

United Way of Bartholomew County Certified Agency Standards and Policies

2017



United Way
of Bartholomew County

Checklist of Certified Agency Standards and Policies

United Way of Bartholomew County (UWBC) is respected as a grant-making organization that requires adherence to the highest standards of financial, program and management accountability.

More than 7,000 contributors depend upon its evaluation system to ensure that every dollar invested in community programs and initiatives is being used effectively and efficiently, and is delivering measurable results that improve our community and peoples' lives.

Any organization or program that accepts United Way of Bartholomew County funding will be held to the following standards and policies:

_____ **Outcomes Measurement & Outcomes-Based Funding (Pages 3-4)**

- Develop and conduct program-level outcome measurements
- Outcomes will fit into at least one of UWBC's impact areas, Education or Financial Stability
- Report the results of their outcomes measurement to UWBC semi-annually

_____ **Monitoring and Reporting Requirements (Pages 5-6)**

- Formal and informal contacts by UWBC
- Forms that agencies must provide for 1 and 3-year certifications
- Financial requirements

_____ **United Way Certified Agency Marketing Standards (Pages 7-8)**

- Services UWBC will provide certified agencies
- Expectations for certified agency marketing standards

_____ **United Way Certified Agency Volunteer Policy (Page 9)**

- Required volunteer standards
- Encouraged volunteer standards

_____ **Certified Agency Fundraising Policy (Pages 10-11)**

- UWBC campaign
- Fundraising activities that are not permitted
- Fundraising activities that are permitted
- Acceptable fundraising practices

_____ **Organization Designation Policy (Page 12)**

_____ **Agency Financial Accountability & Audit Review (Pages 13-14)**

- Standards of fiscal accountability
- Audit Review

_____ **Program Status Monitoring Criteria (Page 15)**

- Definitions of "Minimum Expectations"
- Trigger Mechanisms

The Certified Agency Standards & Policies are subject to change at any time. United Way of Bartholomew County is responsible for communicating changes to certified agencies; once notified, the agency is responsible for complying with the standard or policy. The most up-to-date document can be found on UWBC's website at www.uwbarthco.org

Outcomes Measurement & Outcome-Based Funding

Outcomes measurement provides the framework for replication and sustainability of program successes, expedient remediation of program weaknesses in a continuous quality improvement context and the highest level of service accountability of meeting the goals of the Impact Agenda. UWBC uses results to evaluate the effectiveness of programs and in making investment decisions. Outcomes measurement helps certified agencies improve their services, raise funds, recruit volunteers and maintain credibility. UWBC's goal is to partner with provider organizations in outcomes measurement, creating a community of learning, responsive service provision and maximum return on investment.

Certified agencies are responsible for implementing and managing a useful, feasible and accurate outcomes measurement system. Data is to be used for reporting results to UWBC and for improving program design. Certified agencies will be evaluated on their ability to track and report on outcomes and implement program improvements based on outcomes, enhancing participant's success and satisfaction.

Evaluation Philosophy of United Way of Bartholomew County

Outcomes measurement not only evaluates the impact programs have on the community, but also guides continuous learning and improvement.

Certified agencies are expected to:

- a.) Develop and conduct program-level outcome measurements that evaluate the services provided and the impact of those services on participants;
- b.) Use the UWBC required impact areas (Education, Health and Financial Stability);
- c.) Summarize and analyze evaluation data for use in improving program quality and results for participants; and
- d.) Report the results of their outcomes measurement to UWBC within the stated timeframes and in the Results Based Accountability (RBA) format.

Investments and Outcome Alignment

UWBC funding is contingent on the program's ability to demonstrate that they have implemented the interventions and services as proposed, served the projected number of unduplicated participants and units of service, and demonstrated outcomes that are consistent with the goals of the Impact Agenda.

Programs will develop and report on program-specific outcomes and performance measures within the 3 Impact areas.

Revisions to Outcomes

Program-specific outcome results will be reported and reviewed at identified points during the investment cycle:

- a.) Mid-year reporting as of June 30th for each investment year (due by July 15) and
- b.) Year-end reporting for each investment year (with certification).

Approved outcomes statements and performance measures should remain constant across the funding cycle. Changes to the outcome statements and performance measures can be made only after communicating with UWBC.

If a program experiences a significant change in focus that necessitates a change in any aspect of the **program or RBA model**, the program must notify UWBC prior to implementing any changes. In circumstances where the program change significantly

decreases the likelihood that expected outcomes will be achieved or the outcomes will no longer contribute to UWBC's impact areas, program funding may be discontinued.

Accountability

Certified agencies are held accountable for program proposed performance measures, as well as track participants and collect outcomes data longitudinally over the funding cycle.

Use of Data and Materials

All data, results and materials submitted to United Way of Bartholomew County (UWBC) through the proposal and/or reporting processes are considered the property of UWBC. UWBC reserves the right to aggregate program results with other similar programs to use in marketing and fundraising materials and presentations and, with permission, to develop "best practices" materials to be shared with other organizations.

Training and Technical Assistance on Outcomes Development

UWBC provides training and individualized technical assistance to agencies to help them develop, fine-tune or revise their outcome measurements.

Monitoring and Reporting Requirements

United Way of Bartholomew County (UWBC) collects data and documentation from partners at least two times per funding year. This important information allows us to communicate with the community-at-large, donors, grantors and the Board of Directors about the value of their investments and the work of our certified agencies.

Formal and Informal Contacts by United Way of Bartholomew County Staff and Volunteers

1.) UWBC staff and/or members of the Agency Development Committee will conduct one-on-one meetings with the agency director and board member to review the assessment for those agencies going through the annual certification process.

2.) UWBC staff and/or members of the Agency Development Committee will review the materials from the Certification checklist for those agencies that have been certified for 3 years.

3.) UWBC and CIRT volunteers will monitor program performance by conducting formal site visits during the funding process to observe activities in operation, tour facilities, discuss program progress and meet program and management staff and volunteer leadership. Site visits will be scheduled in advance with certified agencies and be conducted at a time convenient to the operation of the program. UWBC also provides technical assistance by the Agency Development Committee at an agency's request and at the direction of Community Impact Review Team.

4.) Informal contacts throughout the year allow UWBC to maintain a positive working relationship with certified agencies so that monitoring is not limited to a one-time event. Examples of informal contacts includes attendance of UWBC staff at agency events, e.g., annual meetings and open houses; UWBC and funded partner staff serving on community committees and coalitions; and attendance of funded partner staff at UWBC events, e.g., training, funded partner meetings, fundraising and annual events.

Certification Requirements for All Organizations Certified for 1 Year

Programs must provide annually the most up-to-date information as follows:

- a.) Federal 501(c)(3) Determination Letter
- b.) Federal Counterterrorism Compliance
- c.) Current Board roster and meeting schedule.
- d.) Latest Strategic Plan – dated
- e.) Annual Report with mission statement
- f.) Proof of insurance
- g.) Most recent audited/reviewed financials
- h.) Org Chart
- i.) Year-end financials, financial ratio sheet, 2-year agency budget and budget variance report
- j.) Form 990

Agreements and Reporting Requirements

- k.) Signed Conflict of Interest Form (Each agency Board member is required to sign a Conflict of Interest Form annually that will be kept with the agency.)
- l.) Signed Agency Certification Assessment Form.
- m.) Signed Agency Certification Checklist.
- n.) Compliance with the United Way of Bartholomew County Certified Agency Standards & Policies.
- o.) Mid-year and Year-end Reporting.

In addition, organizations must notify UWBC, within 30 days, about any new pertinent financial or organizational information that may have significant adverse affect on the organization's status.

Certification Requirements for All Organizations Certified for 3 Years

- a.) Board Roster with length of service, email addresses and officers
- b.) Year-end Financial Statements (Balance Sheet and Profit and Loss Compared to Budget)
- c.) Most recent Financial Audit or Review
- d.) 2-Year Agency Budget
- e.) Year-end outcome results in RBA form
- f.) Signed Counterterrorism Compliance Form

Mid-year and Year-end Reports

UWBC will notify all certified agencies of the due date for the Mid-year and Year-end Reports on an annual basis. Notification will be made by email to the Executive Director and Program Director for each funded program of record. A report for each funded program must be completed.

United Way Certified Agency Marketing Standards

When United Way of Bartholomew County (UWBC) volunteers decide to invest in a program’s services, they are doing so on behalf of UWBC donors. UWBC’s marketing efforts with certified agencies provide mutual benefits and are essential to demonstrate the power of our partnership.

UWBC provides certified agencies with support such as enhancing access and public awareness, increasing public recognition and providing resources. Specific supports include:

- a.) Access and public awareness enhanced through UWBC workplace campaigns, Kick-off, Day of Service, Day of Caring and United Way 2-1-1.
- b.) Public recognition through media and marketing efforts. UWBC proactively seeks out media opportunities tied to the results that are achieved and features its funded partners in newsletters and print/electronic/digital/social media materials provided to potential and ongoing investors.
- c.) “Message training” on the work UWBC and its certified agencies do together to impact the community and on the benefits of partnering with UWBC.

UWBC requires certified agencies to meet certain partnership marketing standards.

Expectations for Partnership Marketing Standards

Logo Usage	<p>Include the UWBC logo on:</p> <ul style="list-style-type: none"> • Organization/program newsletters • Brochures for United Way of Bartholomew County-funded programs • Annual reports • Web sites (with link) • Facebook – logo not necessary but link is recommended
Client Outcome Success Stories	Submit annually a minimum of two client success stories for each funded program tied to results the program is achieving in support of the Agenda for Community Impact
Web site	Identify United Way of Bartholomew County partnership with logo on home page and provide a reciprocal link to www.uwbarthco.org
Conduct an annual UWBC Workplace Campaign	Actively solicit employees and complete an annual campaign*
Participate in Awareness & Education Efforts	<p>Upon request:</p> <ul style="list-style-type: none"> • Provide speakers, displays and/or tours in support of the annual campaign or other donor education efforts • Collaborate in media efforts/approaches • Mention United Way of Bartholomew County funding partnership in news releases and social media contacts
Partnership Marketing Efforts are Expected	<p>Campaign Kick-off*</p> <p>Annual Meeting*</p> <p>Participate in UWBC Day of Service and Day of Caring</p> <p style="text-align: right;">*Required</p>

Include UWBC's Marketing Director on the organization and program mailing list to receive any communications or marketing materials that normally go to volunteers and donors.

Please note that there will be ongoing follow-up with partners that do not comply with the required partnership marketing standards. Any partner with specific concerns about how to comply can contact UWBC's Marketing Director.

Electronic logo files will be available on our website (www.uwbarthco.org)

Certified Agency Volunteer Policy

United Way of Bartholomew County not only provides funding for certified agencies, but resources as well. One of these resources is volunteers. As such, this section of the policy details the purpose of a volunteer management program and provides guidelines in establishing a program.

United Way of Bartholomew County (UWBC) requires all certified agencies to establish a volunteer program with a budgeted line item. A volunteer program would help each agency to:

- a.) Plan and utilize additional resources (volunteers) for seasonal work.
- b.) Recruit and use volunteers to perform daily tasks.
- c.) Free staff to focus on programs/direct service to the population served.
- d.) Help with agency's primary and secondary work.

A well-organized volunteer management program should have, but not limited to, the following key elements in place:

- a.) A documented plan that directs the goals and activities of the volunteer program.
- b.) Clearly defined goals and measurable outcomes.
- c.) A trained fulltime/part time staff to manage the volunteer program.
- d.) Conduct annual volunteer management audit and use the findings to evaluate and update the volunteer program. The UWBC Volunteer Action Center will facilitate the audit.

The certified agency is encouraged to post their volunteer opportunities on <http://www.volunteermatch.org>. If the agency requires assistance in publishing their volunteer opportunities on the above mentioned website, the UWBC Volunteer Action Center will post for them.

Notify the UWBC Volunteer Action Center of volunteer opportunities for publication in the local newspaper as well as being posted on the UWBC website.

The certified agency will promote their volunteer opportunities/projects with the UWBC Volunteer Action Center.

Certified Agency Fundraising Policy

Scope

This policy affects all certified agencies who receive funding through United Way of Bartholomew County's Community Impact Review Team (CIRT) process. As such, compliance with this policy is a requirement of being a United Way of Bartholomew County (UWBC) Certified Agency. The specific requirements of the policy are intended to be reasonable and ensure that fund raising efforts of United Way of Bartholomew County and its certified agencies be coordinated in the community, rather than competitive.

Background and Purpose

United Way of Bartholomew County works to strengthen our community by focusing on the building blocks of a good life: Education, Financial Stability and Health. To do this effectively, UWBC raises and leverages funds and invests those funds in programs and special initiatives. The shared purpose of these activities is to build the community's capacity to positively impact health and human service issues.

While fundraising is a year-round endeavor, the UWBC campaign for donor contributions is focused on one period of time each year. **(During the 4th quarter of the year.)** During this period, it is imperative that the UWBC campaign not be in competition with corporate/work place campaigns conducted by UWBC's certified agencies.

In addition, it is essential that UWBC's certified agencies be actively involved in supporting the UWBC campaign by doing speaking engagements, upon request, and running campaigns within their own organizations. Therefore, it is critical that funded organizations avoid any corporate/work place centered fundraising that would conflict with UWBC's major community effort that ultimately benefits them.

While UWBC supports and expects certified agencies to develop a diverse portfolio of funding sources and to actively participate in fundraising activities, UWBC also expects certified agencies to adhere to the letter and spirit of this policy.

Policy

Activities that are not permitted:

- UWBC certified agencies are not permitted to conduct a corporate/work place campaign, including conducting a corporate sanctioned solicitation of employees for money, during UWBC's fundraising period.
- UWBC certified agencies are also not permitted to: 1) use payroll deduction in the work place as a fundraising tool at any time, 2) solicit designated donations through the UWBC campaign, and 3) solicit direct contributions during any UWBC sponsored presentation, campaign or fundraising event.

Activities that are permitted:

- UWBC certified agencies can hold a fundraising event during this period, provided that all corporate sponsors are secured before October.
- UWBC certified agencies can solicit individuals for personal, non-corporate, non-payroll gifts through direct mail or other means.
- UWBC certified agencies can air Public Service Announcements about their programs or use other media during the established period.

Acceptable Fund Raising Practices:

- UWBC certified agencies are expected to follow open, honest and accepted practices for fundraising and comply with all applicable municipal, state or federal requirements. The standards for fundraising, as defined by the National Charities Information Bureau, are considered to be appropriate guidelines.
- Examples of fundraising practices that would not be acceptable include paying commissions, applying undue pressure, mailing unordered tickets or merchandise, general telephone solicitation and use of identifiable government/public employees as solicitors. In addition, it is expected that certified agencies will conduct all fundraising practices with the highest level of professionalism and not engage in any activity that could be perceived as fraudulent, dishonest and/or deceptive.

Procedure

If there is any question in regard to the interpretation of this policy or in its compliance, certified agencies should request clarification from UWBC. Address all questions to the Community Impact Director, who will forward the issue to the Resource Development Director, if necessary.

Requests for a waiver of any provision of this policy should be addressed to the Chair of the Agency Development Committee. The UWBC Board of Directors will review and respond to the request as appropriate.

Violations

The UWBC Board of Directors will review all cases of violations of this policy for the development of a recommendation and/or action plan. Any decision by the UWBC Board of Directors as the result of the recommendation/action plan is not subject to appeal by the certified agency.

Organization Designation Policy

The purpose of the annual fundraising campaign is to develop and enhance the resources available to United Way of Bartholomew County's Investment Fund. Community volunteers then invest those resources strategically in our county in order to create lasting, measurable change on the most pressing issues facing families and individuals. United Way of Bartholomew County promotes investing in the Investment Fund as the most effective way to invest in the community above any form of designated giving.

The process by which United Way of Bartholomew County manages designations to other non-profit organizations is as follows:

- United Way of Bartholomew County honors donor designations to any 501(c)(3) organization. This excludes church operating and/or capital campaigns, private school tuition, private school capital campaigns, political action committees, political campaigns and individuals. However, no oversight is provided by United Way of Bartholomew County for non-certified agencies on the use of designated funds, and the agency designated by the donor may use the designated funds in the manner it sees fit (salaries, training, program services, etc.).
- Donor designations to UWBC certified agencies are included as part of their agency investment funding, not in addition to it.
- To protect the privacy of our donors, United Way of Bartholomew County will not release the names of individuals who check the appropriate box on the pledge form signifying their desire to remain anonymous.
- United Way of Bartholomew County will not deduct any fundraising or administrative costs from designated funds.
- United Way of Bartholomew County will pay the designated agency on a quarterly basis once their threshold exceeds \$250.00 (January, April, July and October). For example, if payments to a designated agency reach \$250 in March they would receive payment during the 3rd quarter of that year.

If the designation doesn't exceed the \$250 threshold, the designation will be paid to the agency in the first quarter of the following year. For example, if the total designation for an agency is less than \$250 for the year, they will receive payment during the 1st quarter of the following year.

Collections on pledges of cash, credit card, stock or check made through December 31st for the fall campaign will be paid to the designated agency in the first quarter of the following year.

- Organizations are *not* permitted to solicit direct contributions during any UWBC sponsored presentation, campaign or fundraising event. Additionally, organizations are *not* permitted to request designated gifts through the UWBC fundraising campaign.

Agency Financial Accountability & Audit Review

Financial Accountability

Any funding provided by United Way of Bartholomew County (UWBC) is contingent upon the organization's continued compliance with UWBC financial reporting as outlined below. In addition, organizations must notify UWBC, within 30 days, about any new pertinent financial information that may have an adverse effect on the organization's financial status.

Standards of fiscal accountability in a well-run organization include, but are not limited to:

- a.) Demonstrates ability to obtain diverse funding (diverse funding is defined as receiving less than a guideline of **50%** of the program's revenue and **30%** of the agency's revenue from United Way of Bartholomew County and having secured several different funding sources).
- b.) Well-defined budgeting and financial forecasting, reporting and monitoring procedures, including long-range funding plans.
- c.) Realistic and balanced program budget with reasonable costs for providing services.
- d.) Significant deficit or surplus of revenue to expenses in any UWBC funded program, on actual annual reports, require an explanation that addresses the cause for the difference for each line item with a significant change in amount.
- e.) Timely financial reports and history of clean audits (internal or external).
- f.) Financial reports (audit, financial statement and IRS Form 990 or 990-EZ) are submitted to UWBC.
- g.) Addresses Management & Internal Control Letter recommendations.
- h.) Active and knowledgeable board committees (finance, audit) setting, monitoring and evaluating overall financial management governance policies.

Audit Review

To maintain accountability for our donors' investments, United Way of Bartholomew County (UWBC) requires that all certified agencies submit annually a financial report. While UWBC strongly recommends each agency conduct a full audit, the level of financial reporting is dependent on the organization's total annual revenue, i.e., actual prior year's total revenue, as noted below. However, if an Audit or Financial Review is conducted independent of UWBC requirements, a copy of the audited or reviewed financial statements and a copy of the IRS Form 990 or 990-EZ are required.

Guidelines for Annual Audit or Review

- a.) The managing organization must conduct and submit to UWBC an official annual financial audit or review in accordance with the following guidelines:
 - i. **Organization with total annual revenue of \$500,000 and greater** possesses documentation that its finances are subjected to an **annual audit** conducted by an independent Certified Public Accountant in

accordance with Generally Accepted Accounting Principles (GAAP) and both the standards of the American Institute of Certified Public Accountants (AICPA) and the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations.

If required, organization must also submit to UWBC Circular A-133 Audit.

Organization must also submit to UWBC the management & internal controls letter issued by the auditing firm **and** the organization's official response addressing the recommendations stated therein.

- ii. **Organization with total annual revenue of \$100,000 to \$499,999** possesses documentation that its finances are subjected to an **annual Report of Independent Financial Review** conducted by an independent Certified Public Accountant in accordance with AICPA standards. As this represents the minimum standard, the organization may voluntarily conduct an audit in accordance with section a(i) above.
- iii. **Organization with total annual revenue of \$99,999 and less** possesses documentation that its finances are subjected to an annual review by the Board of Directors as indicated by a Board-approved Annual Financial Statement. As this represents the minimum standard, the organization may voluntarily conduct either a Report of Independent Financial Review or an audit in accordance with the specifications contained in section a(ii) or a(i) above, respectively.

The Organization must provide certification of the Board's approval of the financial statement, on official stationery, signed by the Board Chair/President.

- b.) Organization's documentation of financial audit or review for the last completed fiscal year, conducted in accordance with sections a(i), a(ii) or a(iii) above, indicates fiscal solvency. In the case of an audit, the auditor's opinion is "unqualified" and the audit report is free of any major management citation.
- c.) Provide unaudited year-end financial statements.
- d.) Organization's documentation of the last Internal Revenue Service Form 990.

Program Status Criteria

To fulfill United Way of Bartholomew County's (UWBC) accountability to donors and as a condition of funding, agencies are required to adhere to the Funded Partner Standards & Policies in its entirety.

Program funding is contingent upon the certified agency's alignment to one of the UWBC impact areas, compliance with all funding directives, implementation of the program as proposed, ability to demonstrate identified outcomes and compliance with UWBC's Certified Agency Standards & Policies.

Program Status

UWBC volunteers and staff work together in monitoring investments. To ensure consistency and clear communication, UWBC has developed a new process for monitoring program status.

The status reflects evaluation at a specific point in time, and is fluid based on program performance. The criteria for program status are:

Minimum Expectations (all must apply)

- Program meets **all** requirements in the Certified Agency Standards & Policies and other funding-related requirements.
- Resources are adequate to deliver the program as proposed.
- Activities are productive, efficient and effective as confirmed by positive outcomes.
- Outcome results are defined and measured, or explanations are adequate to justify a shortfall and a plan of action is in place.
- Program activities and outcomes continue to contribute to the Impact areas.
- The outcome measurement system including data collection tools are utilized as planned and accurate results are reported.
- No significant issues with the financial audit or other financial reports exist.
- All reports are completed and submitted on time.

Trigger mechanisms for agency/program's recertification or funding review include, but are not limited to:

- Change in program scope.
- Change in funding structure.
- Percent of program/agency funding by UWBC.
- Significant change in staff and/or board membership.
- Loss of resources that affect service delivery.
- Significant issues with the program's quality or effectiveness of services.
- Outcome results are significantly below proposed targets and insufficient or inadequate information is provided to justify the situation.
- Significant issues with the financial audit/review.
- Legal or financial actions.