies**

Programs are required to demonstrate all of the following elements in the program design:

- Education for families and children about the dangers and consequences of alcohol abuse and how to prevent it.
- Support for families to access evidence based assessment, treatment and intervention services.
- Participation in substance abuse coalitions/councils focused on youth and children.
- Collaboration with one or more schools in Marathon County.

### **Individual Outcomes**

Programs must also demonstrate measurable outcomes and preference will be given to programs able to demonstrate the outcomes listed below. Organizations may, and are encouraged to identify other measurable outcomes that align with the Funding Priority and Long-term Goals:

- Individuals demonstrate an increase in knowledge regarding the dangers of alcohol use and abuse.
- Individuals demonstrate an increase in knowledge regarding how alcohol abuse impacts brain development.
- Individuals complete a substance abuse assessment.
- Individuals in need of treatment for substance abuse access an evidence based treatment program.
- Individuals demonstrate an improved level functioning.
- Individuals complete their treatment plan.

### **Community Outcomes**

- Decrease in alcohol related injuries and deaths.
- Decrease in alcohol abuse related crime.
- Increase in families seeking assistance from alcohol abuse programs.

# CONNECTING PEOPLE TO RESOURCES AND VOLUNTEER OPPORTUNITIES

## SUPPORT SERVICES

United Way's Impact Cabinet is seeking program proposals from organizations able to demonstrate program efforts will connect people to available resources or volunteer opportunities in Marathon County.

Preference will be given to programs that focus on the following priority population:

- General population

### Strategies

Programs are required to demonstrate three or more of the following elements in the program design:

- Trained specialists to deliver easy access to comprehensive information and referral ranging from financial assistance, food and shelter to counseling and support services.
- Information and education to promote volunteerism.
- Communication with service providers and consumers to assure information provided is accurate and helpful.
- Information tracking as determined by United Way's Impact Cabinet.

### Individual Outcomes

Programs must also demonstrate measurable outcomes and preference will be given to programs able to demonstrate the outcomes listed below. Organizations may, and are encouraged to identify other measurable outcomes that align with the Funding Priority and Long-term Goals:

- Individuals receive information regarding available options to meet their needs.
- Individuals demonstrate an understanding of options and how to connect to those options.
- Individuals receive the support needed to connect to options.

### Community Outcomes

- Increase in volunteerism.
- Increase in individuals connected to community options that meet their needs.

## X. Glossary of Terms

**Activities** are what a program does with its inputs, the services it provides, to fulfill its mission. Examples are sheltering homeless families, educating the public about signs of child abuse, and providing adult mentors for youth. Program activities result in outputs.\*

**Benchmarks** are performance data that are used for comparative purposes. A program can use its own data as a baseline benchmark against which to compare future performance. It also can use data from another program as a benchmark. In the latter case, the other program often is chosen because it is exemplary and its data are used as a target to strive for, rather than as a baseline.\*

**Collaboration** - A more durable and pervasive relationship marks collaboration. Participants bring separate organizations into a new structure with full commitment to a common mission. Such relationships require comprehensive planning and well-defined communication channels operative on all levels. The collaborative structure determines authority, and risk is much greater because each partner contributes its resources and reputation. Power is an issue and can be unequal. Partners pool or jointly secure the resources, and share the results and rewards.\*\*

Example - A group of Hispanic organizations comes together to address the need for job development and job training. They are looking at long-term plans to develop businesses that will provide jobs. They will involve government training services (to help secure grants and provide job training) and post-secondary institutions (for academic and vocational education).\*\*

**Cooperation** - Shorter-term informal relations that exist without any clearly defined mission, structure, or planning effort characterize cooperation. Cooperative partners share information only about the subject at hand. Each organization retains authority and keeps resources separate so virtually no risk exists.\*\*

Example – One group of Southeast Asian Mutual Assistance Associations meets each month to exchange information on service approaches. They update each other on the latest techniques, on pending changes in legislation, and on which funders are likely to support their program types.\*\*

**Coordination** - More formal relationships and understanding of missions distinguish coordination. People involved in a coordinative effort focus their longer-term interaction around a specific effort or program. Coordination requires some planning and division of roles and opens communication channels between organizations. While authority still rests with individual organizations, everyone's risk increases. Power can be an issue. Resources are made available to participants and rewards are shared.\*\*

Example – The Council of Agency Executives meets monthly to help the United Way plan for human service delivery. This often requires more than the exchange of information

because the participants must work out philosophical differences and agree on a range of plans. But they do not share the vision of a larger purpose.\*\*

**Efficient** - Reaching a desired result with a minimum of expense or waste.

**Inputs** are references a program uses to achieve program objectives. Examples are staff, volunteers, facilities, equipment, curricula, and money. A program uses inputs to support activities.\*

**Organizational Capacity** - An organization's capacity is its potential to perform—its ability to successfully apply its skills and resources to accomplish its goals and satisfy its stakeholders' expectations.\*\*\*\*

**Outputs** are products of a program's activities, such as the number of meals provided, classes taught, brochures distributed, or participants served. Another term for "outputs" is "units of service." A program's outputs should produce desired outcomes for the program's participants.\*

**Outcomes** are benefits for participants during or after their involvement with a program. Outcomes may relate to knowledge, skills, attitudes, values, behavior, condition, or status.

Examples of outcomes include greater knowledge of nutritional needs, improved reading skills, more effective responses to conflict, getting a job, and having greater financial stability.

For a particular program, there can be various "levels" of outcomes, with initial outcomes leading to longer-term ones. For example, a youth in a mentoring program who receives one-to-one encouragement to improve academic performance may attend school more regularly, which can lead to getting better grades, which can lead to graduating.\*

**Outcome indicators** are the specific items of information that track a program's success on outcomes. They describe observable, measurable characteristics or changes that represent achievement of an outcome. For example, a program whose desired outcome is that participants pursue a healthy lifestyle could define "healthy lifestyle" as not smoking; maintaining a recommended weight, blood pressure, and cholesterol level; getting at least two hours exercise each week; and wearing seat belts consistently. The number and percent of program participants who demonstrate these behaviors then is an indicator of how well the program is doing with respect to the outcome.\*

**Outcome targets** are numerical objectives for a program's level of achievement on its outcomes. After a program has had experience with measuring outcomes, it can use its findings to set targets for the number and percent of participant expected to achieve desired outcomes in the next reporting period. It also can set targets for the amount of change it expects participants to experience.\*

**Partnership** - An association of two or more who contribute money or property to carry on a joint business and who share profits or losses; a term loosely used for individuals and groups working together.\*\*

**S.M.A.R.T. Outcomes** - **S**pecific, **M**easurable, **A**ction-oriented, **R**ealistic, **T**imed\*\*\*

**Strategies** - Actions designed to achieve a particular goal.\*

Sources:

\**Measuring Program Outcomes: A Practical Approach*. United Way of America, 1996.

\*\*Ray, Karen and Winer, Michael. *Collaboration Handbook, Creating, Sustaining, and Enjoying the Journey*. Saint Paul, MN: Fieldstone Alliance, 1994. Information in *Collaboration Handbook, Creating, Sustaining, and Enjoying the Journey* was used with permission from Sharon L. Kagan, United We Stand: Collaboration for Child Care and Early Education Services. (New York: Teachers College Press, copyright 1991 by Teachers College, Columbia University. All rights reserved.) pp.1-3

\*\*\*W.K. Kellogg Foundation, *Developing a Basic Logic Model for Your Program*  
Retrieved March 22, 2010, from <http://www.publichealth.arizona.edu/chwtoolkit/pdfs/logicmod/chapter2.pdf>

\*\*\*\*The International Development Research Centre for Science and Humanity.  
Quinn Patton, Michael (2008). *Utilization-Focused Evaluation* (4<sup>th</sup> ed.) Sage Publications Inc., Retrieved March 22, 2010, from [http://www.idrc.ca/en/ev-1-201-1-DO\\_TOPIC.html](http://www.idrc.ca/en/ev-1-201-1-DO_TOPIC.html)

Suggested Reading: Donald L. Kirkpatrick, *Evaluating Training Programs – the four levels* / Donald L. Kirkpatrick (2<sup>nd</sup> ed.) San Francisco, CA: Berrette-Koehler Publishers, Inc., 1998.

## **XI. Proposal for Funding / Grant Application Outline**

When writing your proposal, please keep in mind that it will be reviewed by Impact Team volunteers who may not be familiar with your program/project or organization. For this reason, it is imperative that you fully explain your program and what you're working to accomplish. In all sections, please be as clear and concise as possible.

United Way of Marathon County will host a Basic Outcomes Training and Application Workshop on April 27<sup>th</sup> and again on April 28<sup>th</sup>. The workshop location is the UW Extension office building, 212 River Drive Wausau, WI. Space is limited. Please register by calling United Way of Marathon County 848-2927. Attendance is strongly encouraged.

The 2011 Proposal for Funding outline and forms will be available at <http://www.unitedwaymc.org/> under Partner Agency Resources starting March 25, 2010.

### **Application Outline**

**Cover Page** (Computer generated, typed or handwritten.)

Cover page – Complete attachment A.

**Proposal Narrative** (Complete in 6 pages or less, tables not included in 6 pages.)

#### **A. Purpose Statement**

What is the purpose of your program, and what priority(ies) does it address? Provide data to prove the need for the program. Is this program a new program for your organization? Is it new to Marathon County? If the program is similar to other programs in Marathon County, share steps you've taken to avoid unnecessary duplication. Provide information on cooperation, coordination and partnerships with other organizations.

#### **B. Program Services and Strategies**

Provide a bulleted list of program services and strategies.

Explain the connection between the organization's mission, services and strategies.

#### **C. Target Population**

Identify the program's target population (who is your target population, where are they located, and why were they chosen – include characteristics and conditions of population). Share your organization's experience with the target population and track record in successfully serving the population. How did you involve the target population in the development of services?

#### **D. Service Flow Chart**

Provide a flow chart that shows a visual depiction of how a client will move through the program's services and coordination of services with others from intake to case close.

E. Logic Model – Inputs, Activities, Outputs and Outcomes

Provide a detailed logic model – Complete attached Table B.

F. Measurement Framework – Outcomes, Indicators, Data Source, Collection Method and Targets

Provide a measurement framework – Complete attached Table C.

G. Collaboration

Are you collaborating with other organizations? If so, provide details regarding the collaboration (names of participating organizations, common mission, planning, operations, shared resources and responsibilities).

H. Personnel

What key staff members are involved with this program? How much time per week will they dedicate to the program? Describe their qualifications.

I. Future Plans

Is this, or will it become an ongoing program? If “yes”, do you plan to make any major changes to the program in 2012 and/or 2013? If “yes”, explain. Describe your plans for support in the future. If United Way funding is part of your plans, please share the estimated dollar amount you believe the program will need from United Way of Marathon County in 2012 and 2013.

**Budget**

A. Program Budget – Complete attachment D.

Column 1

If applicable, provide a comprehensive, 2010 Estimated Budget for the program, listing all your sources of income and detailing all expenses.

Column 2

Provide a comprehensive, 2011 Estimated Budget for the program, listing all your sources of income and detailing all expenses.

Column 3

Describe how the grant from United Way of Marathon County will be used.

B. Program Budget Narrative – Complete attachment E.

Provide a detailed breakdown of items included in each line on the budget form.

C. Funds – Complete attachment F.

Provide information on funds received or under consideration for this program.

**Attachments**

1. List of the members of your organization's Board of Directors and contact information
2. Organizational Chart and if necessary, Memorandum(s) of Understanding
3. IRS nonprofit Determination Letter – if you are a first-time applicant to United Way of Marathon County
4. Latest independent audit and IRS 990 - within the past two years from the date of RFP response
5. Program description, 25 words or less – may be used in publications
6. Program success story – may be used in publications

## Proposal for Funding – 2011

Complete all sections in the order listed below. Please use the provided **headings and sub-headings** in your proposal, but do not include the entire text below each of the sub-headings.

You are encouraged to answer the questions in the order they appear under each sub-heading but we recognize that this is not always possible. Please be sure to respond to all questions.

Name of Program: \_\_\_\_\_

**Section 1 – Proposal Narrative** (Complete in 6 pages or less, tables not included in 6 pages.)

### 1. Purpose Statement

What is the purpose of your program, and what priority(ies) does it address? Provide data to prove the need for the program. Is this program a new program for your organization? Is it new to Marathon County? If the program is similar to other programs in Marathon County, share steps you've taken to avoid unnecessary duplication. Provide information on cooperation, coordination and partnerships with other organizations.

### 2. Program Services and Strategies

Provide a bulleted list of program services and strategies. Explain the connection between the organization's mission, services and strategies.

### 3. Target Population

Identify the program's target population (who is your target population, where are they located, and why were they chosen – include characteristics and conditions of population). Share your organization's experience with the target population and track record in successfully serving the population. How did you involve the target population in the development of services?

### 4. Service Flow Chart

Provide a flow chart that shows a visual depiction of how a client will move through the program's services and coordination of services with others from intake to case close.

### 5. Logic Model – Inputs, Activities, Outputs and Outcomes

Provide a detailed logic model – Complete attached Table B.

### 6. Measurement Framework – Outcomes, Indicators, Data Source, Collection Method and Targets

Provide a measurement framework – Complete attached Table C.

**7. Collaboration**

Are you collaborating with other organizations? If so, provide details regarding the collaboration (names of participating organizations, common mission, planning, operations, shared resources and responsibility(ies)).

**8. Personnel**

What key staff members are involved with this program? How much time per week will they dedicate to the program? Describe their qualifications.

**9. Future Plans**

Is this, or will it become an ongoing program? If “yes”, do you plan to make any major changes to the program in 2012 and/or 2013? If “yes”, explain. Describe your plans for support in the future. If United Way funding is part of your plans, please share the estimated dollar amount you believe the program will need from United Way of Marathon County in 2012 and 2013.

**Section 2 – Budget**

Program Budget – Complete attachment D.

Column 1

If applicable, provide a comprehensive, 2010 Estimated Budget for the program, listing all your sources of income and detailing all expenses.

Column 2

Provide a comprehensive, 2011 Estimated Budget for the program, listing all your sources of income and detailing all expenses.

Column 3

Describe how the grant from United Way of Marathon County will be used.

Program Budget Narrative – Complete attachment E.

Provide a detailed breakdown of items included in each line on the budget form.

Funds – Complete attachment F.

Provide information on funds received or under consideration for this program.

**Attachments**

- List of the members of your organization’s Board of Directors and contact information
- Organizational Chart and if necessary, Memorandum(s) of Understanding
- IRS nonprofit Determination Letter – if you are a first-time applicant to United Way of Marathon County
- Latest independent audit and IRS 990 - within the past two years from the date of RFP response
- Program description, 25 words or less – may be used in publications
- Program success story – may be used in publications

**Community Impact Grant Funding 2011  
UNITED WAY OF MARATHON COUNTY  
PROPOSAL COVER SHEET**

Organization:					Org. EIN# (Fed. Tax I.D.#):			
Organization Address:								
	City:		State:		Zip:		Phone:	
Executive Director:	Name:				Title:			
	Phone:		Ext:		Email:			
Board President:	Name:				Term:			
	Phone:		Ext:		Email:			
<b>PROGRAM FOR WHICH YOU ARE REQUESTING FUNDING</b>								
Program Name:								
Program Contact:	Name:				Title:			
	Phone:		Ext:		Email:			
Dollar Amount of Request for this Program for 2011:						\$		
Is this a new service or an existing program?	<input type="checkbox"/> New	If it is an existing program, how long has it been underway?						
	<input type="checkbox"/> Existing							
Has this project previously received United Way Funding?	<input type="checkbox"/> Yes	If Yes, when was it last funded by United Way and how much was the funding?			When:			
	<input type="checkbox"/> No				Funding:	\$		
<b>Program alignment with Funding Priorities - Type an "X" in front of the Priority. Choose ONE.</b>								
Early Years Support								
At Risk Youth Support								
Financial Stability								
Safe and Stable Housing								
Hunger								
Domestic, Relationship and Sexual Abuse								
Mental Health								
Obesity								
Substance Abuse								
Connecting People to Resources and Volunteer Services								
Name of person who completed this proposal:								
<b>Signatures:</b>								
Executive Director _____				Date _____				
Board President _____				Date _____				

**PROGRAM LOGIC MODEL**

**Program Name:**

Outcomes – Please number outcomes.

<b>Inputs</b>	<b>Activities</b>	<b>Outputs</b>	<b>Initial Outcomes</b>	<b>Intermediate Outcomes</b>	<b>Longer-Term Outcomes</b>

---

**Measurement Framework Table**

---

<b>Program Name:</b>						
<b>Outcome #</b>	<b>Indicator(s)</b>	<b>Data Source</b>	<b>Data Collection Method</b>	<b>Targeted # of individuals served</b>	<b>Targeted # tracked for outcome</b>	<b>Targeted # to achieve outcome</b>

<b>Influencing Factors</b>

ATTACHMENT - D

Agency Name:

Program Name:

PROGRAM BUDGET

Line	Budget Categories	2010 Estimated Program Budget	2011 Estimated Program Budget	In 2011 how will the grant from United Way of Marathon be used.
<b>Income and Support</b>				
1	United Way of Marathon County Grant			\$ -
2	Other United Ways			
3	Government Grants			
4	Other Grants and Contracts			
5	Service Fees			
6	Membership Dues			
7	Rental Income			
8	Interest Income			
9	Other Investment Income			
10	Transfer from Endowment			
11	Fundraising			
12	In-kind Support			
13	Special Events			
14	Gross Sales (not fundraising)			
15	Other Income			
16				
17				
<b>18.) TOTAL INCOME and SUPPORTS (1-17)</b>		\$ -	\$ -	\$ -
<b>Expenses / Costs</b>				
19	Salaries / Personnel			
20	Fringe Benefits			
21	Other payroll			
22	Fundraising			
23	Contractual			
24	Supplies			
25	Telephone			
26	Utilities			
27	Postage and shipping			
28	Occupancy			
29	Equipment			
30	Printing and publications			
31	Program Travel			
32	Conference and Trainings			
33	Depreciation			
34	Dues			
35	Other Expenses			
36				
<b>37.) TOTAL EXPENSES / COSTS (19-36)</b>		\$ -	\$ -	\$ -
<b>SURPLUS OR DEFICIT</b>		\$ -	\$ -	\$ -

ATTACHMENT - E

Program Budget Narrative - Breakdown of items in each category.

Program Name:

Line	Budget Categories	Itemized Program Budget Breakdown - 2011 Estimated Budget
<b>Income and Support</b>		
1	United Way of Marathon County Grant	
2	Other United Ways	
3	Government Grants	
4	Other Grants	
5	Service Fees	
6	Membership Dues	
7	Rental Income	
8	Interest Income	
9	Other Investment Income	
10	Transfer from Endowment	
11	Fundraising	
12	In-kind Support	
13	Special Events	
14	Gross Sales (not fundraising)	
15	Other Income	
16		
17		
<b>18.) TOTAL INCOME and SUPPORTS (1-17)</b>		

<b>Expenses / Costs</b>		
19	Salaries / Personnel	
20	Fringe Benefits	
21	Other payroll	
22	Fundraising	
23	Contractual	
24	Supplies	
25	Telephone	
26	Utilities	
27	Postage and shipping	
28	Occupancy	
29	Equipment	
30	Printing and publications	
31	Program Travel	
32	Conference and Trainings	
33	Depreciation	
34	Dues	
35	Other Expenses	
36		
<b>37.) TOTAL EXPENSES / COSTS (19-36)</b>		

ATTACHMENT - F

What funds (United Way grants, government grants, other grants) have been received or are under consideration for 2011?

Program Name:

<b>Grants received or committed:</b>				
<b>Source</b>	<b>Amount</b>	<b>Grant start date</b>	<b>Grant end date</b>	<b>Conditions/Purpose</b>
<b>TOTAL</b>	\$ -			

<b>Requests pending or contemplated:</b>				
<b>Source</b>	<b>Amount</b>	<b>Date response expected</b>	<b>Purpose</b>	<b>Is this grant included on the Program Budget ? Type "yes" or "no" in the cell.</b>
<b>TOTAL</b>	\$ -			