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**United Way of Northwest Georgia**

**Community partner/grantee Eligibility 2020 Application**

The mission of our United Way of Northwest Georgia: Improving Lives. Inspiring Donors. Uniting Communities. We unite people and resources to improve lives in Northwest Georgia and to build stronger communities through giving, advocacy, and volunteerism. Today, through partnering with agencies and supporting programs that address community priorities, we make our communities better and stronger. Annually the effectiveness of these traditional programs is carefully reviewed and decisions made to allocate appropriate funding through our Community Solutions Process. As the building blocks of community, we are focusing on three main issues: Education, Income, and Health. United Way of Northwest Georgia is committed to achieving Community Impact, long-term positive change, in community conditions and we invite other organizations that have strong local governance, sound finances and successful experience providing effective local programs to join us as partner agencies. We realize that many programs fall across issues and we will not determine for you what your program addresses. We hope this application can be a guide in explaining your services, and we can utilize this process as a means of supporting Positive Community Impact. Thank you.

**Organizations eligible to apply to become a community partner/grantee**

Each application will have a rigorous review for compliance. Examples of current community partner/grantee programs are on the United Way website, www.ourunitedway.org

* Has a clearly stated organizational purpose consistent with the mission of United Way: *To improve people's lives by mobilizing the caring power of our communities in Northwest Georgia* The agency shall perform a needed service in health and human services.
* The agency shall be incorporated under the laws of the State of Georgia or other jurisdiction meeting Georgia Standards, as a non-profit voluntary organization.
* The agency shall have a ruling from the United States Treasury Department that it has qualified as a
* 501 C 3 organization and that gifts to it are deductible for income tax purposes and shall submit a copy of such determination to this United Way.
* The agency shall maintain a representative and responsible governing board or body of at least five (5) individuals with active control over its operations which serves without compensation. This board has members who periodically rotate off the board on a planned basis and meets at least quarterly.
* The organization shall have an appropriate Equal Opportunity Policy along with an implementation plan which shall provide for the selection of board and staff, as well as the delivery of services without discrimination.
* The agency shall use only those methods of securing other income which do not conflict with the United Way’s methods in garnering support.
* The agency shall cooperate with the United Way in the review of the agency's programs, services and budgets. It shall furnish such data as may be required by United Way for such reviews.
* The agency shall make available on request a copy of an auditor's report to be prepared by an independent CPA in accordance with generally accepted auditing standards or a substitute acceptable to United Way.
* At the time of its application for support, the agency shall have a satisfactory plan for meeting any prior indebtedness, and agencies with buildings shall have the property in a good state of repair. The agency should not have ongoing deficits and does have financial plan to ensure continued operations.
* The agency shall have a program which has demonstrated its usefulness and support from the community for, normally, a period of at least two years prior to consideration of the application for support.
* Maintains appropriate insurance coverage.
* Agencies must share with United Way the responsibility of being accountable to the community for the expenditure of United Way funds by systematically collecting and regularly reporting the following in a timely manner:
	+ The organization’s financial status, including operating costs, revenues, and reserves as well as program expenses and revenues
	+ Service demographics and statistics
	+ Participant outcomes for development, education and intervention level programs
	+ Program outcomes for basic needs level programs
	+ Documentation showing its effectiveness and efficiency in providing program activities
* Services must be rendered to all or some part of the area of solicitation of funds for the United Way and shall generally meet a need not filled by an existing agency or agencies and one which cannot appropriately be performed by an existing United Way agency.
* The agency shall cooperate with other agencies in preventing a duplication of effort and in promoting effective service, efficiency and economy of administration.
* The agency shall conduct an intensive year-round program of interpretation and education in cooperation with the United Way; to identify itself in every particular manner as a recipient of United Way support through display of United Way insignia on its property, offices, stationery, publications, and through other procedures which would be mutually beneficial in the promotion of the United Way.
* Agency support shall be considered provisional during the first two years of support. Continuing support shall be subject to evaluation which shall take place prior to confirmation by the United Way.
* Conducts an annual United Way workplace campaign starting with the next campaign following becoming an Community partner/grantee.
* Agency shall sign the **Anti-Terrorism Compliance Statement** and the **Statement of Agreement**.

**Application deadline**

**United Way welcomes Community partner/grantee applications at any time; however, *in order to be eligible to apply for 2020 funding, new Community partner/grantee applications must be received no later than 5:00 p.m. on February 15, 2019*.** Correct and timely completion of applications is the responsibility of applying agencies. The Admissions and Qualification Panel will determine whether applicants meet the standards and to what extent funding will be awarded. If necessary, the panel will request clarification or additional information. The panel will determine whether the application is complete and whether the stated mission of the organization is aligned with the mission of the United Way. The panel can terminate the process at any time or may make a recommendation to the Community Solutions committee and United Way board of directors. Applicants will be notified of the panel’s decisions by the end of November, 2019.

**Community partner/grantee Application**

**This application is to be submitted to United Way by email and 6 hard copies delivered**. The application must be saved as one PDF or DOC format. Please contact Margaret Zeisig at 706-876-1599 or margaret.zeisig@ourunitedway.org to get the latest budget forms for excel which is not in this packet but part of your submission.

**Application assistance**

Correct and timely completion of applications is the responsibility of applying organizations; however, United Way staff will provide technical assistance in completing the application. To arrange for technical assistance, please contact Margaret Zeisig at 706-876-1599 or margaret.zeisig@ourunitedway.org

**United Way of Northwest Georgia**

**Admission Application**

**For 2020**

**Section 1**

**Organizational profile**

*Please create a page with the following contact information included.*

Agency Name:

Agency Address:

City: State: Zip:

Phone: E-Mail:

Chief Professional Officer:

Volunteer Officer:

Additional Site Locations (Please list the name and address for any additional site locations):

**Certification**

The requested amount contained herein was considered and approved for submission by our Board of Directors. The application is complete. All documents appear as outlined in the Certificate of Compliance. By submitting this request for proposal (RFP) and signing below, we certify that the information is true and correct to the best of our knowledge. We understand that submission of this year’s funding request does not guarantee United Way funding at any level or in any consecutive year. We are prepared to describe this program proposal in person or in writing. We also understand that the volunteers assigned to review this funding request may reassign our request to a specific community impact focus area or to the discretionary funding area, if

necessary or appropriate.

|  |  |  |
| --- | --- | --- |
|  |  |  |
| Executive Director Name (Print) |  | Authorized Board Member/Key Volunteer Name (Print) |
|  |  |  |
| Executive Director Signature |  | Board Member Signature |

**Section 2**

**Agency and Programs**

*Maximum three pages, 12 point Arial font, one inch margins*

**I. General agency and program information**

• State your agency mission.

• Describe the geographical area served by your agency, including which of United Way of Northwest Georgia counties, your agency serves.

•Fiscal year

• Total Amount Requested for the agency for calendar year 2020

• Describe the target populations served by the programs operated by your agency.

• Briefly describe the programs operated by your agency, including desired short term and long term outcomes.

**II. Program design and evaluation**

• Program Name:

• Description of the program for which funding is being requested:

• Program Narrative for each program 2 page maximum per program

1. How will this program directly impact the United Way focus areas of Education, Health or Income? Be specific about which focus area and on what problem or opportunity is addressed and any savings or benefits to the community which result from this program. Do not limit your program to one specific focus area if you provide information to justify being included in more than one focus area.
2. Describe the specific services/activities that will be provided by this program. List 2 or 3 major objectives for the program and the measurements for success on the focus area.
3. Describe the target population that will be served by this program. Highlight any relevant characteristics (i.e. gender, age groups, ethnic-racial composition, disability, socio-economic status, and/or income) that further clarify your target group. Discuss the eligibility requirements (if any), and how clients access the service and the number of people this program will serve.
4. Describe the specific human resources (staff & volunteers) that will be used to provide the service. Please specify the number of staff (full-time & part-time) and number of volunteers. On volunteers please also provide the number of hours given.
5. List and briefly describe the formal and informal collaborations this program has or will have with other organizations that impact service delivery.
6. Describe any comparable service and how this program is different.

**Section 3**

**Program Outcomes for each program** 1 page maximum per program

1. Served: # proposed
2. Describe the client
3. # Units of service to be provided
4. % of clients who will benefit from the service by gaining or experiencing \_\_\_\_\_\_.
5. Describe the benefit to the client
6. We know the benefits will occur because \_\_\_\_\_\_\_\_\_\_.
7. We will track these benefits by \_\_\_\_\_\_\_\_\_.

**Section 4**

**Budget Narrative for each program** 1 page maximum per program

1. Amount requested for this program
2. For all revenue line items on the budget form except for line 200, briefly describe where the funds are coming from and how secure the dollars are for the proposed year.
3. For the proposed year, briefly describe Assistance to Individuals (budget form line 1500)
4. Please explain Other Expenditures (budget form line 1800) if more than 5% of program budget or greater than $1,000.
5. What are the major challenges, funding or otherwise, for this program?
6. Our agency maintains an operating reserve Yes No

This reserve could sustain the agency for (# of months) \_\_\_\_\_\_\_\_\_

1. Please provide any additional information you believe would be helpful to the volunteers about the budget.
2. The actual budget forms are in an excel spreadsheet that you should have received with this application. Please complete the spreadsheet as the document has embedded formulas.

**Section 5**

**Success Story**

*Maximum one page, 12 point Arial font, half inch margins*

Provide a narrative example of the benefits received by a client due your program services or activities.

**Section 6**

**Board of Directors Meeting Minutes**

Provide the Board of Directors meeting minutes for the twelve months immediately prior to the month of application.

**Section 7**

**Board of Directors Roster**

Provide a current roster of your agency’s Board of Directors. This roster must include the name of each director, the capacity in which the director serves on your board, contact information for the director (including address, phone number & e-mail), and board appointment duration dates. Please indicate whether the contact information provided is for work or home.

**Section 8**

**Financial Statements**

Provide the board approved financial statements for 6 preceding months. If you provide financial information to your board in a different form, please include a brief explanation of such (in a word document saved in the same folder) along with the financial information you give your board.

**Section 9**

**501-c-3**

Provide the 501-c-3 determination letter from the IRS.

**Section 10**

**IRS form 990**

Provide Part A of your IRS Form 990. Even if you are not required to file a 990, United Way of Northwest Georgia requires that you submit the first page of your 990 each year.

**Section 11**

**Organization By-Laws**

Provide the current agency organizational by-laws.

**Section 12**

**Organizational Chart**

Provide the current agency organizational chart.

**Section 13**

**Policies**

1. Provide your agency’s reserve policy. If your agency does not have a reserve policy, please substitute a word document stating such and include the rationale behind not having one.

2. Provide your agency’s Equal Employment Opportunity policy. If your agency does not have an Equal Employment Opportunity policy, please include the rationale behind not having one.

3. Provide your agency’s policy that addresses regulatory compliance with all applicable local, state and federal laws, ordinances and regulations in the provision of service, selection of board and volunteers, and employment of staff. If your agency does not have such a policy, please substitute a word document stating such and include the rationale behind not having one.

4. Provide your agency’s policy regarding appropriate insurance coverage. If your agency does not have such a policy, please substitute a word document stating such and include the rationale behind not having one.

5. Provide your agency’s policy regarding an annual United Way workplace campaign. If your agency does not have such a policy, please include the rationale behind not having one.

6. Provide a locally developed and adopted code of ethics for volunteers and staff which includes provisions for ethical management, publicity, fundraising practices and full and fair disclosure.

**Section 14**

**Audit**

Provide your most recent audit. If this audit is more than two years old, please include an additional word document stating the reasons your agency is unable to provide a more recent audit, as well as your plans for obtaining one. This section may be submitted as a hard copy, if necessary.

**Section 15**

**Annual Report**

Provide your most recent annual report. If your agency does not have an annual report, please include the rationale behind not having one. This section may be submitted as a hard copy, if necessary.

**Section 16**

**Anti-Terrorism Compliance 2019**

In compliance with the USA PATRIOT ACT and other counterterrorism laws, the United Way of Northwest Georgia requires that each agency certify the following:

“I hereby certify on behalf of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ that all United Way funds and donations will be used in compliance with all applicable anti-terrorism financing and asset control laws, statutes, and executive orders.”

Print Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Title: ­­­­­­­­­­­­­­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Section 17**

**Statement of Agreement**

Between

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Referred to hereinafter as the Agency

and

United Way of Northwest Georgia

Referred to hereinafter as the United Way

This agreement is entered into in the mutual benefits of the parties that (a) the participation of representative citizens in fund raising and budgeting for local agencies is essential; (b) federated fund raising is the most effective way to provide for the financial needs of these agencies; and (c) all parties involved - United Way, Agency and the public - must consider the total needs of the community in the establishment, continued provision and improvement of effective and necessary community services.

In furtherance of these mutual beliefs,

A. Both United Way and Agency Agree

1. To maintain a volunteer governing body which meets at least four times annually and which assumes and fulfills the responsibility of managing the affairs within the scope and spirit of this Agreement.
2. To strive to increase the public’s understanding and appreciation of and participation in health, welfare and character-building services.
3. To consult and work together on matters of common interest in an effort to achieve the best interest of the community as a whole.

B. The Agency Agrees

1. To support and abide by the policies and procedures established by the United Way and the Agencies.
2. To support and assist in the United Way annual fund raising campaign in all appropriate ways.
3. To engage in an effective public relations program in which the objectives, services and accomplishments of the Agency, and United Way support of such services, are adequately publicized; to cooperate with and assist the United Way in its public information programs; and to make use of the United Way logo.

C. Allocation of Funds

1. To submit its proposed budget each year to the United Way - and to cooperate with the Community Solutions committee in accordance with its budget review procedures.
2. To prepare and adopt a balanced budget based upon the approved allocation of funds made to it by the United Way.

D. Accounting

1. To keep complete and accurate books of account and financial records in accordance with the AICPA Standards of Accounting and Financial Reporting, and to make them available to United Way representatives on request.
2. To have a complete certified audit of its financial affairs made each year by an independent certified public accountant and to furnish a copy to the United Way on or before July 1 of the following year or six months after the close of the fiscal year.
3. To furnish to the United Way quarterly financial statements of its activities.

E. Operations of the Agency

1. To maintain generally accepted management practices, and to allow reviews of its operation to determine the cost, efficiency, effectiveness, and relevance of its programs.
2. To adopt an Equal Opportunity Policy.
3. To conducts its operations in accordance with its budget.
4. To carry out the programs of the Agency in such manner as will best meet the needs of the community and will be consistent with high standards of service, efficiency and economy.
5. To cooperate with other agencies to prevent unnecessary duplication of services, and to promote a coordinated program for community services.
6. To maintain a schedule of fees where applicable which reflects the actual cost of services and which take into consideration the ability of an individual to pay a fee.
7. To abide by the Supplemental Fund Raising Policies and to submit for approval by the United Way all proposals for independent fund raising efforts, including program goals, procedures and timetable.
8. To comply with all applicable governmental regulations.
9. To notify the United Way of its intention to participate in any new or expanded services.

F. The United Way Agrees

1. To respect the Agency’s prerogative in determining its own policies and programs within the community.
2. To develop its recommendations for the campaign objectives for the annual fund raising campaign with due regard for the requirements of all participating agencies, fund raising realities and other pertinent considerations, so as to endeavor to raise the maximum amount of funds.
3. To participate fully in the annual fund raising campaign and to use its best efforts to secure the campaign objectives.
4. To provide a reasonable and comprehensive budget and allocation review for the agency.
5. To act as a responsible steward of funds publicly contributed to the United Way by fully informing contributors of the allocation and the use of such funds and to submit all of its financial records to an annual audit by an independent certified accountant.

This Agreement shall remain in force and effect until modified by mutual agreement of the parties or until revoked by either party.

This Agreement may be revoked by either party as of December 31 or any year by such party giving notice to the other party, before April 30 of such year, of its desire to terminate this Agreement. The party to whom notice of termination is given shall have the right to a hearing before the governing board of the other party to request reconsideration of any such revocation.

This Agreement has been read and approved at the meeting of the governing body of this Agency held on \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and by the United Way at its meeting held on \_\_\_\_\_\_\_\_\_\_\_\_\_\_.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 Agency

by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 Chair

by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 President or Executive Director

date \_\_\_\_\_\_\_\_\_\_\_

United Way of Northwest Georgia

by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 Chair

by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 President

date \_\_\_\_\_\_\_\_\_\_\_

**The following information is provided for you and is not part of the application: Pages 9-17.**

*Mission Statement of the United Way Community Solutions Process*

The strategic goal for Community Solutions is to fund services based on results and continuously refine the Community Solutions process from the perspective of donors, volunteers, agency representatives and service recipients.

*Goal:* To support a caring community where people are the best they can be.

Criteria for Measuring Successful Service Agencies

In searching for ways to achieve success, the following forms a structure of questions that should be utilized by all agencies. The following is suggested to be reviewed on a regular basis by each agency’s management and board of directors. Management should be prepared to orally answer these questions during the United Way’s Community Solutions process.

1. What is the mission of your agency?
2. Does your mission support a “caring community where people are the best they can be?” This question can be answered by the following:

 A. Does your mission describe an appropriate problem for the agency to address?

 B. Does your mission describe the specific nature of the problem?

 C. Who experiences the problem and where do they live?

 D. Documentation of the problem.

1. What is a reasonable or reachable target for this service?
2. What are the goals (the effects on the problem) and objectives (effect on the client) set to accomplish you mission? (Are these goals problem-related, attainable, and measurable?)
3. Considering these goals, what are the key success factors needed to best assure your agency/program of achieving the desired outcomes?
4. What resources will be needed to accomplish these goals? How do you determine these needs?
5. What problems do you anticipate as you work to achieve these goals?
6. How do you plan to create a system in advance that will minimize these problems? Who will be accountable for this responsibility?
7. Now that the system is in place, who will be responsible for creating a procedure that will get the maximum benefit from the resources you receive.
8. The program profile page has questions to be answered on each of your major programs to help evaluate the degree to which the programs are achieving stated goals and objectives. In evaluating your results, is there any other information you collect?

Questions Management Should Be Prepared To Answer Orally

*People Resources:*

1. Does your staff have the necessary qualifications and training to deliver the services necessary to achieve your goals and objectives? Describe any staff involvement in training programs.
2. How many people do you need to volunteer to accomplish your mission? Approximately how many volunteers do you presently have serving your agency other than board activity?
3. What sources will you use to stimulate people to become volunteers? Who is responsible for this effort? Who will establish a plan to make this a successful venture in expanding volunteer service?
4. How will you set up measurements and responsibilities to insure that you have the appropriate number of people?
5. Volunteers come and go, sometimes leaving at the most critical times. Who will be responsible for getting replacements? How many “reserves” do you feel you might need?
6. How will the volunteers be trained? Who will be responsible for their initial training? Who and how will you train the “reserves”?
7. What does your board accomplish?

*Financial Resources:*

1. What is the amount of your financial budget? Who is to be responsible for the financial budget goal? What methods will be used to raise these dollars?
2. To accomplish your goals, who is to assume the responsibility for the allocations of these funds?

 How often will these goals be reviewed?

 To whom and how often will they report?

1. If a budget spending problem develops, what system is in place to assure a quick resolution? Who is responsible?
2. What type of cost control is set up to get the maximum benefit out of the services your agency provides? Who will be responsible for setting up this control? How will these persons be measured? To whom will these persons be made accountable? Will there be a regular monthly financial report and who will receive the report?
3. What was your revenue for the past three years from:

 United Way?

 Government Agencies?

 Fund Raising?

 Other?

1. What percentage increase is projected for expenses next year? For that increase, what percentage is United Way being asked to fund? Are these increases due to major capital expenditures? If so, what are these capital expenditures?
2. For the past three years, what were the total administrative costs of the budget and percentages of each year’s budget? What are the projected administrative costs and percentages of next year’s budget?

Some key points for agency boards and management

to consider in developing your plans for success

1. Get as many key people involved in reviewing your mission and vision. After all, it’s their mission and vision too. If these key people feel a part of the planning process, they will buy into the plan more completely and be more committed to making it happen. You will also find that they will come up with some great ideas.
2. Determine the key jobs to make the mission successful. Assign your best people to these key jobs.
3. Clearly communicate who will be responsible for what jobs.
4. Clearly communicate to each person assuming the responsibility for the key jobs what is expected, what the criteria for success will be, and how success will be measured. Set objectives and dates for accomplishments. Some volunteers may be uncomfortable with this change. Help them see that they are important to the success of the mission. Do not allow these valuable people to procrastinate because they are volunteers.
5. Set up regular meeting times for reviewing progress toward your mission, goals, and objectives. As part of the meeting agenda, have each key person report the status of their goals and objectives at these meetings. If he/she is not on target, get a commitment on what plans will be put into place to bring his/her goals “up-to-date.” This step will help to make each person accountable for his/her area of responsibility. If a key person is not on target with his/her goal, you may want to help by providing additional resources on a temporary basis so as to support your part.
6. For those key people who report success with their goal achievements, be sure to give positive recognition loud and frequently. The power of positive reinforcement is critical for success with volunteers and staff members (or anyone else).
7. You have now reviewed your mission, identified the services, and developed the people and financial resources. You have seen the behavior that will help you to achieve success. Now it is very critical that you take time for some type of “celebration” for the volunteers and staff.

**UNITED WAY OF NORTHWEST GEORGIA**

**COMMUNITY SOLUTIONS COMMITTEE CHARTER**

The Committee will obtain the Board of Trustees’ approval of this Charter and review and reassess this Charter annually.

1. **Purpose of Committee:**

The Community Solutions Committee is a standing committee of the Board appointed by the Board to assist in fulfilling the community impact agenda of the organization and our mission to unite people and resources to build stronger communities. The mission of the Committee is to fund services based on results and continuously refine the process from the perspective of donors, volunteers, service providers, and service recipients.

1. **Committee Membership:**

The Committee membership and term is determined by the provisions of the Bylaws of the Corporation. The Committee members personally receive no compensation, fees or other benefits from the Corporation. The Committee Chair will be appointed by the Chairperson of the Board and will serve a one year term which may be extended as appropriate.

1. **Committee Authority and Responsibilities:**

The Committee shall:

1. consider and recommend to the Board of Directors all allocations to Community Partners/Grantees receiving the financial support from the Corporation.
2. be charged with making recommendations to the Board of Directors as to any unmet community needs and to identify Community Partners/Grantees who can best meet these needs in our focus areas of education, basic needs, and health
3. be charged with carrying out the community impact agenda as defined by the strategic plan.
4. track, measure, and report the effectiveness of the impact agenda to the Board.
5. fund services based on results and continuously refine the process from the perspective of donors, volunteers, service providers, and service recipients.
6. ensure the Community Solutions process operates under principles which provide sound fiscal oversight of the Corporation’s partnerships to ensure public trust of donors and potential donors.

**UNITED WAY OF NORTHWEST GEORGIA**

**COMMUNITY SOLUTIONS POLICY AND PROCEDURE**

PHILOSOPHY

The United Way seeks to finance, through one single campaign each year, that portion of a community partner’s budgets which would merit financial support in a community-wide fund-raising drive.

The United Way accepts the responsibility to allocate wisely, fairly, and effectively the funds it raises. The allocation of funds directly affects the community’s attitudes about the United Way, the donors’ confidence in the United Way, and the community partners and or grantees’ relationships with United Way.

In administering the trust imposed by the handling of contributed public funds, the United Way believes that certain basic principles are essential for good operation and community acceptance. Primary among these are sound administration and efficient program management. To achieve these objectives, there must necessarily follow a good budget which translates program plans and efficient management into financial terms.

All parties involved, including the United Way, community partners or grantees, and the contributing public, must recognize that overall community needs transcend the interests of any one organization or individual. It should also be noted that the essential autonomy of each community partner or grantee, its right to manage its own internal affairs, and its responsibility to be concerned with a particular service must be maintained.

The decisions reached during the community solutions process are extremely important, both to the community partner or grantee and to the contributing public. They are based on facts related to needs and services objectively determined. The community partner or grantee expect the panels to give fair and equitable consideration to their problems. The public looks to the United Way citizen review process for assurance that the funds it contributes are being wisely spent. The United Way accepts the responsibility to communicate clearly to each funded agency observations and conclusions which may affect current and/or future funding decisions.

BASIC POLICIES

1. Basic Funding Arrangements of the United Way

Deficit Financing (Unrestricted and/or Program Funding) - Deficit financing is a response to the difference between what an agency identifies as its operating expenditures for a given period and what it perceives it can raise on its own to support those expenditures.

 Program funding involves the financing of a particular program of an organization. In this instance, the United Way only funds the difference between the program income and the anticipated program expenses. Deficit financing thus assumes a “full disclosure” budget with some assessment of how firm the agency’s estimates of its self-generated income are, based upon its track record in prior years. Deficit financing also assumes that support for a given program in a given year is based on need for that support and not merely an automatic increment. The method tends to encourage an agency to diversify its funding sources, since it knows that one part of the United Way’s review will consider the agency’s success in developing its own resources. Thus, the United Way can satisfy itself that its limited dollars will have a maximum effect rather than becoming an agency’s sole subsidy.

Purchase of Service - In purchase of service funding arrangements, the United Way purchases a predetermined number of units of service from a provider organization. The United Way and the provider organization agree in advance on a unit price to be “paid” for each unit as well as on the number of units to be provided. The United Way dollar “allocation” is the result of the numbers of units to be purchased multiplied by the unit price. If, during the year, the number of units provided is less than the initial estimate, the United Way would decrease its allocation.

1. Agency Autonomy - The essential autonomy of each individual agency and the responsibility of its Board of Directors for details of management, both program and financial, should be accepted as a basic policy in the relationship between the United Way and an agency.
2. Unauthorized Expenditures or Commitment - The United Way should not assume responsibility for financing programs or other commitments made by an agency without previous authorization form the United Way.
3. Operating Deficits - The United Way should not assume responsibility for unauthorized deficits for any member agency. As soon as an agency finds it cannot operate within the approved budget, this information should be brought to the immediate attention of the United Way Executive Committee.
4. New Fields of Work - No agency should expand its physical facilities or undertake substantial expansions of service within the community which would result in an increase in its operating budget request of the United Way except with mutual understanding with the United Way Executive Committee. Requests for approval of such planned expansions should be submitted to the Community solutions Committee as part of its allocation request for study and recommendation.
5. Special Campaigns - No agency shall conduct any separate, original or supplementary campaign in the United Way solicitation area for operating funds or capital funds, or separately solicit funds of any kind without prior written approval of the United Way.
6. Supplemental Fund Raising - Community partner or grantee shall have the right to conduct supplemental fund raising in accordance with the Supplemental Fund Raising Policies.
7. Community partner or grantee Should Develop Operating Revenue - Community partner or grantee should be expected both to realize and utilize to the fullest extent all possible operating income that might be secured through the agency’s normal program of activities; for example, fees for service, non-designated contributions, membership fees, grants, etc.

Community partner or grantee should be encouraged to establish realistic dues and fee policies which are feasible from the standpoint of the agency’s program objectives and which will help supplement the agency’s income to the fullest extent possible. In general, the fee policies should make sure that no one is deprived of service because of inability to pay, but those who can afford to do so will pay full or part cost of the service depending on financial ability to pay. Full realization of potential income from those who can afford to pay permits the use of contributed funds to provide maximum service for those unable to pay.

Reserves - United Way recognized that it is beneficial to community partner or grantee to accumulate and

hold a reasonable amount of cash as a reserve to be used in the event of unexpected reductions in income, increases in expense of existing programs, or opportunities to expand program services. An operational reserve may be retained by the agency up to the amount of three months’ operating budget unless legally mandated requirements are different. Board designated reserves will be viewed as operating reserve and included in reviewing an agency’s operating funds.

1. Endowment Funds and Income from Investments - a) Community partner or grantee are encouraged to accept and solicit gifts, devises and bequests for their endowment or permanent fund. The amount of such corpus gifts should not be deducted from the agency’s annual United Way allocation, but a report of such funds should be made available to the United Way annually. b) All interest or earnings from invested funds should be credited to the operating income of the agency unless such income is ear-marked by the donor for a specific purpose.
2. Unsolicited Restricted and Unrestricted Gifts - Such gifts may be restricted for a special purpose or may be given without restrictions as to use. The Board of the agency is responsible for the management of such contributions within the following policies: a) Restricted gifts and legacies should be used for the purpose indicated by the donor and accounted for in the reports to United Way. When, however, substantial amounts are involved with gifts for special operating purposes which will affect future United Way budget requests, there should be discussion with the United Way concerning plans for the use of the contribution. b) Unrestricted gifts, in general, should be applied to the current operating budget. When the gift represents a substantial amount which could effect the need of the agency for its total United Way allocation, or when the agency plans to use the gift for a special need outside of the operating budget, the Board of the agency should clearly outline to the United Way the planned use of the contribution.

The intent of these policies regarding unsolicited gifts to community partner or grantee is to allow a maximum of freedom to both donors and community partner or grantee in the use of such gifts for the general welfare of the community.

1. Matters Affecting Personnel and Job Classification - The agency Board has primary responsibility for determining individual salary rates. A detailed schedule of salaries proposed for all employed personnel should accompany the budget request.
2. Allocations for Repairs, Improvements and Replacements - It is the desire of the United Way that the properties of all its community partner or grantee be maintained in a reasonably sound condition. Community partner or grantee should request all items of ordinary repairs, improvements, replacements, and annual maintenance in their annual budgets and submit costs and description of such items as the committee may request.

Community partner or grantee are encouraged to utilize in-kind and own resources to make repairs before applying for emergency funds from United Way in cases of major repairs.

Special capital improvements projects of physical properties not included in the approved budget for repairs,

improvements or replacement should have United Way approval before any commitments are made. The

United Way assumes no obligation for any major increase in budgetary allocations requested by the agency

as a result of such capital improvements.

1. Interest and Indebtedness - No indebtedness which either directly or indirectly results in a request for an increase of the United Way budgetary allocation shall be incurred by any agency without prior approval of the United Way. For special projects, the United Way may approve and agency’s incurring indebtedness and, when approved by United Way, interest and repayment may be included in the annual approved budget of the agency.
2. Financial Reports - Each agency should account quarterly to the United Way on all monies received and expended by the agency on forms presented by or acceptable to the United Way.
3. Audit - The United Way shall receive an annual financial statement of the books of each local agency which has been prepared by a Certified Public Accountant, showing all income, disbursements and other funds in reasonable detail.
4. United Way Campaign Designations - Contributors to the United Way may designate gifts to specific community partner or grantee. Lists of contributors designating all or part of their gifts to particular community partner or grantee will be sent by the United Way to each agency, so that an appropriate acknowledgment may be sent to the contributor by the agency. Such designations will be a part of the agency’s approved United Way allocation and not in addition thereto.
5. Financial Payments to Community partner or grantee - Financial payments made by United Way will be on a monthly basis in a calendar year unless a different request is made by either party.
6. Termination of Membership by Agency - A partner may withdraw from membership by written notice to the Board of Directors, provided such notice is received by the Board of Directors by April 1 of any year. The Community solutions Committee may recommend to the Board of Directors termination of membership of any participating agency in the United Way following a review and study of the agency by the committee.

COMMUNITY SOLUTIONS COMMITTEE: ORGANIZATION & RESPONSIBILITIES

The specific responsibilities of the Community solutions Committee are stated in the By-laws of the United Way of Northwest Georgia. Generally, the Community solutions Committee shall review the funding request of member community partner or grantee and make recommendations to the Board of Directors for distribution of United Way funds to member community partner or grantee for the following year. The focus of this committee is to assure the most effective use of United Way funds to meet the community’s human service needs. To do this, the Community solutions Committee shall meet with member community partner or grantee to further define and/or clarify their need for funds.

In order to fulfill the responsibilities outlined above, the following structure is utilized:

1. Chairman, Community solutions Committee - A board member of the United Way of Northwest Georgia is voted on by the Board of Directors to lead the Community solutions Committee. The chairman then appoints members of the Community solutions Committee to serve as panel chairpersons. The chairman for Community solutions:
2. Coordinates activities of all panels, assuring the timely completion of all tasks;
3. Reports progress of the committee to the Board of Directors and the Executive Committee;
4. Presides over meetings of the Community solutions Committee;
5. Meets with the chairperson of each panel to review its findings and to receive the allocations recommendations for each agency assigned to that panel; and
6. Prepares and presents the committee’s allocations recommendations to the Board of Directors for consideration, modification and approval.
7. Panel Chairperson - Each panel chairperson appoint not less than six (6) panel members from the community to serve as his panel, none of whom shall be members of the Board of Directors of a partnerbeing reviewed by that panel. Each panel is responsible for reviewing the programs and funding requests of member community partner or grantee assigned to the respective panel and for making recommendations on the distribution of United Way funds to these community partner or grantee. Each panel will be responsible for reviewing no fewer than two (2) community partner or grantee. Each panel chairperson:
8. Prepares a timetable for visits to community partner or grantee assigned to his panel;
9. Coordinates the activities of the entire panel, assuring appropriate meetings are held and reports submitted within the allotted time frame;
10. Reports progress of the panel to the chairperson on the Community solutions Committee;
11. Designates at least one (1) person who shall act as a liaison for each partner assigned;
12. Prepares a brief written report on each agency reviewed, stating the recommendations and rationale as to the proposed distributions of funds;
13. Meets with the chairman of Community solutions to review findings and recommendations; and
14. Assists the Chairman of Community solutions by performing duties assigned.
15. Panels - The members of each panel:
16. Visit the member community partner or grantee assigned to them;
17. Talk with partner boards, staff and recipients;
18. Attend agency board meetings when possible;
19. Learn the programs and financial requirements of the member community partner or grantee assigned to them;
20. Receive and review the budgets of the member community partner or grantee assigned to them;
21. Discuss financial matters with member community partner or grantee assigned to them; and
22. Provide information for the panel’s final written report.

PROCEDURES FOR ANNUAL BUDGET REVIEW

1. Distribution of Program Report Forms - By March 1 of each year, a program report form will be mailed out to United Way member community partner or grantee, allowing ample time for the agency to prepare and submit its proposals for the following year.
2. Submission of Proposed Budget and Service Report Forms - The agency shall submit its request, usually not later than August 1. The budget shall be considered and approved by a quorum of the Board of Directors of the agency and be signed by its Chairman of the Board and Executive Director before submission.
3. Service/Program Review - Between April and June, each panel will meet with agency representatives for the purpose of reviewing all aspects of the agency’s programs and administration. The panel, in its review, shall consider community need and future program plans.
4. Budget Conferences - During September, panels will conduct budget conferences. Each agency’s presentation should be directed toward giving the committee a clear understanding of the agency’s request so that the committee’s recommendation may be made with full understanding of the agency’s complete program of services and budgetary needs.
5. Panel Reports - Each panel will make a written report about the program and services the agency provides the community and orally report to full committee any concerns.
6. Panel Chairmen’s Conference - After each panel has made preliminary allocations, the panel chairmen will convene to distribute the allotment which the Community solutions Committee received from the United Way Financial Committee.
7. Panel Meetings - After the panel chairmen allocate funds per panel, each panel will make final recommendations of agency allocations and any related requirements, stipulations or conditions.
8. Final Recommendations - The full Community solutions Committee will formally review, amend, approve, or reject the panels’ recommendations, including any related requirements, stipulations, or conditions.
9. Allocations Approval - The Chairman of Community solutions will present the recommendations to the Executive Committee and the Board of Directors.
10. Notification of Community partner or grantee of Approved Allocations - When notifying the agency of its approved allocation, the United Way shall explain as fully as possible to the agency any changes in the agency’s budget request which have been recommended by the Community solutions Committee and approved by the United Way Board. Following such notification, the agency may submit a revised budget which is consistent with the total United Way allocation and the total expense and income budgets, and which reflects the agency’s judgment as to where the adjustments should be made. If the agency’s revisions differ sharply with the committee’s judgment and the plan for services to be provided is essentially different, further budget conferences shall be held between the agency and the United Way.
11. Appeals From Decisions of the Board of Directors - Any partner which is dissatisfied with the final allocations shall have the right to appeal to the United Way Executive Committee within 10 days after receipt of final allocation.
12. Balance at Close of Year - If, at the close of the United Way fiscal year on December 31, any agency shall not have requested its total approved allotment from the United Way because of decreased expenditures or increased self-income, the balance of its allotment in the United Way account shall be transferred to the general fund of the United Way and be available for re-appropriation by the United Way Board of Directors.

Unexpended operating funds upon the books of the agency at the close of the fiscal year, December 31st, as indicated in the agency’s January financial report to the United Way, shall be charged against the United Way allotment for the agency for the next succeeding year, or the agency may issue a check to the United Way for this amount and thus keep their allocations for the coming year intact.

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