



# **POLICY MANUAL for Partner Agencies**

## **INTRODUCTION**

United Way of St. Charles and its Partner Agencies have an obligation to manage their committed resources as effectively and efficiently as possible. In order to achieve the optimum good with these resources, there must be a clear understanding and mutual acceptance of the role that each organization plays in meeting the human service needs of the community.

These policies and procedures describe the philosophical and functional aspects of UWSC fund distribution. They are also a statement of the standards of accountability and relationships between United Way of St. Charles and its Partner Agencies.

United Way of St. Charles acknowledges and respects the autonomy of each participating organization; however, Partner Agencies are expected to comply with such uniform policies, standards and requirements as may be determined by the United Way of St. Charles Board of Directors.

United Way of St. Charles activities are focused on the community as a whole by providing financial and other support to agencies meeting community health and social service needs.

Policies and procedures described herein apply to all agencies and programs funded by United Way of St. Charles.

## **I. MISSION AND PURPOSES OF UNITED WAY OF ST. CHARLES**

The mission of United Way of St. Charles is: To lead and unite the community in providing a program of health and human services that is comprehensive, efficient and effective.

The purposes for which this organization was formed are:

1. To assess the need for human service programs, to seek solutions to human problems, to assist in the development of new human service programs, or the expansion or modification of existing human service programs, to promote preventive activities, and to foster cooperation among local, state and national agencies serving the community.
2. To develop as fully as possible the financial resources needed to meet the human service needs of the community and reduce the number of appeals for financial support for services.
3. To muster community support and commitment for United Way of St. Charles through a systematic communications program which both speaks to and listens to the community.

4. To manage United Way of St. Charles operations effectively and to offer assistance to agencies wishing to improve their management skills.

## **II. OUR CORE VALUES**

**Commitment:** We lead by setting the standard in leveraging resources to provide solutions for community needs.

**Opportunity:** We build a culture of caring and develop broad based volunteer involvement to achieve our mission and vision.

**Inclusiveness:** We treat people with dignity and respect. We promote the richness of our differences and value diverse perspectives.

**Openness:** We serve our stakeholders with the highest standards of integrity, performance, and accountability. Our organization's activities will always remain transparent and open to review by our contributors, clients and community members.

## **III. THE FUND DISTRIBUTION PROCESS**

### **A. Purpose and Priorities**

The purpose of the fund distribution process is to allocate the net proceeds of the annual United Way of St. Charles campaign to maximize the resources available to agencies addressing the health, welfare and social service needs in St. Charles Parish. Priority will be given to the following areas of Community Impact:

- Promoting health, wellness & independence
- Strengthening the community & supporting families
- Assisting with basic & emergency needs
- Helping kids succeed

### **B. The Community Investment Committee**

The Community Investment Committee, with the assistance of the community review teams, is responsible for reviewing all requests during the annual fund distribution process. The Community Investment Committee shall consist of Board members and non-members representing a cross sector of the community. The Executive Director

and Director of Community Impact will be *ex officio* and non-voting members. The Chairman of the Community Investment Committee is appointed by the United Way of St. Charles Board of Directors. All actions of this committee are subject to approval by the Board of Directors.

The Community Investment Committee shall:

1. Organize and operate a systematic program of disbursing funds raised in the annual United Way of St. Charles Campaign.
2. Evaluate agency budget requests in terms of community needs, analyze and evaluate the cost of programs, and devise and improve methods of evaluating program effectiveness.
3. Recommend to the United Way of St. Charles Board of Directors proposed funding levels of prospective funded agencies or services.
4. Serve throughout the year, as needed, for the purpose of reviewing reports provided by the agencies, considering grant requests, and for evaluating and revising the fund distribution policies and procedures of the Community Investment Committee.

### **C. Community Review Teams**

Volunteer members of the community, in partnership with the United Way of St. Charles Community Investment Committee, review selected agencies as part of the annual funding process. At the discretion of the committee, a select number of agencies are chosen each year for a more thorough review by a Community Review Team. However, each agency does receive a document review. Teams of three or more reviewers are each assigned to review two to three agencies. The Community Review Teams conduct site visits and meet with agency representatives, who describe directly to the reviewing team that agency's funding needs and other concerns. The Community Review Teams use the United Way of St. Charles's Community Investment program format to assist in their evaluation and review. Community Review Teams determine a funding recommendation and report directly to the Community Investment Committee. It is through this review team that the Community Investment Committee receives an update of an agency's programs, services, financial structure, and needs, upon which appropriate recommendations are made to the United Way of St. Charles' Board of Directors.

The Community Review Teams shall:

1. Assist in evaluating an agency or program by reviewing materials received.
2. Meet with agency representatives for the consideration of programs and budgets.
3. Report to the Community Investment Committee their findings and concerns and

make a funding recommendation.

#### **D. The Agency Review Process**

All agencies requesting funding will submit a completed funding application for a particular funding year in February preceding the beginning of the funding year. The agency is responsible for providing all required documentation and information as outlined on the application form and for supplementing the packet with brochures, newsletters, newspaper articles, or other items it deems helpful.

Community Review Teams will schedule a site visit with appropriate agency volunteers and staff representatives. Following the agency review, the teams will present their findings, concerns, and funding recommendations to the Community Investment Committee.

The Community Investment Committee will then present its recommendations to the United Way of St. Charles Board of Directors for final approval. Agencies will be subsequently notified of the amount of their respective investment and any required contingency actions.

#### **E. Right of Appeal**

Each agency has a right to appeal its decision. All appeals will include a full review of the agency's annual funding request, which may result in an increase or decrease of the appealed proposed investment. This appeal policy is applicable for Partner Agencies only. Grant recipient agencies or prospective agencies have no right of appeal. In the formal appeal process:

1. All appeals must be in writing and made within ten (10) calendar days of receipt of official notification.
2. Written appeal must be sent to the United Way of St. Charles Executive Director or Director of Community Impact who will notify the Community Investment Committee in a timely manner.
3. The agency may be asked to present its appeal to members of the Community Investment Committee at a place, time and date determined by the Community Investment Committee.
4. The complete appeal will be evaluated by the Community Investment Committee and a final fund distribution recommendation will be presented to the United Way of St. Charles Board of Directors.

## **F. Suggested Fund Distribution Timeline**

- January – Community Investment applications submitted to UWSC
- February – Submit applications to financial institution review
- March – Staff reviews applications
- March – Board of Directors approves the amount of available funding
- April – Select agencies to be targeted for review by Community Review Teams
- April – Community Review Team meeting, assignments, and training
- May – Presentation of findings to Community Investment Committee
- June – Community Investment Committee votes on finding of Community Reviewer Teams & approves recommendation of final allocation decision
- June – Recommendation of funding decision to Board of Directors

Agencies will receive six payments per year beginning on July 1. Exceptions may be made to this schedule based upon agency needs.

## **G. Methods of Funding**

United Way of St. Charles believes that the method of funding health and human service organizations should be flexible to best meet the financial needs of the agencies and to maximize the impact of United Way of St. Charles funding. Therefore, any one or a combination of the following methods may be utilized.

1. Program Funding - supporting in whole or in part one or more agency programs
2. Core Support Funding - supporting in whole or in part an agency's management and general expenses, along with or in addition to program expenses
3. Special Grant - grants to new innovative associations, collaborations, organizations or programs, or grants for emergency or supplementary funding, usually on a one-time basis with no commitment for continued support. No special grant may be awarded for more than three consecutive years unless waived by the Board of Directors.

Note, United Way of St. Charles provides funding to organizations to provide services in the community. We do not provide direct funding to individuals.

## **H. Criteria for Determining Fund Distribution**

The amount of United Way of St. Charles funding to an agency or a grant is based upon the estimated funds available, the evaluation of the quality, effectiveness, and demand for the agency's programs and services, the financial management of that agency, and the parameters that define community impact.

## **I. Bimonthly Payment Withholding**

The Board of Directors may choose to withhold one or more payments if a Partner Agency fails to honor its obligations as set forth in the "Statement of Understanding" between United Way of St. Charles and the agency or if it fails to meet the contingencies required for funding.

## **J. Agency Financial Information**

In order for the Community Investment Committee to fulfill its responsibilities, it is necessary for agencies to adhere to the following financial requirements.

1. Audits - Each agency shall furnish the United Way of St. Charles a financial audit or review prepared by a qualified professional who is not a member of the agency's staff. Consistent with LANO standards, agencies with annual budgets under \$300,000 must provide a review and agencies with annual budgets of \$300,000 or more must provide an audit. A Letter of Opinion from a Certified Public Accountant must accompany either of these.
2. Annual Budget Reports - Each agency is required to prepare an agency budget for local revenues and expenses for the funding year, as outlined in the "Budget Request Application Form". In addition, each agency is required to provide a program budget for each program for which it is requesting United Way of St. Charles funding.
3. Periodic Reports - Partner Agencies are required to submit Bimonthly reports during the course of the year for review by the Community Investment Committee as requested.
4. Program Changes - Partner Agencies are required to notify the United Way of St. Charles of any change in their programs and services that will affect the disposition and use of funds.

## **IV. PARTNER AGENCY STANDARDS**

The following Partner Agency Standards of the United Way of St. Charles are intended to assist United Way of St. Charles and Partner Agencies in promoting and developing basic principles that are mutually beneficial. They also ensure accountability of the agency for the purpose of maintaining the integrity of the donor's gift.

These policies and procedures seek to foster understanding between United Way of St. Charles and its Partner Agencies in areas such as autonomy, agreements, supplemental fund raising, and admission and termination of participation.

## **A. Autonomy**

United Way of St. Charles recognizes that each Partner Agency is autonomous with its own volunteer Board of Directors. While we do not set operating policies for Partner Agencies, it is concerned that agency policy supports and enhances our ability to facilitate the delivery of health and human services.

We do not assume responsibility for debts, actions, obligations, or liabilities incurred by a Partner Agency.

## **B. Agency Understanding of Policy**

In order to assure understanding and cooperation between UWSC and Partner Agencies, a copy of this Policy Manual for Partner Agencies will be posted on our website for agencies to have access to at all times. In addition, a printed copy is available to any organization upon request. If you should have any questions about any portion of this policy, don't hesitate to ask.

## **C. Criteria for Admission as a Partner Agency**

United Way of St. Charles recognizes the constantly changing needs of the community. In its role as a steward of voluntary contributions from the community, UWSC also recognizes the importance of establishing minimum requirements for participation as a partner agency. These requirements assure that charitable funds are used in support of health, welfare and social services in St. Charles Parish.

Acceptance as a partner agency in United Way of St. Charles is contingent upon availability of United Way of St. Charles funding and the establishment of priorities relating to the use of those funds. It is assumed that the limited resources of UWSC will make it impossible for all qualified agencies in the community to receive financial support.

The admissions policy of the United Way of St. Charles is intended to:

1. Respond to emerging and significant community needs not currently being met by participating agencies.
2. Establish standards relating to agency purposes, service policies, and financial procedures in order to assure the delivery of services by Partner Agencies.

In order for an agency to be considered for partnership with United Way of St. Charles, it must have the capacity and/or the potential to demonstrate that it:

1. Responds to an important need in the community not presently being met by



existing Partner Agencies.

2. Employs sound professional and financial management, and will develop and maintain an adequate system of service records and reports to be shared with United Way of St. Charles.
3. Warrants that it will promote itself as a United Way of St. Charles partner agency.
4. Pledges to maintain working relationships with other partner agencies and to coordinate efforts in areas of common concern.

#### **D. Procedure for Application**

1. Applications for funding are available online at [ctkodm.com/uwaysc](http://ctkodm.com/uwaysc) after January 15<sup>th</sup>. All prospective agencies will be invited to an application workshop hosted by the United Way of St. Charles.
2. An application for funding shall be submitted to our office along with all required attachments by the due date of the funding year.
3. United Way of St. Charles staff will review the application for completeness.

#### **E. Minimum Eligibility Requirements**

United Way of St. Charles uses the following criteria to determine the eligibility of an organization for funding, as a Partner Agency or as a Grant recipient. These criteria must be continually met and evidence to that effect furnished to United Way of St. Charles.

1. The agency or program must serve, but its services need not be limited to, the residents of St. Charles Parish.
2. The agency or program should be an incorporated, not-for-profit organization, possessing tax-exempt status under section 501c3 of the Internal Revenue Service code.
3. The agency or program must provide a health, welfare, or social service.
4. The agency or program should be governed by an active, volunteer, policy-making Board including individuals from the St. Charles Parish community. The governing Board must meet at least quarterly and its members must have rotating terms of service. Minutes of agency Board meetings must be made available to the United Way of St. Charles upon request.

5. The agency or program must not discriminate on the basis of race, religion, sex, age, or national origin in its staffing policies, use of volunteers, or provision of services.
6. If the agency is affiliated with a specific religious organization, the program for which funds are being requested should be a non-faith based health or human services program. It must not determine eligibility on the basis of religion.
7. The agency or program must demonstrate a clear ability to manage both its programs and its finances in accordance with generally accepted procedures.
8. The agency must agree to abide by the terms set forth in the Statement of Understanding.

## **F. Supplemental Fund Raising Activities**

While United Way of St. Charles seeks to develop voluntary financial resources to the fullest extent possible, it recognizes that it is not able to meet all the financial needs of the agencies. Therefore, Partner Agencies are responsible for obtaining and utilizing as high a proportion of their operating funds as possible through normal program activities; for example, fees for service, interest from cash flow management, non-designated contributions and membership fees. Fee policies should be based upon ability to pay and should ensure that no one is deprived of service due to lack of financial resources.

Agencies may conduct, and are encouraged to conduct, special fund raising projects within the following guidelines:

1. No fund raising events may be held or initiated during the United Way of St. Charles Campaign "Black-out" period September 15 - December 15.
2. United Way of St. Charles must be notified in writing of any fund raising activity (including annual appeals, sales of goods and merchandise, special events, capital campaigns, and membership drives) at least 60 days prior to the activity.
3. A Partner Agency shall not solicit employee groups.
4. In extraordinary circumstances, a Partner Agency may apply to United Way of St. Charles' Board of Directors for a waiver to conduct fund raising outside these guidelines. Waiver applications must be submitted in writing, and will be considered by UWSC's Board of Directors at the next scheduled meeting.
5. The United Way of St. Charles' supports special events organized by volunteers and discourages the use of paid fund raising organizations.

## **G. Termination of Participation**

A Partner Agency may resign from United Way of St. Charles membership by filing a written notice of resignation with Executive Director of the United Way of St. Charles. If it should become necessary to terminate the agreement between an agency and United Way of St. Charles, the United Way of St. Charles Board of Directors must communicate the reasons for the termination in writing to the agency.

## **H. Emergency Funding**

In order to qualify for emergency funds, non-profits not currently funded by United Way of St. Charles, faith-based organizations, and government agencies, must provide UWSC with proof of their tax exempt status, IRS Form 503(c) (3) etc., and a copy of the agency's most recent full IRS Form 990, if applicable.

An Agency's needs will be identified by the completion of an Emergency Funding Request Form. It is important that agencies document the need for the requested funds by providing United Way of St. Charles with estimated, non-confidential client data (i.e. number of clients to be served, services to be provided, approximate cost per client for services provided) during the emergency period.

Within six months following the receipt of the emergency funds, the agencies will provide United Way of St. Charles with detailed written documentation of the emergency services provided and funded by United Way of St. Charles. Documentation of the services provided by use of United Way of St. Charles emergency funds must be separately identified from the same services normally provided by the agency and funded by other sources.

When unmet emergency needs are identified, United Way of St. Charles will find a service agency (preferably a currently funded agency within the parish) capable of meeting the unmet needs and provide funds to the agency to insure that the clients residing in St. Charles Parish are properly served.

## **GUIDELINES FOR USING THE UNITED WAY BRANDMARK**

Unauthorized use of this registered Trade Mark is strictly prohibited. Usage will be monitored for compliance with the following standards:

The brand mark (logo) may not be altered in any form. For example, the text “United Way of St. Charles” may not be separated from the visual element (i.e. the hand/rainbow symbol). Also, no artwork or text may be added to the mark.

When you use the localized United Way of St. Charles with the text “United Way of St. Charles” you may not add additional text or break apart the text from the logo. If your agency/program is funded by more than one United Way it can be acceptable that you use the standard (non-localized) brand mark on printed material that is planned to be distributed in other parishes in addition to St. Charles provided that United Way of St. Charles is identified elsewhere in the copy.



### **Placement**

- The brand mark must not be rotated or skewed or used in a vertical position.

If you have any questions, please contact Kacy Kernan @ 985-331-9063.  
Email: [kacyk@uwaysc.org](mailto:kacyk@uwaysc.org)

## Certificate of Receipt:

WeI certify that we have thoroughly read and understand the updated United Way of St. Charles Policy Manual for Partner Agencies. We do not currently have any questions about any of your existing policies or procedures.

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Agency Name

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Executive Director

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Date

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Board President

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Date