

**United Way of the CSRA Community Investment Manual-*Revised December***  
**2013**

**Partner Agency Policies and Practices**

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### **Mission of United Way of the CSRA, Inc.**

**United Way of the CSRA improves life in our community by maximizing the impact of charitable contributions.**

### **The Vision**

**United Way of the CSRA is the leader in identifying health and human service needs and securing resources to meet these needs.**

## COMMUNITY INVESTMENT RESPONSIBILITIES

### POLICY:

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The Community Investment Division of United Way of the CSRA (UWCSRA) is responsible for the development, monitoring and evaluation of policies, activity, and procedures relating to the fund distribution function of United Way of the CSRA. Its goal is to administer a multi-year allocations process that is accountable to donors, as well as, responsive to community needs; gather and analyze information for effective planning, policy development and decision-making; and foster harmonious relations with UWCSRA partner and non-partner agencies.

### PRACTICES:

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The following values underlie the UWCSRA Community Investment process:

- **Volunteer** driven and managed.
- **Priority-sensitive** with results-oriented goals based upon a rational system of addressing community needs that are appropriate for UWCSRA funding.
- **Fair**-Ample opportunity is provided for the review of information and for discussion among all participants.
- **Accountable**-UWCSRA and its agencies are held fiscally accountable to donors and must be able to communicate to the public how dollars translate into services.
- **User friendly**-The process tries to be straightforward, requiring only information needed for decision making and is respectful of the use of volunteer and staff time required.
- **Competitive**-Agencies and programs know in advance that if resources are limited, not all requests can be fully funded.
- **Inclusive**-UWCSRA strives towards community representation among those persons making decisions, as well as the programs that receive funding.
- **Donor responsive**-The UWCSRA donor option process allows the donor to exercise the right of choice.
- **Flexible**-The system reacts differently to each organization, depending upon its individual needs, its types of support, and the nature of its services.

## **INITIATIVES AND FUNDING RELATIONSHIPS**

### **POLICY:**

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To ensure the most effective use of the dollars which are contributed through the UWCSRA campaign, United Way monitors community needs and develops and funds programs and initiatives to address these needs.

### **PRACTICES:**

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United Way periodically conducts a community needs assessment in the CSRA. United Way also utilizes other organizations' assessments to aid in the evaluation of community programs. Unmet needs and the availability of funding to meet those needs will be a key consideration in targeting resources in the community.

Initiatives and needs assessments are intended to be used as a tool in the planning and budgeting process, yet they are not intended to be the only means of making a decision. Each program must still be reviewed on its own merits and its own unique needs and resources. Agencies are, of course, encouraged to concentrate on product delivery and outcomes and partner with UWCSRA to address the needs of the community.

### **UNITED WAY SUPPORT:**

There is no UWCSRA policy or guideline, which states a maximum percentage of a program budget that UWCSRA will finance. However, United Way will fund no more than 45% of an agency's total annual revenue. Partner agencies must demonstrate diverse revenue support.

## FUNDED PROGRAMS

### **POLICY:**

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UWCSRA *invests in programs* of agencies rather than in agencies themselves. Allocating to specific programs with specific results allows UWCSRA to be an active problem solver and allow the agencies to be more accountable to the donor.

### **PRACTICES:**

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UWCSRA and its partner agencies have transitioned to an outcomes measurement model and have established indicators and measurement methods for the outcomes of UWCSRA funded programs. Measuring outcomes provides better accountability for the use of resources while helping programs improve services.

1. UWCSRA encourages submission of requests for funding of agency programs that will provide quality services to the community which:
  - **Could not be provided more efficiently and effectively by another agency or organization.**
  - **Serve unmet needs of individuals or families.**
  - **Serve a high proportion of economically disadvantaged.**
  - **Do not duplicate an existing program supported by UWCSRA.**
  - **Can document specific outcomes and demonstrate measurable success.**
  
2. The following items are recognized industry standard components of most programs:
  - **Is equal to at least one full-time staff person's work.**
  - **Is a distinct, formally structured part of the organization.**
  - **Is operated and administered by the organization itself, not under a separate cooperation agency.**
  - **Is a standard, recognized program that exists in a comparable form in other human service organizations.**

*Funded Programs Continued...*

- **Is able to lend itself to program service accounting and budgeting, outcome measurement and review.**
  - **Represented by one of the primary objectives of the organization.**
  - **Is consistent with the agency's purpose stated in its articles of incorporation, bylaws, or based on formal board action.**
  - **Is available to consumers during the hours the agency is open for business.**
3. Examples of programs not appropriate for UWCSRA funding include but are not limited to:
- **Services that cannot produce specific outcomes.**
  - **A service which is designed primarily to address the basic long-term financial assistance and material needs of persons.**
  - **A service that addresses a problem so complex and intensive that UWCSRA resources will have little or no impact.**
  - **Services that attract little or no funding support from other sources.**

## **PARTNER AGENCIES**

### **POLICY:**

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Partner Agencies are organizations that have programs receiving UWCSRA funding through an allocation in the Community Investment process.

### **PRACTICES:**

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#### 1. Partner roles and responsibilities:

- Participate actively in promoting UWCSRA and its community fund raising by encouraging and enlisting the participation of its constituency and members in activities and to conduct an annual UWCSRA fund raising drive among its employees. The agency should provide adequate education and encouragement to its Board of Directors encouraging them to support UWCSRA through the agency campaign or at their places of business.
- Participate in UWCSRA campaign events, to include fairs, tours, speaking engagements, etc.
- Handle disagreements between UWCSRA and agency in private and not publicly. Such public action is not conducive to achieving maximum fund raising results.
- Include in such materials as letterheads, annual reports, and brochures, an indication that they are receiving funds from UWCSRA and to display the United Way logo at the physical facilities housing programs that receive UWCSRA support. Assistance and materials can be obtained from the Marketing and Communications Coordinator at UWCSRA.
- Remind the public during any publicity opportunities (which includes television appearances and newspaper articles) of its UWCSRA affiliation. In the case of programs that are not funded by UWCSRA, noting this fact may help the public to understand they are not doubly donating.
- Abide by all UWCSRA guidelines.

## **AGENCY AUTONOMY AND FINANCIAL ACCOUNTABILITY**

### **POLICY:**

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Each UWCSRA partner agency is separate and independent from UWCSRA. The essential autonomy of each agency and the responsibilities of the individual agency board of directors concerning details of management shall be accepted as basic in the relationship between UWCSRA and its agencies. UWCSRA shall require independent financial documentation from each partner agency.

### **PRACTICE:**

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1. Matters affecting an agency's personnel are the responsibility of the agency Executive Director and its Board of Directors.
2. Allocation to each UWCSRA partner agency shall be for the express purpose of operating expenditures to the program(s) for which the allocations were made; not for any capital expenditure. UWCSRA funds are not to be utilized for the financing of reserve funds for any reason or purpose.
3. Approved allocation payments are made to each UWCSRA partner agency on a monthly basis in order to comply with the Community Investment method of allocating funds to *specific program services*.
4. Partner agencies are required to submit an annual independent audit at the local level and IRS Form 990 or Pro Forma 990. To streamline documentation, UWCSRA will accept a completed Combined Federal Campaign application with these items included. Provided a complete application is received, additional documentation will not be required, except upon request.

Note that any currently funded partner agency must have an audit at the local level. If an agency falls under a regional, statewide, or national audit, the agency may submit a supplemental schedule at the local level in place of the full local audit. This schedule should be submitted with the regional, statewide, or national audit and an explanation.

UWCSRA reserves the right to request a full audit at the local level at any time.

Noncompliance will result in a formal review of the organization and may result in a loss of funding.

## **AGENCY OPERATING INCOME/RESERVES**

### **POLICY:**

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Each UWCSRA partner agency shall be expected both to realize and utilize to its fullest extent, all possible operating income which can be secured through the agency's normal program of activities (i.e., fees for service, membership fees, interest from accounts and on designated contributions).

### **PRACTICES:**

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1. Agencies are encouraged to establish, to the fullest extent possible, fees and fee policies to obtain revenue for program expenditures. Fee policies should be based upon ability to pay, yet should ensure that no one is deprived of service because of lack of financial resources.
2. UWCSRA recognizes its agencies must have a sound economic base in order to maintain a balanced budget and yet continue with their program services. Each partner agency's Board of Directors may set a reasonable amount to be accumulated as an operating reserve. The amount of the reserve and the mechanism for funding it may be addressed during the funding request to the Citizens Review Panel. The UWCSRA Community Investment Committee, at any time, may review the operating reserve with the agency's Board of Directors and staff.
3. Endowments, bequests, real estate, personal property and trust funds shall remain in the possession of the individual agency, and the agency may add other gifts to these. In general, should the interest realized from endowments and special accounts not be specifically designated by the donor to revert to that special account, then this interest shall be included in the agency budget as income from operating expenditures. Exceptions to this policy are only permissible with prior Community Investment Committee approval.
4. A capital fund raising drive shall be defined as a drive whereby actual solicitation is done with funds raised and applied specifically to the capital plans. Normal repairs and replacement are part of the operating budget. UWCSRA does not fund capital fund raising.
5. UWCSRA cannot be the substitute-funding source for all government funding reductions. However, UWCSRA funding is not automatically stopped due to government funding losses. UWCSRA should consider, when examining a program, what the role and impact of government and other grant funding is.

## **FUNDRAISING FOR PARTNER AGENCIES**

### **POLICY:**

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Recognizing that UWCSRA funds only a portion of an agency's budget for specific programs and services and that additional fundraising is necessary, the intent of this policy is to clarify the relationship UWCSRA has with partner agencies and all their programs regarding fundraising. The intent is also to show utmost respect for all corporate and individual donors so as to not overwhelm them with requests for support, which could have negative implications for the community as a whole.

### **PRACTICES:**

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1. UWCSRA shall collect and publish to partner agencies an annual list of partner agencies' fundraising events so as to aid in planning for all partners. Approval by UWCSRA is not required for a partner to conduct fundraising, provided said activity or event does not violate UWCSRA policies. This list will not be updated as additional events are planned.
2. Partner agencies may solicit designations from federal and/or state employees as part of the Combined Federal Campaign and the State Charitable Contributions Campaign within the parameters set by those campaigns.
3. A fee for service based on a client's ability to pay, grants from public and private entities, and unsolicited gifts of money or products from any source are acceptable at any time.
4. UWCSRA will require partner agencies to cease any fundraising activity that is deemed by UWCSRA to be undermining the success of UWCSRA's campaign.
5. All agencies should promote an environment of collaboration and cooperation in fundraising endeavors, so as to benefit the community to the greatest degree possible.
6. It is the responsibility of agencies to make these policies known to all staff and volunteers and any/all individuals and organizations fundraising to benefit a partner agency.

### **Capital Campaigns:**

UWCSRA shall be notified of any capital fund campaigns prior to the start of the capital campaign. UWCSRA will maintain a list of scheduled capital campaigns for informational purposes and provide the list upon request.

### **Corporate Sponsorship**

Corporate sponsorship of agency events is allowed provided sponsorship request is made outside of any UWCSRA-related event or communication.

### *Fundraising for Partner Agencies Continued:*

#### **Restricted Activities:**

- Workplace Campaigns-Partner agencies are prohibited from initiating, conducting, participating in, or benefiting from any workplace fundraising campaigns for an agency's sole benefit or benefit of a sub-set of agencies. For purposes of this policy, a workplace fundraising campaign is defined as a coordinated effort to request financial donations from a set of employees within in a workplace environment (regardless of the type of business or organization). It is the partner agency's responsibility to notify businesses and organizations of this policy. Any workplace campaign on behalf of an agency (even if the agency was not involved in the planning or operations of said campaign) is prohibited, with the exception of solicitation within the agency itself of its own employees
- Designations-At no time during the year will a partner agency market or position the agency to receive designated gifts through the UWCSRA campaign. This includes 1) direct solicitations for designations during presentations made as part of UWCSRA's annual campaign, 2) communications of any means with agency donors encouraging them to designate, 3) community-wide appeals or advertising advocating for designations, and/or 4) other actions that promote designations to specific agencies in any manner by any official or unofficial representative of the organization. Individuals who are identified as designating to specific agencies through the annual UWCSRA campaign are to be excluded from solicitation by agencies. Note that promoting designations solely as part of the Combined Federal Campaign and State Charitable Contributions Campaign is permissible.
- Other Campaigns-Partner agencies will not affiliate with any fundraising campaign that operates in competition with UWCSRA.
- Events-Partner agencies will not hold fundraising events on the same date as UWCSRA major events. Currently, UWCSRA's major events are typically held on the last Tuesday in February, the last Monday in August and a Monday in May. These dates are subject to change. UWCSRA will publish its major events on the annual fundraising calendar distributed to agencies.
- Other Events-Partner agencies will not use UWCSRA speaking engagements, tours, fairs, or other events to in any way promote their own fundraising efforts. This includes, but is not limited to, distributing agency event information, soliciting monetary donations, selling tickets or memberships, and any other form of promotion.

#### **Noncompliance**

Noncompliance with these policies as determined by UWCSRA may result in a loss of UWCSRA funding and potential loss of United Way partnership status. If an agency is found to be conducting an activity in violation of these policies UWCSRA will require the agency to immediately cease the activity.

#### **Appealing Noncompliance**

Agencies may appeal a noncompliance status by making a formal request to the Community Investment Committee. A member of the Agency Steering Committee will also receive the

*Fundraising for Partner Agencies Continued:*

request so as to provide an agency perspective. This request may be in person or via phone/email, at the determination of the Community Investment Chair. A decision will be communicated to the agency within 3 business days of the Committee's review of the request. Note that during the appeals process, the agency may not continue the activity which resulted in the noncompliance status.

## **AGENCY FUNDING REQUEST**

### **POLICY:**

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Each UWCSRA partner agency shall submit its funding request using the Community Investment Application in accordance with the Community Investment Process.

### **PRACTICES:**

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1. The community investment request must have...
  - a) formal approval by the agency's Board of Directors prior to submission.
  - b) itemized agency and program budgets
  - c) program outcomes.
  - d) other items as required.
  
2. There shall not be any departure from the originally approved basic scope and program(s) of the agency with regard to the usage of UWCSRA funding without the approval of UWCSRA and the Community Investment Committee.

## **FUNDS ALLOCATION PROCESS AND REPORTING**

### **POLICY:**

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UWCSRA conducts an annual campaign, a portion of which shall be allocated to partner agencies' programs and services.

### **PRACTICES:**

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1. Available dollars will be determined following the conclusion of the annual campaign. Funding is allocated for two years, provided there is available funding to support the same level of allocations in year two.
2. UWCSRA recognizes and accepts that a donor may choose to designate his contribution to a specific agency whether this agency is or is not UWCSRA funded. However, a UWCSRA agency allocation is not increased by designations unless the total designated amount to this agency exceeds the agency's allocation.
3. Upon approval by the board, allocated funds will be disbursed on a 12 month basis of July to June.
4. Quarterly, annual and other specified report forms are to be submitted to UWCSRA. These reports provide a current view of the agency's UWCSRA-funded programs and services.
5. Reports should be in no later than the specified due date.
6. Allocation deposits will be made on or around the 15<sup>th</sup> of each month. Note that allocation payments are dependent upon all required reports being received by UWCSRA. Allocation payments will be withheld if required reports are not received.

## **APPEALS PROCESS**

### **POLICY:**

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Program allocations decisions may be appealed if there is pertinent information which existed at the time of the decision that was not known to panel volunteers involved and if funding is available to support an appeal.

### **PRACTICES:**

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1. Appeal requests should be received no later than 30 days after notification of the allocation decision.
2. A written copy of the appeal shall be submitted to the UWCSRA Community Impact Director and the Community Investment Chair. The appeal shall be accompanied by additional information and documentation which justifies the appeal.
3. Upon receipt of the appeal, the agency Executive Director will be contacted in order to schedule a conference. The conference will be attended by members of the Appeals Committee and no more than three representatives of the appealing agency.
4. The Appeals Committee shall consist of the UWCSRA Community Investment Chair, the appropriate Citizens Review Panel Chair/corresponding panel members, and UWCSRA designated staff.
5. After the conference, a recommendation from the Appeals Committee will be forwarded for final action to the UWCSRA Executive Committee.
6. The agency will receive written notice concerning the decision 60 days after the original request.

## **ALLOCATION PAYMENT ADVANCEMENT**

### **POLICY:**

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Allocation deposits are made on or around the 15<sup>th</sup> of each month, assuming agency/program compliance with UWCSRA policies. UWCSRA periodically receives requests for advancements of allocation payments.

### **PRACTICES:**

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#### **A. 1<sup>st</sup> request within funding year:**

1. Partner agencies/programs may request an advancement of one month's allocation during each UWCSRA funding year (July 1-June 30).
2. The request should be communicated to the UWCSRA Community Impact Director via email or phone. After discussion, a letter should be sent to UWCSRA on the respective agency's letterhead, detailing the reason(s) for the allocation advance request and the steps being taken to prevent future advancement requests. This letter must be signed by the agency's board chair. A faxed or emailed copy of the letter is acceptable.
3. Upon review of the letter, Community Impact staff will determine if request is reasonable (to include consultation with UWCSRA Finance staff regarding adequate funds to advance payment) and will notify agency by email. If request is approved, payment will be made via direct deposit as soon as possible. All parties should recognize that payments may take several days to be processed, in accordance with United Way internal procedures.
4. The Community Investment committee will be notified of the advancement at its next meeting. Unless concerns are raised by the committee, no further discussion will be required.

#### **B. 2<sup>nd</sup> Request within funding year:**

1. Should an agency request a second allocation advance within the funding year, the procedures in A2 above will be followed. Upon receipt of the letter, the request will go before the Community Investment committee, which generally meets quarterly. The committee may be emailed the request if meeting date is more than two weeks away.
2. The committee will review the request and discuss with the UWCSRA Community Impact Director and President/CEO the reasonableness of request. Committee will vote to approve/disapprove the request or may ask for additional information from the agency.
3. Following the committee's decision, agency and agency's board chair will be notified by email and/or mail and payment will be made via direct deposit as soon as possible.

*Allocation Payment Advancement Continued:*

**C. 3<sup>rd</sup> or subsequent requests within funding year:**

1. Third or subsequent requests for an allocation advance within a funding year should be rare and will result in the agency immediately coming under monitoring and review status.
2. After A2 is completed, a special called meeting of the Community Investment committee will take place and the requesting agency director and board chair will present the request in person to the committee.
3. Following the committee's decision, the agency representative and board chair will be notified by email and mail of the decision. Refer to the Monitoring, Sanctioning and Supporting Partner Agencies policy for procedures regarding the monitoring process. Additional requests for advancement will not be granted during the monitoring and review period.

## **MONITORING, SUPPORTING AND SANCTIONING PARTNER AGENCIES**

### **POLICY:**

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UWCSRA's accountability process is in place to secure and maintain the trust of the community. UWCSRA must ensure that the assessment of the goals, objectives, and performance of the participating agencies is efficient, effective, and timely. Therefore, UWCSRA will monitor, support, and, if needed, sanction partner agencies to ensure the value and importance of the funds donated to UWCSRA and its partner agencies.

### **PRACTICES:**

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Following a service, financial, legal, or leadership concern (listed below) regarding a UW agency, UWCSRA will:

1. Notify the agency by letter and/or email about the concerns and will place the agency under review.
2. If the agency does not respond to the letter within 30 days, the monthly allocation will be withheld until all issues are resolved.
3. A meeting will be held with UWCSRA staff, a representative from the Community Investment Committee and the UWCSRA partner agency director and/or representative to give the agency an opportunity to discuss the concerns before provisional status is recommended.
4. Following discussions with the agency, the Community Investment Committee may recommend that the agency be placed on provisional status. A recommendation may also be made to the UWCSRA Board of Directors to suspend allocations to the agency while on provisional status. The Community Investment Committee may suspend funding while awaiting board action.
5. UWCSRA staff will meet with the agency director and its board chair to formulate a plan of action and a timeline to resolve all issues. Another UWCSRA agency director may also be invited to participate in this meeting so that additional support can be provided to the agency.
6. Evaluations will be scheduled at various intervals of the timeline to review the agency's progress by the UWCSRA staff and the Community Investment Committee. At any evaluation period, this group may recommend to the Board of Directors to reinstate full partner agency status, or cease the relationship with the organization as a UWCSRA agency.
7. Agency may be placed on provisional status for a specified period of time, not to exceed 12 months.

*Monitoring, Supporting and Sanctioning Partner Agencies continued:*

8. If the relationship between UWCSRA and the agency is terminated, that agency may reapply for UWCSRA funding after a 24-month period, provided that it meets application criteria and that UWCSRA is opening funding for additional partners.

A service, financial, legal, or leadership concern regarding a UWCSRA agency may be defined as, but not limited to the following:

**Service**

Concerns identified at a site visit	Lack of service delivery to client population
Concerns reported by consumers/donors	Failure to provide for health and safety of client
Not providing UWCSRA funded activities	Failure to meet specified need

**Financial**

Active solicitation for designations	Failure to report financial statements
Loss of 501(c)(3) status	Reasonable suspicion of misuse of funds
Severe ongoing financial deficits	Fundraising violations (blackout period)
Failure to conduct annual UWCSRA agency campaign	Failure to provide annual audit

**Legal**

Noncompliance with UWCSRA/agency agreement	Breach of law
	Illegal/unethical practices

**Leadership**

Lack of board activity and involvement	Failure to maintain minutes of board meetings
Failing to support UWCSRA mission or image	Lack of cooperation with other agencies
Administrative mismanagement	Failure to submit reports
	Failure to effectively track outcomes