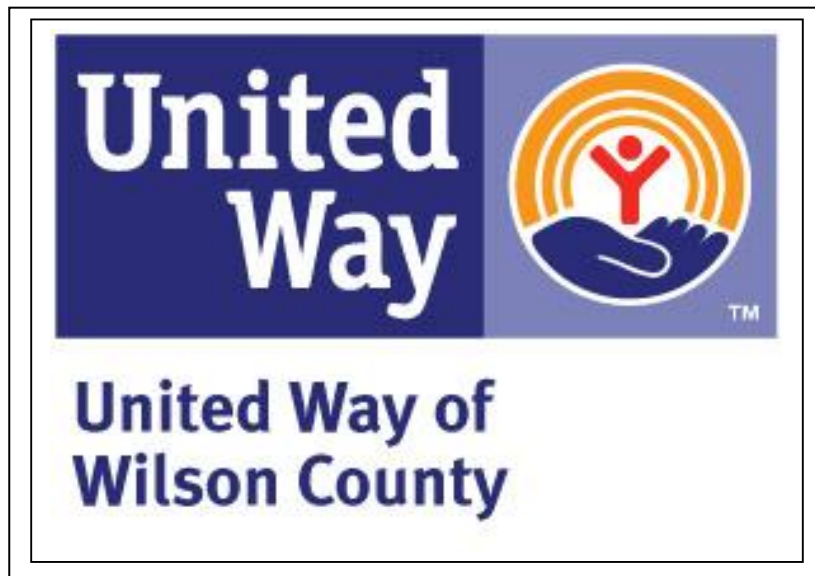


# Community Impact Allocations & Admissions Procedures



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## **Foreword**

Each United Way of Wilson County, Inc. funded program is but a part of a total network focused on meeting the needs in our community with measurable positive outcomes in the areas of income, education, and health. The United Way of Wilson County, Inc. has a responsibility to consider agencies and their programs as a whole when allocating funds.

Approval of budget allocations carries with it approval of the program in which the budgets are based. If there comes a time when the program budget is recognized as no longer representing an attainable or advisable program, it should be revised and submitted to the United Way of Wilson County, Inc.

These procedures have been prepared to provide information about the responsibilities between United Way and its partner agencies.

# Responsibilities of United Way and Partner/Member Organizations

## *Dual Responsibilities*

Partner/Member Agencies and the United Way have a dual responsibility: to raise funds and program awareness for human services in Wilson County. Each will positively promote the work of the other and be an advocate for strong collaborations between the agencies.

Agencies with a budget in excess of \$50,000 and the United Way of Wilson County, Inc. must be audited annually by independent certified public accountants retained and paid for by each agency. A copy of the partner/member agency Annual Audit shall be furnished to the United Way of Wilson County, Inc. annually during the allocation process.

## *United Way*

United Way agrees to allocate funds to agencies/programs. (**Allocation period is subject to change based on Campaign closure and may be adjusted on a quarterly basis**). United Way of Wilson County, allocations are based on a United Way balanced budget which covers estimates of income and expenditures as approved by the United Way Board of Directors.

## *United Way Member/Partner Agencies*

Each United Way member/partner agency shall present a budget through the United Way's Community Impact Process (aka Budgets & Allocations) prior to the date specified by the Community Impact Committee. The application for funding is based on the agency's budget determining the financial needs of the agency/program for the upcoming year. **Agencies should self reduce requests for funding from the United Way when Campaign shortfalls are predicted.** (Requests for increased funding or flat requests are not allowed during a reduced campaign year without prior approval from the Community Impact Committee.)

## About The Community Impact Committee

The Community Impact Committee of the United Way of Wilson County, Inc. will consist of a minimum of 10 diverse community volunteers and a chair. The volunteers represent Wilson County and are selected by the Committee Chair.

Specific duties and requirements of the Community Impact Committee include the following:

- The Community Impact Committee convenes annually in order to give consideration to the requests for funding of the participating agencies/programs for the coming year.
- ***Committee members must not serve on any boards or committees of current United Way Member/Partner Agencies, and must not have a spouse/family member on any member agency's board or employed by an agency that may cause conflict of interest.***
- The Community Impact Committee makes recommendations to the United Way's Board of Directors concerning the respective amounts to be allotted annually to each participating member agency. These recommendations include designated funds.
- The Community Impact Committee works with the United Way Executive Director to inform the United Way Board of Directors of any inter-agency or intra-agency problems of which they should have knowledge, and makes recommendations for possible solutions.

# Budget Procedure

A date will be set each year by the Community Impact Committee and communicated through the United Way. **The United Way will share campaign predictions with the agencies prior to the application deadline so requests for funding can align with the Campaign forecast.**

- Applications will be available via on-line format for agencies to create their request for funding.
- The Member/Partner agency's Board of Directors must formally approve agency funding requests before the application is submitted to United Way. The agency must be sure to share the United Way Campaign predictions with their finance committee and board of directors to better prepare them for any necessary agency budget reductions or income solutions. **An adequate reduction of requested funds during a campaign shortfall is important. A flat request or requests for increases during a year of reduced Campaign Funds are not permitted.**
- Each member/partner agency will have an opportunity to make a presentation to the Community Impact Committee. Agency representatives are asked to abide by the following guidelines and can only go over their schedule time frame with approval from the committee chair:
  - ***Presentation Format 5 minutes Clearly explain the programs that the United Way allocation will help to fund and highlight success stories from the past year. 5 minutes to explain how the requested funds will be used. Funding decisions weigh heavily on the well communicated measurable impact of the program. 5 minutes - question and answer session between the agency representative(s) and the committee.***
- Sufficient background material to convey an understanding of the agency's program is essential in the presentation to the Community Impact Committee. Funding decisions are based on a clear description of services provided, success rate and program impact.
- Participating agencies operating in areas that include multiple counties must only include Wilson County data.

## ***Current Practices***

The following are current practices with respect to the Community Impact Committee

- Each budget is studied by the Community Impact Committee in detail together with other pertinent data prepared by the agency.
- Agency presentations for requesting funds are scheduled by the United Way of Wilson County, Inc. The Community Impact Committee will listen to presentations and may request clarification on specific program or budget items. The Community Impact Committee depends on the agency representative to provide answers.
- Allocations are under review as soon as each agency has made their formal presentation to the Community Impact Committee. (The United Way staff will not vote or lead the allocation process.) The committee must agree by majority vote on the allocations for each member/partner agency, the Chair will present the allocations as recommendations to the United Way Board of Directors during the next board meeting or via a special called meeting.

*continued...*

***Current Practices*** continued

The following are current practices with respect to the Community Impact Committee

- Agencies will be notified in writing in approximately 14 days after the United Way Board of Directors approves the recommendations from the Community Impact Committee. Allocations may be appealed by participating agencies to the Board of Directors of United Way of Wilson County, Inc. (see page 7).

An agency's allocation is considered to be a maximum allowance and already includes designations from individuals made during the campaign. **If it is determined, by the Community Impact Committee, that for any reason, including, but not limited to, unprofessional/disrespectful behavior, mismanagement, misappropriation, significant program participant reduction or cancellation of agency programs, that allocations are no longer appropriate, the United Way of Wilson County, Inc. reserves the right to cancel or adjust funding. Canceled funding will lead to removal as a Partner/Member Agency.**

***Regular Reports and Allocation Payments***

To facilitate the Committee's quarterly review of current operations, each member agency must submit itemized quarterly reports, including a profit and loss statement, a story of program success/impact and a photo highlighting an agency program. The financial reports should be accompanied by written explanations of any items substantially at variance with the agency's budget. The quarterly reports should be submitted to the United Way office by January 15, April 15, July 15, and October 15. Allocation payments are made on or about the fifteenth of January, April, July and October. United Way may advance allocation payments to an agency to meet unusual expenses and will hold allocation payments from an agency when quarterly reports have been submitted.

***United Way of Wilson County, Inc.***

The United Way of Wilson County will use quarterly report information to share the work of the agencies through social media, impact reporting and other ways where highlighting agency programs helps to share the United Way and Agency story.

# Policies

## ***Reserve Funds***

Agencies will be allowed an operating reserve of up to nine months. In addition, a capital reserve fund may be maintained upon United Way of Wilson County, Inc. approval.

## ***Capital Assets***

Endowments, bequests, real estate, personal property, trusts, and permanent funds remain the property of participating agencies, and they may add to them other gifts and bequests. Should endowments, bequests, real estate, personal property, trust, and permanent funds produce income and:

- If such income be designated for a specific purpose by the terms of an endowment, bequests or other governing document, the income produced by such properties will be set up in a separate fund and be used for said specified purpose, when it will be included in the budget as income and balanced out by the corresponding expenditures.
- If such general income not be so designated, it shall be considered as an item of general income in the current budget.

## ***Endowment Funds***

All additions to endowment or capital funds are to be reported annually as part of the audited financial statement and budget process.



# Appeals Process for Member/Partner Agencies

Because each member /partner agency of United Way has the right to appeal an allocation recommendation made by the Community Impact Committee, the following procedures will be followed during the recommendation process.

1. Community Impact Committee meets to hear agency presentations and reviews applications for funding so they can make recommended allocations for member agencies.
2. Committee presents the recommendation to the United Way Board of Directors during the next scheduled Board Meeting or by a special called meeting. The Committee Chair and other committee members discuss each agency request and ask for recommendation approval. The Committee Chair must inform the United Way Board of Directors of any inter-agency or intra-agency problems of which they should have knowledge, and makes recommendations for possible solutions.
3. Agencies are notified in writing by email of the dollar amount that has been approved by the United Way Board of Directors approximately 14 days after the board approval.
4. Below are the instructions below for the appeals process:
  - a. Requests for appeal must be in writing, addressed to the United Way of Wilson County, Allocations Chair, and the United Way Board President and sent via email to the United Way Executive Director no more than 14 days following the allocation notification date made to the Member/Partner agency by the United Way of Wilson County, Inc.
  - b. The letter must outline all aspects of the reasoning prompting the request. **The request will then be reviewed by an Appeal Review Committee** (consisting of four Community Impact Committee Members & the United Way's Executive Committee).
  - c. Agencies contemplating an appeal should bear in mind that the judgment of the Community Impact Committee will be respected unless it is clearly apparent that there was an error or misunderstanding in the evaluation of the allocation request. **The fact that an agency wishes to reemphasize points already made to the Committee, or simply believes their allocation should be higher is not a valid basis for an appeal.**
  - d. If the Appeal Review Committee approves the appeal for consideration, the appeal will then be placed on the agenda of the next Board of Directors meeting. The agency will be invited to send representatives to answer questions and clarify points already presented in writing.
5. The United Way Board of Directors will decide the final allocation amount for each appealing agency.

# United Way of Wilson County Supplemental Fund Raising Policy

The United Way of Wilson County, Inc. is committed to the integrity of a single community-wide campaign. However, economic reality indicates that the United Way's ability to satisfy the total financial needs of its member agencies is limited. Self-support is encouraged by United Way of Wilson County, Inc. United Way of Wilson County Inc. should not be the majority financial supporter of your budget.

Additional financial support is governed by the following guidelines:

When planning fund raising activities, agencies should consider several factors, including the impact on their current activities, those of other agencies in the community, and the ability of United Way to successfully and optimally conduct its annual campaign. Visit "Explore Wilson" on their website to see a schedule of community events.

**All fund raising activities** of member agencies **must be approved in advance** by the United Way Budgets and Allocations Committee. Permission will be based on the principle that the primary focus is on preserving the integrity and effectiveness of the United Way Campaign.

**Fund Raising Activities Generally Acceptable Without Prior Approval of the Finance Committee**  
*Agencies are encouraged to use, to the fullest extent, the following funding sources;*

Program Service Fees - Fees related to participating in agency programs and services.

Establishment of appropriate fees are within the province of the agency's Board of Directors.

Rental Fees - Fees for the use of agency facilities are appropriate sources of agency revenue.

Purchase of Service Contracts - Reimbursements from private and public agencies for services rendered on a contractual basis.

Out of Area Contributions - Agencies rendering significant services outside the United Way of Wilson County area are expected to develop appropriate amounts of contribution support from such areas.

Community-wide Events (i.e. The NC Whirligig Festival, The Farmer's Market and other community events) – Agencies are permitted to sell goods at such events (i.e. hotdogs, drinks, popcorn, crafts, etc.). Civic Club/Church – Requests for funds from civic clubs or churches are permitted year round, provided they are not soliciting funds from the general public in the agencies name. Contributed Equipment, Materials, or Services - In-kind gifts are permitted which do not diminish the support of the annual United Way Campaign

Private and Government Grants - Many nonprofit foundations and government agencies offer grants for services and should be explored to the fullest extent. Forfeiting the opportunity to apply for outside grants does not qualify as a reason to request more funding from the United Way nor does the loss of funding from a private or governmental grant.

Investment Income - All monies should be in interest earning investments whenever possible.

Memorials and Bequests

National Disaster Relief Appeals

## **Supplemental Campaign Marketing**

**All materials or promotional items for any supplemental fund raising activity must identify the agency as a partner/member of the United Way.** This is to promote understanding by the contributor that the appeal has been sanctioned by the United Way.

## **Unacceptable Fund Raising Activities**

Direct Solicitations - Except for the specific activities listed above, it is not appropriate for affiliated agencies to engage in any direct solicitation of contributions and/or designations for operating or current program purposes from the community at large, including telephone, social media, radio, door to door, published, or direct-mail solicitations.

Solicitation at Workplace - The concept of a single contribution at work is the United Way philosophy. Direct soliciting of workers at their workplace or for payroll deduction is not permitted.

## **Capital Fund Drives**

Agencies may be permitted to conduct a capital fund drive for the purpose of obtaining a new building, major improvements to existing buildings or other major expenditures such as automobiles, trucks, vans or expensive office equipment. Capital Fund Drives are subject to the guidelines below:

- All requests must be in writing and submitted to the United Way Finance Committee at least 90 days before solicitation is to begin. Requests will include estimated costs for maintaining the facility or vehicle, and all data used to research the proposed purchase, to include alternative locations or discounted merchandise.
- The request must be approved in writing by the United Way Finance Committee.
- No door-to-door, direct mail or telephone solicitations to the community-at-large will be permitted.

**Failure to adhere to these guidelines will be addressed by the Community Impact Committee and the Executive Committee.**

# United Way of Wilson County Admission Guidelines

1. The applying agency must be incorporated, not-for-profit, and have an IRS tax exempt letter. United Way must verify compliance with the state's charitable regulations, must receive a copy of an IRS tax exempt letter or 501(c)(3) status and the agency bylaws.
2. The agency must offer human service programs.
3. The agency must provide a community service based on documented need. Services should be clearly defined, their impact documented, and targeted to a population or locale not presently served by existing programs.
4. The agency must be nondiscriminatory in programs, services, staffing, and volunteer development.
5. The agency must have an active, rotating, volunteer leadership that represents the diverse elements of the community and meets at least quarterly. Members of the volunteer structure should not receive financial remuneration from the programs or services they oversee.
6. The agency should have sound financial and program management. The organization must provide a copy of its annual audit using an independent certified public accountant or accounting firm.

## **The procedure for seeking membership as a United Way agency is as follows:**

- The United Way Board of Directors will make the decision to open or close the application process for accepting new agencies. Unless posted "open" on the United Way website, consider the application process closed.
- If there is an open application process, the new agency must enter as a Designation-Only Agency for at least three Campaign cycles and receive at least \$5,000 in designations in the most recent campaign. The process will begin prior to April 1 to be considered as a Designation-Only Agency. Partner/ Member Agencies will be approved prior to the beginning of the new Campaign when there is an open application process.

## Grant Requests from Non-Member Agencies

Requests for funding from nonmember agencies will be accepted and reviewed by the Community Impact Chair and the United Way of Wilson County Executive Committee. At the time of the request, the agency must submit full documentation to define the need for which the request is being made. This should include records of past financial experience and future funding expectations. In making a determination on grant requests, the committee must be mindful of the allocations made to member agencies, particularly if the grant request is greater than the least amount allocated to any member agency.

Reoccurring grants are approved by the Executive Committee and made as a recommendation to the United Way Board of Directors.

Grants are not allowed for events. The request must be for 501(c)(3) nonprofits providing human service programs in Wilson County in the focus areas of INCOME - EDUCATION - HEALTH for three or more years in an amount less than the lowest amount allocated to a current United Way Partner/Member Agency.

# Membership Agreement United Way of Wilson County

This Membership Agreement is made and entered into this \_\_\_\_ day of \_\_April\_\_\_\_\_,  
20\_\_\_\_, by and between United Way of Wilson County, Inc., and  
\_\_\_\_\_.

The above organizations agree to follow the policies described in the Community Impact  
Allocations & Admissions Procedures Manual.

## United Way of Wilson County, Inc.

Executive Director \_\_\_\_\_ Date \_\_\_\_ / \_\_\_\_ / \_\_\_\_

Community Impact Chair \_\_\_\_\_ Date \_\_\_\_ / \_\_\_\_ / \_\_\_\_

Agency Director \_\_\_\_\_ Date \_\_\_\_ / \_\_\_\_ / \_\_\_\_

Agency Board Chair \_\_\_\_\_ Date \_\_\_\_ / \_\_\_\_ / \_\_\_\_