
Community Investments and Funds Distribution Manual



United Way of San Antonio
and Bexar County

Foreword

This *Community Investments and Funds Distribution Manual* updates, integrates and aligns the various United Way of San Antonio & Bexar County, hereinafter referred to as United Way, policies and procedures in the distribution and allocation of funds available through the annual fall fundraising campaign and defines our partnership with agency affiliates.

The policies and procedures herein are effective beginning **February 11, 2014**. These policies and procedures supersede and substitute for all previous policies and procedures.

The Manual standardizes United Way policies and procedures with specific requirements and timelines articulated for all funding and reporting, as well as detailed instructions and guidance for United Way volunteers, Agency partners and staff.

Policies have been identified herein by **BOLD** type face in the applicable paragraphs.

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United Way of San Antonio
and Bexar County

February 11, 2014

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1. INTRODUCTION TO UNITED WAY AFFILIATION AND FUNDING

United Way receives many requests for funding and affiliation—all requests are kept in our database. Interested nonprofit organizations must respond to periodic solicitations through a published Request for Proposals process and be awarded funding through that process.

Request for Proposals are very specific and identify:

- the program United Way seeks to fund,
- the outcomes the program must achieve,
- any mandatory or preferred program attributes,
- all requirements for membership as a United Way Partner Agency, including annual Stewardship Review,
- the complete application instructions.

All program funding is contingent on the successful completion of Agency Stewardship and Affiliation Review within one year.

While there is no specific time frame—RFP announcements can be made at any time—United Way will only issue solicitations via electronic mail. Organizations will be added to our database for notice of future possible announcements upon receipt of the following to Sonia Young at syoung@unitedwaysatx.org. It is the organization's responsibility to ensure this information is up to date and accurate.

Organization Name [must be established 501 (c)(3)]
Contact Person
Title
Address
City, State, Zip
Email
Phone

Some not-for-profit organizations may be eligible to participate in the “Public” Sector campaigns—all with separate criteria and application processes that are published each year in March—administered by United Way representatives. Please visit our website at <http://www.unitedwaysatx.org/campaign/applications/> for a preview of required criteria. You may request notifications for the upcoming campaign process by email as noted on the website. Agencies participating in these campaigns are **not** Affiliated Partner Agencies. Public Sector Campaigns include:

- State Employee Charitable Campaign Local United Way Agencies ONLY
- State Employee Charitable Campaign Local Unaffiliated Organization
- State Employee Charitable Campaign Local Federation/Fund & Affiliates Application
- Combined Federal Campaign Applications
- San Antonio Metropolitan Area Charitable Campaign United Way Partner Agencies ONLY*
- San Antonio Metropolitan Area Charitable Campaign Unaffiliated Agencies and Federations*

*San Antonio Metropolitan Area Charitable Campaign (SAMA) includes the City of San Antonio, Bexar County Local Government, and Combined School District Charitable Campaigns, and requires only one application.

2. UNITED WAY PARTNER AFFILIATION STANDARDS

Affiliation Standards:

The United Way Partner Affiliation Standards reflect the values that characterize United Way and all its partner Agency affiliates and are designed to assure donors that Agencies operating United Way-funded programs are: administered efficiently, financially accountable, develop non-United Way resources, and effectively governed by volunteer Boards.

Affiliation with United Way is by invitation only. **Only** United Way affiliated organizations in “good standing” (meets all Affiliation Standards) carry the “United Way Partner Agency” status. United Way does not accept unsolicited applications for affiliation. In order to obtain United Way funding or to become a United Way partner Agency, periodic solicitations for programs are issued. To become a United Way partner Agency, an Agency must successfully compete in response to a solicitation (aka "Request for Proposal, or RFP") published by United Way and be awarded funding, or be invited to apply for a specific need that addresses United Way priority areas.

The following standards are core policies that serve the needs of both the volunteers and professional staffs of all agencies interested in a United Way Partner Affiliation and the United Way volunteers who evaluate them.

UNITED WAY POLICIES FOR AFFILIATION STANDARDS

1. The Agency must be a provider of services that address the human care or health needs *principally of people residing* in Bexar County. The following are deemed outside the purview of United Way funding:
 - services that are principally religious or sectarian in character
 - services which support or promote the arts "for the arts' sake"
 - programs devoted primarily to the political advocacy of special causes or populations
 - services normally deemed to be the mandated responsibility of government
2. An Agency's program services approved for funding by United Way will be targeted at a clearly defined population and/or geographic area, address United Way's goals and be consistent with priorities as defined by United Way.
3. The Agency must show proof of incorporation as a not-for-profit corporation or be an affiliate of a corporation having a not-for-profit charter in Texas or in the United States. The Agency must show proof of tax-exempt status as determined by the IRS under section 501(c) (3) of the Internal Revenue Code or be exempt from payment of income taxes under other appropriate provisions of the Internal Revenue Code.
4. The Agency will be governed by an autonomous volunteer Board of Directors or Trustees with the authority, diversity and size to effectively represent, set policy for, govern and assure the financial support of the organization as described in the Stewardship Review Section 4, Volunteer Governance.

When the agency is the local arm of a governing body at the statewide or national level, the local organization must have its own governing body that provides volunteer oversight that meets the criteria for Stewardship Review. At the discretion of the PCC-CC and subsequent approval of the United Way Executive Committee, this requirement may be waived.

5. The Agency will have an established staff person, paid or unpaid, who is charged with administering the organization's programs.
6. To become a United Way Affiliated Agency, the Agency must have been in operation and providing services for a minimum of two years on the first day of January prior to the fiscal year for which affiliation is requested as evidenced by two years of filing IRS form 990 or 990EZ or 990N.

In lieu of an annual audit, the first time applicant may submit Financial Statements compiled by a Certified Public Accountant. Thereafter, the Agency must demonstrate or show evidence of fiscal accountability which includes: an annual independent audit; compliance with required government filings; maintenance of its financial records in a fiscally responsible manner; and report in accordance with generally accepted accounting principles and annual United Way Stewardship Review requirements. Fiscal responsibility is also evidenced by timely submission of Annual Certifications of Stewardship and Performance Review.

7. The Agency must provide and manage its program services effectively and efficiently. Its management and general and fund raising costs may not exceed 25% of the Agency's total operating budget. The purpose of United Way funding is to support the direct costs of Agency programs.
8. The Agency must be able to demonstrate its development of significant financial and volunteer support from non-United Way resources.
9. The Agency must certify that it meets all applicable requirements of local, state and/or federal government concerning credentialing, accreditation and/or licensing. This also includes a written policy of nondiscrimination in the provision of its services and in the selection of Board, volunteers, committee members and in the employment of staff.
10. The Agency must consent to the full disclosure of its financial condition when necessary or requested.
11. Affiliation is subject to a minimum of an annual review of program performance or other deliverables specified in the Affiliation Agreement or other contract agreements and/or by United Way volunteers.
12. The Agency will submit an annual application to be included in all public sector campaigns.
13. The Agency will not conduct any new major fund raising events during the period of the United Way Annual Campaign, August 1 through December 15, as specified in the Agency Affiliation Agreement.
14. Additional Requirements of Affiliation include but are not limited to:
 - a. The Agency will conduct an annual United Way Pacesetter campaign for all employees,
 - b. Representatives of the Agency will be available to assist in the annual fall workplace campaign by making staff available for the Campaign Speaker's Bureau and other requests,
 - c. Periodic Affiliation Review (defined below),
 - d. Immediate notification to United Way of Executive Management or Board changes, and IRS issues
 - e. Participation in Days of Caring,

- f. Use of United Way logo on all public materials,
- g. Participation of Executive Director in semi-annual United Way Partner Agencies Executive Director meetings,
- h. Timely notification of changes in Agency by-laws.

Benefits of United Way Affiliation include:

- a. Opportunity to purchase health and other employee benefits through United Way,
- b. Inclusion as a supported Agency in the United Way campaign and other materials,
- c. Opportunities to promote United Way-funded programs in the annual campaign,
- d. Inclusion in all federal, state, county, municipal, school district and other special campaigns that United Way manages or in which United Way participates.

United Way volunteers have the sole discretion and decision-making authority for all standards, policies and procedures pertaining to United Way Affiliation. United Way volunteers, at their discretion, and with Executive Committee concurrence, may waive any of the above standards.

POLICY: Types and Purposes of Affiliation

An “Affiliation Agreement” is the formal contract between the Partner Agency and United Way. All Agency Partners have an “Affiliation Agreement” with United Way that “specifies the nature of the relationship, deliverables, frequency of reporting and any other provisions of the contract”. All Affiliation Agreements are time-limited and renewable by mutual consent if the terms of the agreement have been met by the Partner Agency and United Way volunteers. Sole discretion and approval of Affiliation Agreements rests with United Way volunteers.

There are five types of Affiliation Agreements; the specific criteria follow.

1. Allocation Eligible:

The Agency is certified as a partner member of the United Way federation permitting it to participate in the United Way Community-at-large Campaign and in public employee campaigns (CFC, SECC, etc.) and is listed in annual Campaign publications. The Agency is certified so that one or more of its programs are eligible to receive both donor designated and United Way volunteer allocated funds. The Agency consents to the periodic Affiliation Review, program performance evaluation of any programs receiving/to receive United Way funding as requested by United Way volunteers and to submit materials and documents required for annual Stewardship Review.

2. Designations Eligible:

The Agency is certified as a member of the United Way federation permitting it to receive unsolicited designations from United Way Community-at-large Campaign and solicited designations from public employee campaigns (CFC, SECC, etc.), and is listed in annual Campaign publications. The Agency must provide one or more programs receiving a satisfactory effectiveness evaluation at the initiation of each affiliation period. The Agency must submit materials/documents for the purpose of annual Stewardship Review.

3. Mutual Interest Affiliation:

The Agency is certified as a member of the United Way federation permitting it to receive unsolicited designations from United Way’s Community-at-large Campaign and designated contributions from public employee campaigns (CFC, SECC, etc.); and other funds defined by contract, and is listed in United Way campaign publications. The Agency agrees to not compete

with United Way as an individual Agency or as a part of a larger federation or combination of agencies in the solicitation of workplace contributions. The Agency must be a provider of one or more local services deemed to be within the normal purview of United Way and subject to annual Stewardship Review.

4. System Support Contracts:

The Agency typically has other health and human service agencies and organizations for clients. The contract specifies the funds to be received from United Way for the provision of specified services that support the capacity of United Way, affiliated agencies or other human service providers. The contract may have special terms of affiliation and may make the Agency eligible to receive designated contributions from the United Way Community-at-large and public employee campaigns (CFC, SECC etc.). The Agency must submit materials/documents for the purpose of annual Stewardship Review.

5. Collective Impact Contract:

The Agency addresses an issue of such scope and scale that it requires the coordination, integration and oversight of multiple partners or subcontractors to achieve transformational, or the specific intended community change. The affiliation contract stipulates the services that United Way funds specifically support to achieve the transformational, or the specific intended community change. The contract may allow the Agency to be a certified member of the United Way federation permitting it to receive unsolicited designations from United Way's Community-at-large Campaign, designated contributions in public and private employee campaigns, and listing in annual Campaign publications. The Agency consents to periodic Affiliation Reviews and, at a minimum, annual program performance evaluations and Stewardship Review, to be determined by United Way volunteers. United Way volunteers have the sole discretion and decision-making authority for all standards, policies and procedures pertaining to United Way Affiliation.

POLICY: Periodic Affiliation Review

Affiliation represents United Way's "contract" with Agency Partners and is time limited, typically six (6) years. Periodic Affiliation Review gives both United Way and the Agency an opportunity to re-examine their affiliation and decide whether or not they want the relationship to continue or whether either desires to change the type of affiliation. Affiliation Review evaluates the Agency using the United Way Standards for Affiliation.

Affiliation Review is conducted by United Way volunteer teams comprised of Stewardship Review and Program Evaluation volunteers. Other United Way volunteers with subject matter expertise may be added as necessary to facilitate the evaluation. The Affiliation Review includes the affiliation standards that are not examined in the annual review processes (*e.g.*, verification of tax exempt status) as well as a re-examination of the previous six years' Stewardship and Program Evaluation results to determine if any significant trends exist. United Way volunteers use this information to determine whether there is still an appropriate fit between an Agency's programs and United Way's goals.

United Way will conduct a Periodic Affiliation Review and a portion of the Agency Partners Agreements will be subject to affiliation review by United Way volunteers each year.

POLICY: Special Affiliation Reviews

United Way volunteers have the authority to conduct a Special (off-cycle) Affiliation Review when an Agency's Accountability Review surfaces problems so significant that it calls an Agency's affiliation with United Way into question. A Special Affiliation Review is required before an Agency's Affiliation Agreement with United Way can be terminated.

Special Affiliation Reviews may result in an Agency being placed on Provisional Affiliation (as explained below) and in a United Way volunteer recommendation to terminate Agency affiliation and funding. Provisional Affiliation is not a pre-requisite to termination of an Affiliation Agreement. United Way volunteer recommendations for termination of United Way affiliation and funding require 90 days' written notice to the Agency Board Chair and Executive Director.

POLICY: Provisional Affiliation

If trends in Stewardship Review and/or Program Evaluation issues are so significant that they call an Agency's affiliation with United Way into question, United Way volunteers may elect to place an Agency on Provisional Affiliation. Provisional Affiliation means that the Agency must comply with a time-limited set of deliverables to remedy the stewardship and/or program issues of concern and is accompanied by stringent and frequent monitoring. Provisional affiliation does not require 90 days' notice of termination of United Way affiliation and funding.

An Agency on Provisional status for two years will have affiliation and funding terminated. Any Agency placed on Provisional status more than once in the six year affiliation, may also have its affiliation and funding terminated, as determined by United Way volunteers.

3. TYPES OF UNITED WAY FUNDING

POLICY: United Way of San Antonio & Bexar County (United Way) raises funds through the annual fall workplace campaign and then allocates and distributes the funds raised in the prior year beginning July 1st. Partner Agencies through: 1) their Affiliation Agreements; 2) satisfactory Stewardship Review; and 3) continuing United Way volunteer confidence in program performance, are eligible to receive funds from one or more of the following primary pools of funds available, at the sole discretion of United Way Volunteers.

POLICY: Investments and Allocations

United Way directs donor funds to programs producing successful outcomes or impacts, in alignment with current stated priorities, to agencies as evidenced by successful completion of the annual Stewardship Review. Funded programs are subject to periodic performance review annually.

New Program Funding - United Way may periodically issue solicitations for new Partner Affiliations through a Request for Proposal process identifying the programs and outcomes United Way seeks to fund. Solicitations may be generated through periodic United Way volunteer review and assessment of: current community conditions, opportunities to leverage existing investments and initiatives, Issue Council and Safety Net recommendations and analysis of the campaign portfolio in light of the aforementioned. All funding is contingent on the successful United Way review and approval, and completion of Stewardship and Affiliation reviews.

A *Designated Gift* is a gift that a donor has stipulated to be invested in a particular program or Agency. These Gifts are considered first dollars in towards the United Way allocation.

An *Allocation* is the total amount of funds approved by United Way volunteers for investment in a program.

United Way funding of a program should be part of a diverse mix of funding from other sources so that United Way support is not the primary funding source for that program. United Way's investment(s) in programs are limited to the agreed upon intent and use as approved by the United Way Board of Trustees in the review process. United Way expects programs to operate in a financially sound manner in accordance with generally accepted accounting principles (GAAP). Programs experiencing significant financial changes, defined as 10% or more variances, should notify United Way in writing within 10 business days. United Way funding is required to be spent in the twelve month period ending June 30 as a supplement to the program(s) funding specified above. Any remaining unspent funds at June 30 may be required to be returned to United Way at its sole discretion.

Types of United Way funding, as specified in the Agency Affiliation Agreement, include the following:

- Contracts and Agreements
 - System Support Contracts
 - Designations Only
- Outcomes-Based Programs
- Safety Net
- Targeted Community Impact Issue Council Funding

POLICY: Designations

All affiliated Partner Agencies are eligible to receive designations in the annual fall workplace campaign. Designated Gifts are paid to agencies by two methods:

(a) included as “First Dollars In” in the Agency’s annual allocation as the designations were stipulated to United Way by the Donor or

(b) paid directly to the Agency by a third party processor. In order that all Agency allocations are treated equitably, any designations paid directly to an Agency by a third party processor will be deducted from the Agency’s annual allocation *distributed* by United Way. United Way will distribute the balance of the Agency’s annual allocation on a 1/12th basis for the fiscal year in accordance with the Funding Schedule.

POLICY: Funding Schedule

United Way funding is allocated over twelve months beginning July 1st each year; the typical allocation is 1/12 each month. At the written request of the Agency Executive Director/CEO to the appropriate Partners for Community Change (PCC) Staff person for consideration, up to fifty percent of the total allocation can be accelerated to accommodate seasonal and other Agency cash flow requirements.

POLICY: Termination of Funding

United Way may withdraw support from Agencies or programs found to be ineffective at the sole discretion of United Way volunteers. United Way Volunteer recommendations for termination of United Way affiliation and funding require a 90 day written notice to the Agency Board Chair and Executive Director.

United Way Volunteers making a decision to terminate funding of an Agency or program will provide in writing the United Way volunteers’ conclusions contributing to their lack of confidence in the Agency or program.

3.1 CONTRACTS AND AGREEMENTS

a. System Support Contracts

POLICY: A System Support Contract is one of five types of Affiliation Agreements that United Way may have with an Agency or program. The System Support Contract specifies:

- The funds to be received from United Way for the provision of specified services, which support the capacity of United Way, affiliated agencies and/or other human service providers.
- The service deliverables and projected performance numbers to be provided in a specified timeframe that United Way volunteers annually review against the service commitment.
- The duration of the contract is typically six (6) years. Some contracts allow for renegotiation of United Way's deliverables and/or investment after three years.
- The contract may: a) provide special terms of affiliation; and b) allow the Agency or program to receive designated contributions from the United Way Community-at-large and public employee campaigns (CFC, SECC).

The Agency must submit materials/documents that may be requested for the purpose of annual Stewardship Review. Since there are no direct clients served, programs operated by these agencies are not subject to Program Review evaluation; the Agency's contract stipulates the review process that will be conducted for accountability purposes.

b. Designations Eligible Only

POLICY: The Affiliation Agreement requires the following aspects/features:

- The Agency is a certified member of the United Way Federation permitting it to receive unsolicited designations from United Way Community-at-large Campaign and solicited designations from public employee campaigns (CFC, SECC, etc.)
- The Agency is listed in the annual Campaign publications. The Agency must provide one or more programs receiving a satisfactory effectiveness evaluation at the initiation of each affiliation period.
- The Agency submits timely materials/documents for the purpose of the annual Stewardship Review of the Agency.

3.2 OUTCOMES-BASED PROGRAMS

POLICY: United Way will distribute funds to Agencies and programs addressing critical human problems based upon the programs' effectiveness in achieving client-centered outcomes. Outcomes-based programs represent the largest category of programs in which United Way invests. By policy, Outcomes-Based Program reports are reviewed annually by teams of United Way volunteers. The most important form of accountability to donors is the assurance that their contributions make a difference in the lives of people.

Program effectiveness and the level of funding to be allocated are evaluated in light of the client-centered outcomes. Support is withdrawn from Agencies and programs found not to address significant community needs or which fail to produce at least reasonable confidence in their effectiveness. United Way's commitment to funding programs, based on the effective delivery of client-centered outcomes, means that United Way does not fund administrative overhead, depreciation, fund raising costs, capital expenses, facilities maintenance or acquisition costs.

The Board of Directors of each Agency has a responsibility to ensure that its programs are neither overspent nor underfinanced. United Way does not supplement the budget of an Agency or program operating at a sustained deficit longer than a three (3) year period without an Affiliation Review.

The program evaluation results drive United Way's funding decisions. An Agency or program may have a legitimate need to change the program in response to a variety of factors and Program Change Requests are permitted according to the policies found under **Changes to United Way Funded Programs**.

POLICY: United Way Program Review Volunteers

The Program Performance Review process is dependent on volunteers. Volunteers represent United Way donors in confirming that outcomes-based programs effectively and significantly change the lives of the people served. United Way volunteers are expected to be objective and open-minded; be diplomatic, be willing to meet the United Way volunteer time commitment; commit to open communication and consensus decision-making and have access to the internet. United Way volunteers will declare any conflicts of interest with an Agency or program prior to taking on an assignment.

Guiding Documents:

The Guide to Outcomes Planning and Evaluation: Developing and Evaluating Client-Centered Program Descriptions ("The Guide") is the reference document used for program evaluation. The Guide is utilized by those agencies who apply for funding of outcomes-based programs as well as by United Way volunteers who evaluate program effectiveness.

Expectation of Agencies in Program Review Evaluation:

Partner Agency Staff have a responsibility to learn the outcomes planning principles which are presented in detail in The Guide to Outcomes Planning and Evaluation: Developing and Evaluating Client-Centered Program Descriptions ("The Guide"). Agencies are responsible for applying these principles in the operation of programs funded by United Way. Technical assistance and training on client-centered outcomes planning and evaluation is available from United Way staff through periodic training and requested consultation.

Agency Staff will annually review the previously approved program design, logic model, performance targets and annual program budgets in the United Way online data system. The Agency will include the following items:

- Client Condition and Demographics
- Program Purpose/Program Goal
- Outcomes
 - Indicators and Assumptions
 - Performance Results
- Service Design and Assumptions
- Budget
- Information System (client assessment, program evaluation methodology and tools)
- Other relevant qualitative information.

The Agency Executive Director is responsible for the quality and accuracy of all information presented in the online reporting system; any supplemental materials; and for choosing the information shared with the United Way volunteers as evidenced by the submission of the Certification of Completeness form to United Way. By signing the Certificate, the Agency Executive Director attests that he or she has reviewed and approved all of the data in all of Program Performance Review Reports.

The Agency or program is responsible for providing other information and reports on the program as may be needed by United Way volunteers in their review process.

Annual Program Performance Report:

The purpose and scope of year-end performance reporting is to provide data needed by United Way for planning, marketing and providing the basis for continued United Way volunteer confidence in programs. Performance reporting indicates whether an Agency's program is performing according to the expectations outlined in the Program Design and remains eligible for continued funding.

If United Way volunteer confidence in a program is sufficiently eroded, United Way volunteers will call for a more in-depth, or Level II Review of the program design. A Level II Review is a more in-depth review of the program elements by United Way volunteers. Year-end performance reporting is not used as a mechanism by which an Agency requests approval for changes, or justifies changes in the program. See **Changes to United Way Funded Programs**.

All year-end performance reporting will be submitted by the Agency staff into the United Way online data system or other designated system. It is the Agency's responsibility to make sure the data input is correct and timely. At the beginning of each United Way fiscal year (July 1), United Way staff will notify the Agency of the schedule for the annual performance reviews, including the time frame when the online data system will be available for submission of the Agency year-end performance data. The Agency will input the program performance data for the most recent fiscal year and performance projections for the upcoming fiscal year. Annual performance data to be input will include: comparative outcome program performance data, explanations of deviations from targeted levels of performance, program service data to include client demographic data and program budget data.

POLICY: Changes to the Program Design must be approved in advance of implementation by United Way volunteers. An Agency wishing to make changes must notify its designated

United Way staff liaison and request that a “Change Request Form” be created in the online data system. Upon completion of the Change Request Form, United Way volunteers will review the proposed changes for acceptance. The Agency may not make any changes to the funded program as outlined in the Program Design without the written approval of United Way volunteers. United Way volunteers reserve the right to suspend funding for programs in which substantial changes have been implemented without prior written approval.

United Way staff will review the year-end performance data for completeness. An Agency’s program will not be considered eligible for review unless all performance data has been entered in the online system. United Way volunteers will examine year-end performance data to determine:

- the acceptability of program performance,
- whether confidence in the program’s ability to produce client outcomes is sufficient to continue funding the program,
- whether an explanation why targeted performance has not been achieved is, or is not acceptable,
- if there are any other factors, which sustain or erode continued confidence in a program.

Agencies will be notified of the United Way volunteers’ decision within 60 days of completion of the Annual Performance Review. The review may extend beyond 60 days if United Way volunteers need further clarification from the Agency of issues that need to be discussed and resolved.

Failure to submit Year-end Performance Reports may impact United Way funding. In order to complete the annual performance review process by United Way volunteers in a timely manner, United Way staff must set deadlines for Agency input of annual performance data. Programs that fail to produce outcomes at the targeted level of performance without explanation, or whose explanations fail to restore United Way volunteer confidence, may have their allocation further reduced or eliminated.

Appeals:

An Agency wishing to appeal a Program Review decision should consult the Appeals Process.

Program Performance Review Timeline:

The Annual Performance Review will be conducted in accordance with the following schedule but is subject to change:

A. July- August:

1. Agency training and instructions by United Way staff.
2. Agency submission of program performance data onto the online data system. Upon completion of the required reports, the Agency Executive Director will sign and submit a Certification of Completeness form to United Way. An Agency who has program changes for which change requests have not been previously submitted will submit change requests for United Way volunteer review.

B. September – October:

1. Familiarization Tours may be conducted wherein United Way volunteers and staff will visit with agencies concerning their programs.
2. United Way volunteers attend team meetings to evaluate performance of agencies’ programs.
3. United Way volunteers conduct follow-up discussions and meetings with agencies to resolve outstanding questions, concerns and answers.

C. November – December:

Results of Level I Reviews requiring Agency actions are formally reported to agencies.

D. January –June:

1. United Way volunteers perform all Level II Reviews on selected programs.
2. Level II Reviews are completed by United Way volunteer teams with the findings and recommendations made to Partners for Community Change Coordinating Council.
3. Results of Level II reviews requiring Agency actions are formally reported to agencies.

A Familiarization Tour (Fam-Tour):

A Familiarization Tour, or Fam-Tour, is a brief visit to an outcomes-based United Way funded program. United Way volunteers are asked to look at and assess program variance data as well as the program budget. The purpose of a Fam-Tour is to familiarize the United Way Program Review volunteers with the specific United Way funded program and acquaint them with the Agency Executive Director and Program Director(s). This familiarization will also serve as a foundation for the United Way volunteer team’s review of the program’s year-end performance information (provided by the Agency through the online system). United Way encourages the Executive Director be available to discuss the United Way funded program impact on the community and the people served. Visits are scheduled for a maximum of 60 minutes, including a 15-minute closed session for program review team members only.

Familiarization Tours should focus on “must know” information such as:

- Who is the target client population?
- What community need does the program address?
- What does the program do?
- Why does the program do it?
- How does the program do it?
- How does the Agency know the program is working?

The intent of this part of the process is that United Way Program Review Volunteers become informed about the agency and program.

Level II Program Review Process:

Programs selected for a more in-depth Level II Review can be referred for additional review during the Level I process or can be selected randomly by United Way volunteers for additional review. The scope of the Level II Review may include a full review of the overall program design or one or more components of the program design:

- A. Review of program purpose or need
- B. Outcomes logic analysis
- C. Review of program changes
- D. Service data verification (data audit)
- E. Information system procedures review
- F. Full information system review
- G. Consumer or community feedback
- H. Other
- I. All or a combination of the above

A Level II Review will entail the following in a face-to-face meeting(s) held between the Team and Agency representatives to:

- Explore the area of perceived deficiency
- Pursue a better understanding and appreciation for the component or program under review
- Discuss the Agency's plan or proposal to correct the perceived deficiencies

United Way volunteers will articulate their confidence in the Agency's response that states:

- United Way Volunteer Confidence Restored - either because a better understanding was achieved or the program made needed corrections, or
- United Way Volunteer Confidence Eroded – reasons and consequences must be specified, as well as recommended implications for funding reductions or suspensions, or
- United Way volunteers may determine a new level of United Way funding for the program.

Appeals of Level II results that impact funding will follow the established United Way Appeals Policy.

POLICY: Requesting Approval of Changes to United Way Funded Programs

United Way expects the Agency to deliver the program it described in the program proposal and discussed with United Way volunteers in the review process. It is, however, recognized that an Agency may have a legitimate need to change the program in response to a variety of factors including but not limited to:

- changing client demographics,
- new understanding of what is and is not working,
- changes in public policy affecting how the program operates,
- changes in funder preferences,
- loss of a significant revenue stream,
- and other factors.

United Way encourages continuous improvement and will review an Agency request for program changes to improve service delivery and further outcomes achievement. However, acceptance of United Way funding is an agreement to not substantially change the program without first obtaining United Way approval as outlined herein.

An Agency who implements program changes without getting prior approval from United Way may be subject to a reduction or elimination of its Allocation. Detailed instructions for the submission of change requests can be found in [The Outcomes-Based Programs & Performance Review Handbook](#).

POLICY: Amnesty Periods for Program Changes

From time to time it may become necessary for the Chair or Co-Chair of the Program Review Group to establish an amnesty period for program changes. During amnesty periods, the program change policy will be suspended. These amnesty periods should be for a designated time period. Upon expiration of the amnesty period, program change policy reverts to the policy existing at the time the suspension began. Amnesty periods should only occur when periods of significant change or policy implementation are anticipated where the amnesty period provides a time frame for an Agency to successfully implement changes.

3.3 SAFETY NET PROGRAMS

POLICY: While United Way cannot provide all the funding necessary to meet all the basic needs of every individual through the support of community programs, it can:

- provide a relatively stable funding stream
- simplify funding and evaluation requirements as much as possible
- align safety net services with Issue Council efforts
- seek to integrate its Safety Net efforts with those of government and other safety net funders in the community.

United Way creates its Safety Net, and the pool of dollars dedicated to it, by certifying programs providing these services and by permitting agencies to apply for such certification.

Definitions

Safety Net Group: refers to the committee of United Way volunteers charged with responsibility for recommending and evaluating United Way's investments in Safety Net Services.

The Safety Net: refers to the broader system of funders, agencies, institutions and organizations providing Safety Net Services in the community; the term "United Way Safety Net" refers to that subset of programs funded by United Way.

Safety Net Services: means food, clothing, shelter, safety, disaster response and crisis call center services provided to satisfy immediate and urgent needs, usually on a short-term basis. While other programs funded by United Way seek more elaborate changes in people's lives, the outcomes of Safety Net Services involve the simplest of conditional changes—people were hungry; people have food; people had no place to sleep; people have shelter; etc.

Safety Net Services Defined:

Utility Assistance: The primary purpose of the program is to help families avoid disconnection of their utilities. If disconnection has occurred, reconnection fees are eligible. Categorization of utility assistance includes providing one-time direct financial assistance (not to exceed \$750) as well as providing staff support to increase the number of eligibility screenings within a billing cycle. Applicant income must fall within 200% of poverty income level.

Eligible Costs for Utility Assistance:

- Bills for household utilities such as gas, electricity, oil; reconnect fees (not to exceed \$750)
- Staff salaries related to direct delivery of utility assistance, including scheduling, screening and processing requests for assistance

Non-eligible Costs for Utility Assistance:

- Payments for utilities such as cable TV bills, phone bills or internet service

Food: The primary purpose of the program is to provide food or meals with nutritional value, including baby formula and dietary formula drinks (ex: Ensure) to individuals or families. Meals provided during the time frame of when an individual is waiting to be enrolled in a long-term mobile meal program may be considered part of the Safety Net. Long-term mobile meal or congregate meal services, however, are excluded from the program. Food for a single event, celebratory events, or holiday baskets is also excluded. Providers should refer to the USDA Food Guide Pyramid when designing the contents of their food box/bags. An individual or family can receive a Safety Net-funded food box/bag for up to four weeks' worth of food a year, the frequency

based on the need of the individual/family. Staffing costs are considered an expense eligible for funding under the Food definition.

Eligible Costs for Food Purchase:

- Food products and/or groceries bought to stock food pantries and/or provide food boxes
- Basic food with nutritional value as described by USDA

Non-eligible Costs for Food Purchase:

- Food purchases for a single event, celebratory events or holiday baskets
- Long-term mobile meals or congregate meal services

Clothing: The primary purpose of the program is to provide work attire, supplies needed to improve the personal hygiene of individuals (*e.g.*, shoes, socks, underwear, deodorant, soap, shampoo, diapers (baby and adult), public school uniforms for school-aged children in need during periods of the school year when school uniform drives are not being conducted, etc. Garments must be in good condition, clean, ready-to-wear, appropriate for the weather of the season and kept in an organized environment. Personal items such as underwear should be new and not second-hand. Clothing vouchers/gift certificates to a vendor(s) must be marked/encoded “Clothing only” or “Clothing & Diapers only.” There must be an agreement with the vendor that clothing or clothing and diapers only will be allowed and no cash will be returned to clients. Staffing costs may be considered as an expense eligible for funding under the Clothing definition if the expense is justified. Example: Staff person(s) who properly cleans, organizes and distributes the items.

Eligible Costs for Clothing:

- Costs associated with maintaining supplies, clothing closet and toiletries needed to improve the personal hygiene of individuals and families by having a clean change of clothes (*e.g.*, shoes, socks, underwear, deodorant, soap, shampoo and diapers for babies and adults).
- Clothing vouchers/gift certificates (must be marked/encoded “Clothing only” or “Clothing & Diapers only”).
- Direct costs such as salary for staff person who properly cleans, organizes and distributes the items.

Non-eligible Costs for Clothing:

- The purchase of new designer label clothing
- Jewelry as a secondary accessory item

Shelter Definition: The primary purpose of the program is to provide temporary lodging and emergency mass shelter for up to 90 consecutive days for homeless individuals and families or victims of domestic violence, child abuse or neglect, to protect them from harmful environments or situations. For the purpose of the program, funding for mass shelter services is limited to costs not covered by other funding sources to include the actual bed night, hygiene and meals. Excluded are transitional living shelters, other more permanent forms of housing and programs whose intent is to treat or habilitate individuals. Staffing costs are considered an expense eligible for funding under the Shelter definition.

Eligible Costs for Shelter:

- Costs not covered by other funding sources associated with maintaining and operating a mass shelter site (*e.g.*, supplies, equipment, cots, mattresses, toiletries, emergency linens, blankets, cleaning supplies, etc.)
- Direct costs not covered by other funding sources such as shelter rent, utilities and staff salaries related to operating a 24-hour shelter only.

- Off-site lodging (hotel and motel vouchers)—for other shelter assistance, eligible program costs include off-site emergency lodging (room and tax only) in a hotel/motel or other offsite shelter facility provided conditions listed below are met:
 - No appropriate on-site shelter is available; and
 - Vouchers can only be paid once for each individual or household through one calendar year.

Non-eligible Costs for Shelter:

- Year Round service fees and operation costs, such as:
 - Pest-control fees
 - Garbage pick-up fees
 - Administrative salaries of employees not working at the shelter site or directly with clients
- Staffing costs intended to treat or habilitate individuals.

Disaster Response: The primary purpose of the program is to provide services and interventions that address individual and family needs caused by natural or man-made disasters, emergencies or fires—including food/mobile canteens and providing mass shelter or hotel/motel voucher arrangements for persons or families temporarily displaced from their place of residence. Categorization of emergency shelter includes temporary shelter to protect individuals and families from disasters and emergencies that may be caused by any natural or man-made event.

Eligible Costs for Disaster Response:

- Direct costs such as rent, utilities and staff salaries directly related to ongoing planning and preparation of disaster relief efforts.
- Costs associated with planning and implementing a local official disaster response plan with one or more of the following entities: a county, a city, the state, American Red Cross or Salvation Army
- Costs associated with being an active part in a local emergency response plan (San Antonio Voluntary Organizations Active in Disaster, South Central Emergency Management Association or other known coalitions/organizations that meet regularly to plan and practice roles in disaster response).

Non-eligible Costs for Disaster Response:

- Salaries for staff that are not affiliated with the planning for and direct delivery of disaster response services

Crisis Call Center: The primary purpose of the program is to provide specialized staff or trained volunteers to stabilize callers/individuals who are experiencing crises in order to connect them to appropriate longer-term help. Excluded from the program’s definition are online chat services. Crisis calls may include: suicide; rape, sexual abuse and domestic violence or other forms of abuse; and runaway/at-risk youth.

Eligible Costs for Crisis Call Center:

- Includes call centers staffed by volunteers and paid staff who are trained to answer calls from individuals in crisis providing free information and referral to health and human services and providers
- Direct costs such as rent, utilities and staff salaries
- Call center infrastructure and technology

Non-eligible Costs for Crisis Call Center:

- Salaries for staff that do not respond to crisis calls
- General call centers and specialized or general information and referral services

Safety Net Process:

Any Agency with a proven history of providing basic Safety Net Services may apply through a periodic funding request to become a Safety Net Service Provider. An Agency cannot create a new program to meet one of the defined safety net services and apply.

A competitive funding process, open to the public, will take place periodically as determined by United Way volunteers. United Way may change the mix of Safety Net Services sought in competitive funding cycles and will publicize any changes in a Request for Proposal.

When applying, a currently funded program acknowledges its obligation to produce services according to the requirements of the funding request, and that if it fails to produce adequate services, some or all of its funding as a Safety Net Service Provider is at risk. An Agency that competes poorly in competitive funding rounds risks all its funding as a Safety Net Service Provider. Funds lost remain with the Safety Net Group for reinvestment.

The ultimate decision, whether to accept an application and deliverables, rests exclusively with United Way volunteers. United Way reserves the right to negotiate the type of service, volume of services and amount of United Way funds to be dedicated to the program.

Performance Evaluation, Accountability and Reporting:

The Safety Net Group will have a separate performance evaluation process from the Outcomes Based Performance process.

Performance Accountability

1. United Way volunteers will:

- Ascertain whether the units of service committed to be provided were actually provided.
- Determine whether the cost of providing these services was reasonable given the projected cost.
- Compare a cost analysis based on whether the costs of services provided were reasonable given industry standards.

2. When examining cost-efficiency, the Safety Net Group will:

- Consider the validity of operating factors that the Agency identifies as impacting its unit cost.
- Balance two different values: the desire to deliver services at the lowest possible cost and the desire to achieve other system needs that may impact cost (*e.g.*, geographic distribution, service delivery by trusted agencies, etc.).

3. The Safety Net Group uses accountability results to recommend continuing financial support for programs that are performing as expected and efficiently and to discontinue support from those that are not.

4. Reporting. A Safety Net Agency will submit reports needed for both evaluation and accountability at least twice per year.

5. A Mid-Year Report is due on January 31st for the program year ending June 30th and provides required information for July 1st to December 31st (the first 6 months of the program year).
 - Reports identify the type and number of units of Safety Net Services which the program projected
 - Reports identify the number of units of service actually provided in the first six months.
 - If there are any concerns that the current rate of delivery may result in the targeted volume of services for the year not being achieved – or being significantly exceeded -- the report includes a written statement of explanation as to why the shortage or overage may occur and any new actions to be taken in the following 6 months.
 - Projected dollar/budget and actual expenditures to date.

6. A Final Report is due on August 15th and includes required information from January 1st to June 30th – plus any additional information needed from the previous 12 months.
 - The Final Report includes required information as above but for the last 6 months of the program year, and the entire year. (July 1st to June 30th)
 - A Safety Net Agency may be asked to provide additional annualized information, such as client demographics.

POLICY: Stewardship Review

A Safety Net Agency is subject to Stewardship Review.

3.4 TARGETED COMMUNITY IMPACT

POLICY: The mission of United Way is *to increase the organized capacity of people to care for one another*. United Way accomplishes this mission, in part, through a network of Targeted Community Impact Issue Councils. An Issue Council is a partnership of corporate, civic and grassroots volunteers, non-profit Agency executives, government representatives and academia convened by United Way to discuss critical human development issues and decide how, working together, we might strategically change community conditions, at root cause, that improve the lives of people in San Antonio in the short and long term.

United Way has identified the following Issue Councils, which may be added to or deleted at the discretion of the United Way volunteers:

- Developing Successful Children
- Students Succeeding in School
- Strengthening Families
- Eastside Promise Neighborhood

Issue Council Process:

1. The “Issue Council” is the forum for engaging Targeted Community Impact work.
2. United Way establishes and periodically revises policies guiding Issue Councils’ work. Issue Council recommends improvements to the policies based on their experience implementing them.
3. Issue Council is asked to engage in a broad priority issue identified by United Way volunteers. Issue Council refines the focus of this issue and assumes responsibility for planning, developing initiatives, evaluating programs, making recommendations for funding and recommending resource development opportunities to address this issue.
4. Issue Council membership includes:
 - a. Community Volunteers: United Way volunteers who are donors, who are familiar with United Way and who take a broad view of community
 - b. Agency Executives – United Way funded and non-funded – with issue expertise
 - c. Expert Resource Persons
 - i. Researchers, policy specialists, government representatives and others
 - ii. Grassroots residents, especially those from targeted populations and neighborhoods
 - iii. Funders in the field
5. Issue Council defines the population to be targeted by its efforts – using demographics or geography, or both – and crafts a **vision** of the lasting changes in community conditions to be achieved, identifying the specific results sought for the selected population. Issue Council identifies and recruits **resources** that can be leveraged to achieve the desired results: people, relationships, influence, knowledge, technology, money, etc.
 - a. Issue Council develops an integrated **Action Plan** for the priority concern. The Action Plan describes the integrated response to an issue, including actions to be taken, by whom and when, to achieve the lasting change sought. Included are decisions about programs, initiatives, cross-system services and systems changes.
 - b. Issue Council identifies programs needed to achieve the desired changes in community conditions. Included are:
 - i. Basic, safety-net services needed in the community;

- ii. Programs that will help achieve intended results; the outcomes these programs should produce; and the best practices, if any, these programs should embrace.
 - c. Issue Council identifies targeted initiatives that are best addressed through collaboration and partnership.
 - d. For target populations identified by geography, the Issue Council stimulates resident-driven neighborhood initiatives that identify what residents can and will do to help each other and the support residents feel they need to fill gaps in their neighborhoods.
 - e. Issue Council identifies cross-system services that help produce intended results. Cross-system services include services that connect nonprofits to clients; nonprofits to nonprofits; nonprofits to resources and other services that improve their ability to help clients.
 - f. Issue Council identifies needed systems improvements, the public policies needed to produce desired results, and the people and influence that can be leveraged to achieve them.
 - g. Issue Council intentionally seeks to align efforts with the overall direction to achieve intended results.
6. Issue Council defines timelines for achieving their plans and tracks their progress.
 7. Issue Council periodically briefs the Partners for Community Change Coordinating Council on its progress and seeks their concurrence with the Issue Council's work.
 8. When Issue Council determines that programs or initiatives no longer align with their plans, the Partners for Community Change Coordinating Council decides whether the program or initiative fits within another Issue Council or falls outside all Issue Councils and their disposition.

4. STEWARDSHIP REVIEW

POLICY: United Way policy states that “United Way will continue to assure donors that agencies operating funded programs are: administered efficiently; financially accountable; develop non-United Way resources; and effectively governed by volunteer Boards.” It is the purpose of the Stewardship Review process to reaffirm annually that agencies meet these expectations.

An Agency receiving United Way funding is subject to annual Stewardship Review.

The following policy statements further describe these criteria. The indicators listed below are excerpted from the United Way Stewardship Review Volunteer Checklist and all form references are to materials submitted by the Agency through the United Way online system.

POLICY: Volunteer Governance

The Agency will be governed by an autonomous volunteer Board of Directors or Trustees with the authority, diversity and size to effectively represent, set policy for, govern and assure the financial support of the organization. When the organization is the local arm of a statewide or national organization having its principal governing Board at either of those levels, the local organization must have its own governing body (advisory Board/council). At the discretion of the PCC-CC this may be waived.

Some key indicators of positive Volunteer Governance as reviewed by the Stewardship Team include:

- The size of the Board is sufficient to allow a diversity of perspectives, talents and skills to govern in the interest of the community.
- The Board’s commitment, as evidenced by a reasonable percentage of attendance, and individual Board members’ participation in Board meetings, to setting strategic direction and to its fiduciary responsibility as reflected in Board meeting minutes.
- Agency compliance with its by-laws regarding number of Board members, quorum, etc.
- Board use of committees or task groups which report regularly to the Board.

POLICY: Administrative Efficiency

The Agency must provide services and manage its operations effectively and efficiently.

Some key indicators of Administrative Efficiency as reviewed by the Stewardship Team include:

- The organization’s staffing is stable. There is not a high turnover rate among key personnel.
- Audits and other required United Way reports are submitted on time.
- If the Agency received a federal grant compliance audit, all federal requirements are being met and there are no material findings.
- Agency management and general and fund raising costs do not exceed 25% of the Agency’s total revenue unless costs in excess of this level can be justified to the satisfaction of United Way volunteers.

POLICY: Financial Accountability

The Agency must demonstrate fiscal accountability including an annual independent audit, compliance with required government filings, maintenance of its financial records in a fiscally responsible manner, and report in accordance with generally accepted accounting principles. Key indicators of Financial Accountability as reviewed by the Stewardship Team include:

- A comparison of budgeted revenues and expenses with audited figures indicate reasonable variances (+/-14%) between budgeted and actual revenue and expenditures. Variances of 15% or more should be explained to the satisfaction of United Way volunteers.
- Surpluses resulting from program operations are budgeted to be used in the following year's operation or refunded to United Way, at the sole discretion of United Way volunteers.
- Deficits are defined as operating revenue less expenses before depreciation and any unrealized gains or losses. Significant deficits require an explanation in the Stewardship Report.
- The Stewardship team will review and document significant operating deficits over time and forward to future United Way Stewardship Review volunteers.
- Three years of significant operating deficits will trigger an Affiliation Review with a likely Provisional Affiliation recommendation.
- The Agency's cash position for the last fiscal year suggests there is a reasonable cash flow from a mix of revenue sources such as contributions, fees, grants and special events.
- The Auditor's letter to Management does not reflect or suggest that there are problems with timely tax or other required filings.
- The Agency's response to the Management letter addresses the issues appropriately. The Management letters should not indicate material weaknesses in the Agency's accounting system or procedures, which persist or remain unresolved.
- Agencies are required to notify United Way immediately of any issue(s) or penalties with the IRS.
- The audit footnotes or other data do not report any recent, major issues that could affect the Agency's financial position (*e.g.*, litigation, federal regulations or compliance issues).
- The Agency is able to operate its programs within its available revenues. Current financial statements are prepared and reviewed at all Board meetings by the Board or, at a minimum, by the Finance Committee or Treasurer with a report given to the Board.

POLICY: Development of Non-United Way Resources

The Agency must be able to demonstrate its ability to develop significant community support through financial and volunteer resources. Indicators of Development of Non-United Way Resources as reviewed by the Stewardship Team include:

- If the Agency's operations are dependent upon government contracts and/or United Way's allocation for a significant portion of its revenue, there must be sufficient funds generated through non-United Way resources to pay the "overhead" costs associated with its programs. (The mix of funding sources should represent a healthy diversity of funding sources. Although the Agency may appear dependent on "government revenue," the contracts and government funding sources are sufficiently varied to obviate concern about "over-dependence" on any one source.)
- The amounts budgeted and reported for contributions and special events show evidence that the Board is committed to developing these resources. The Agency takes advantage of its ability to generate in-kind support (both goods and volunteer services).

Other:

United Way staff catalogue the history of United Way volunteer decisions and/or information and discussion as a reference guide for future United Way staff and United Way volunteers to ensure consistency, fairness and thoroughness of accountability reviews. This documentation should include, at a minimum, the United Way Policy and the historical judgment and/or guidance regarding:

- surpluses and deficits,
- percentage of United Way funding,
- “principally serves Bexar County,” and
- any other areas of Stewardship Review policy requiring discretionary judgment by United Way volunteers

The Process:

The **Stewardship Review Teams**, comprised of United Way volunteers, review administrative and financial documents submitted by the Agency relating to the most recent fiscal year. The Stewardship Review Team reviews the materials submitted by the Agency through an online system, seeking to affirm that the Agency meets the above-mentioned Stewardship Criteria. If, during the course of the review, significant findings are identified, Stewardship Review Team representatives shall promptly communicate with Agency leadership.

The Stewardship Review shall result in one of the following opinions by the Team:

- A. The Agency meets the United Way Affiliation Standards and Criteria. It has all of the indicators or conditions that are expected to exist in United Way-funded agencies. Any United Way volunteer concerns are documented as “Comments” as serve as a “base-line” for future United Way Stewardship volunteer consideration.
- B. The Agency meets the United Way Affiliation Standards and Criteria but has one or more MINOR findings which, in the Team’s opinion, do not impinge on the Agency’s ability to sustain an Agency program or operation. The finding may indicate a minor weakness developing with respect to one of the United Way Standards. The Minor issues or concerns are documented in the Stewardship Review report for consideration by future United Way volunteers
- C. The Agency does not meet one or more of the Standards and Criteria due to MAJOR findings, which impinge on the Agency’s ability to sustain a program and carry out its mission. United Way Stewardship Review volunteers are required to meet with the Agency Executive Director and at least one Board Officer to discuss the concerns of the Stewardship Review Team. The purpose of the meeting is to provide an opportunity for the Agency to address the concerns of the United Way volunteers. The United Way volunteers’ concerns should be shared with the Executive Director prior to the meeting to enable the Agency to prepare a detailed response to the United Way volunteers’ questions and concerns. If the Agency’s responses do not fully address the volunteers’ concerns, then the team may give the Agency a Major Finding(s) regarding one or more Standards. The rationale for the Major finding(s) should be thoroughly detailed in the Stewardship Review Report.
- D. The Agency should respond in writing to the concerns noted upon formal receipt of findings, typically in mid-June, or according to the timetable described in the report. If unresolved, the problem(s) may jeopardize the United Way investment in the program(s) and the Agency’s affiliation status.

Online Reporting and Review

All Stewardship reporting is entered into an online system by the Agency for review by United Way Stewardship Review volunteers. In addition, the Agency Executive Director must sign and submit a “Certification of Submission of Stewardship Reporting Materials” with one bound original copy of the annual audit. By signing the Certificate, the Agency Executive Director attests that he or she has reviewed and approved all of the data in all of Stewardship Review Reports.

During the review, questions are posted online for the Agency to respond to online (within 48 hours). Staff alerts the Agency Executive Director when posting is completed that questions are online and the timeline for response.

POLICY: Annual Audit

An annual audit is required of all Partner Agencies. An electronic copy can be uploaded in the online system and one original copy delivered to United Way by the due date with the “Certification of Submission of Stewardship Reporting Materials.” If unable to upload the electronic copy (due to size or other constraints), the Agency must deliver an original by the due date. Board of Directors approved Agency audits are due to United Way within four (4) months of the close of the Agency fiscal year.

Stewardship materials are due according the Agency fiscal years as follows:

Agency Fiscal Year End	Audit & Online Materials Due
March 31	July 31
June 30	October 31
September 30	January 30
December 31	April 30

POLICY: Payroll Taxes/IRS Concerns

A United Way Partner Agency is required to notify United Way immediately if any issue(s) or penalties with the IRS develop. The Agency is subject to suspension of United Way funding pending immediate review of circumstances. United Way must resolve its decision within 30 days.

POLICY: Suspension of Regular Funding

“Suspension of Regular Funding” is designed to protect contributors’ dollars while allowing the Board of the Agency and the United Way volunteers to investigate matters of concern and to re-establish, if possible, confidence that the Board and management are exercising appropriate governance.

The PCC-Coordinating Council may temporarily suspend funding to an Agency or program, or place funding on a month-to-month basis, when there is sufficient cause to be concerned about appropriate stewardship of contributors’ dollars.

The Chair of the PCC-Coordinating Council may, when circumstances dictate, act on his/her own authority to suspend funding to an Agency, subject to the ratification by the PCC-Coordinating Council.

Action of the PCC-Coordinating Council is required before a Suspension of Regular Funding can be lifted. Prior to the lifting of any suspension, United Way volunteers will schedule a

meeting with Agency volunteers to ascertain whether the circumstances precipitating the suspension no longer exist or have been corrected, and to re-establish confidence that the Agency Board volunteers are conducting appropriate stewardship of the Agency.

Provisional Affiliation or Termination of Affiliation may occur without Suspension of Regular Funding.

5. POLICY FOR UNITED WAY'S ENGAGEMENT IN PUBLIC POLICY

United Way facilitates participation, communication and understanding in order to leverage collective action by a wide variety of partners and partnerships. The participants are varied within and including the non-profit community, the business sector, the faith community and the public sector – government, at all levels - local, state and federal.

United Way recognizes government is a critical decision-maker, major provider and significant funder of health and human services that – from time to time – need to be actively engaged to forward any community agenda.

In this context, “public policy” is the function of communicating with and educating elected and appointed government officials and policy makers at the local, state and federal levels about how government can help achieve changes sought in the community and legislative and regulatory change which the community identifies as favorably or adversely affecting its problem-solving efforts.

Range of Topics:

United Way may consider public policy positions at all levels of government affecting:

- lasting changes sought in community conditions
- the well-being of the citizens of San Antonio
- public benefits and the service delivery system
- non-profit operations and management
- volunteerism
- agencies, funders and other community partners

Criteria for consideration:

Public policy proposals will be evaluated based on their capacity to:

- further United Way's stated priorities
- build community consensus
- enhance United Way's ability to develop or further coalitions with agencies and other community partners
- enhance United Way's ability to fundraise

Requirements for Proposed Public Policy Positions:

Any United Way committee or community partner proposing a public policy position for United Way must provide written answers to the following questions:

1. What does this proposal do or recommend and what is United Way being asked to support?
2. Who does this affect?
3. What is likely to happen if this policy is not adopted?
4. What is the local, statewide and/or national impact?
5. Which level(s) of government must be influenced?
6. Does this policy require funding? How much? What does it mean for costs to other levels of government (i.e., city, county, schools, state, national, etc.)? What is the return on investment?
7. Who else is advocating for this proposal? Why? What vested interests might these advocates have in the proposal's success?
8. Who is opposing this proposal? Why? What vested interests might opponents have if the proposal is not successful?
9. Who is providing the principal leadership on this public policy position? Is principal leadership by United Way critical? Why? What is United Way's anticipated role and commitment of resources?
10. What is the measurable indicator of success for this proposal?

Sources of Recommended Public Policy Positions:

Any United Way committee or division, United Way staff or other community partners may ask United Way to take a public policy position.

United Way Public Policy Committee:

The Public Policy Committee reports to the Executive Committee and works with the PCC- Coordinating Council. It advises the Executive Committee on all proposed public policy positions. At the direction of the Executive Committee, it develops and implements a public policy agenda that includes matters affecting:

- the well-being of people in San Antonio
- the not-for-profit community, generally, and
- United Way

The Public Policy Committee researches recommendations and works to refine or formulate policy positions. Membership on the Public Policy Committee includes representatives from the Executive Committee, Coordinating Council, corporations' government affairs staff, Issue Council and other policy experts. The Committee meets as needed, in order to be responsive to policy issues that arise and in an effort to stay educated and informed about issues emanating from Issue Council.

POLICY: United Way Executive Committee and Trustees

The United Way Executive Committee will make all final decisions on all public policy positions proposed for adoption by United Way. The United Way Board of Trustees must ratify the actions of the Executive Committee, to adopt a public policy position.

Review and Approval of Policy Recommendations:

Public Policy Recommendations originating with other United Way committees and sources are forwarded directly to the Public Policy Committee. Other United Way Committees may be asked to review and comment on proposed public policy positions.

The Public Policy Committee may:

- take no action; the proposal dies
- recommend support of the proposal
- forward the proposal to the Executive Committee with a Statement of Opposition
- seek specific changes in the proposed policy.

Rapid Response Approval:

Due to the time sensitivity frequently associated with policy deliberations at all levels, it occasionally may be necessary for the various committees to "meet" via email or conference call to determine policy positions.

Communicating Public Policy Positions:

All public policy positions and agendas of United Way must be approved by the Executive Committee prior to any outside communication. Persons authorized to interpret United Way's public policy positions to the public include: Chairman of the Board, Partners for Community Change Chair, Public Policy Committee Chair, President/CEO and other duly authorized agents of the corporation.

6. COMMUNITY INITIATIVES

POLICY: United Way is a convener of and partner in community initiatives occasionally providing the leadership to bring people together, sometimes partnering with others to address community problems. These collaborations, partnerships and cooperative efforts leverage technical expertise, voluntary effort, influence and funds and bring them to bear on specific problems in the community. The following section describes the criteria for United Way's involvement in Community Initiatives.

POLICY: Essential Elements of Community Initiatives

Community initiatives are those efforts explicitly designed to strategically mobilize people and resources to bring about lasting changes and improvements in community conditions.

A community initiative:

- **Aligns with priorities.** It focuses on an issue that is clearly related to one of United Way's strategic priority concerns.
- **Is collaborative.** It is a more durable, more interdependent relationship than simple cooperation or formal coordination. Participants bring separate organizations into a new structure with full commitment to a common mission. Participants
 - co-design plans for the initiative
 - play various roles in the initiative's success
 - explicitly share responsibility and accountability for various results
 - have well-defined and mutually agreeable forms of communication among each other
 - edify each other's efforts, recognize each other's contributions and share the credit for the collective success.
- **Focus on a targeted population.** The population is defined by geography, demography or condition and not simply the clients of certain service programs.
- **Focus on outcomes.** It seeks explicit outcomes – i.e., specific improvements in the lives of the defined community population.
- **Pursues community change.** It targets specific improvements in networks, neighborhoods, organizations, policies or systems that will bring about the intended population benefits.
- **Tracks results.** The partners identify, or are committed to identify, data that shows if the initiative is achieving the desired community changes and is improving lives, and have or will develop methods for obtaining that data and measuring results.
- **Includes a meaningful role for United Way.** United Way plays one or more defined roles that build on its organizational strengths and relationships to contribute to the initiative's success. United Way does not have to be the initiative's leader or fund it to have strategic value. Examples of roles include: convener, partner/collaborator, leader, data provider, data analyst, planning specialist, resource developer, policy advocate, issue educator, implementation manager, community facilitator and co-investor.

POLICY: Criteria for Committing United Way Resources

Ultimately, the United Way Executive Committee and Board of Trustees approve United Way assuming a significant role in a community initiative they will consider such involvement on the advice of the Partners for Community Change Coordinating Council. Practically, these United Way volunteers will rely on the analysis, advice and recommendations of the various United Way committees proposing involvement.

The analysis will include consideration of the following:

1. essential elements of the Community Initiative
2. potential beneficial impact on the community
3. potential impact on United Way
4. most appropriate role for United Way -- and if United Way is to have a significant role, the corresponding
 - a. commitment of resources for staffing, and
 - b. commitment of other United Way resources

Oversight:

Oversight responsibility includes evaluation of the initiative's progress toward goals and recommending to the Partners for Community Change Coordinating Council whether United Way participation and support should continue, in what role and at what level of investment. Partners for Community Change Coordinating Council will be open to changes in strategies that are reasonable given changing environments, but should not hesitate to recommend curtailing United Way participation if:

- original goals and objectives have been met,
- end goals or outcomes have not been met or have radically changed,
- initiative has lost sight of the original goals and objectives,
- initiative is no longer aligned with United Way's priorities, or
- it is no longer in United Way's interests to participate.

United Way representation on Initiatives:

Typically, representation of United Way on community initiatives is by United Way staff. When appropriate, however, United Way volunteers may represent United Way on the policy groups or working committees of initiatives.

6. APPEALS POLICY

POLICY: United Way's policies are designed to assure thorough and full consideration of each program's funding request. Within the limits of available resources, United Way volunteers will make every effort to invest contributors' dollars in programs that produce effective client outcomes and are operated by agencies that are responsible stewards of these programs and funds. All agencies have the right to appeal the decisions growing out of this process, and an appeals mechanism is in place to provide for the exercise of this right. The appeals process is not intended, however, to give the Agency a rehearing of information already presented. Further, the failure to receive funding or the desired level of funding is, by itself, not a valid reason for appeal.

Grounds for Appeal:

The governing Board of any Agency may request an appeal of the decisions of the Program Review process if there is clear and convincing evidence that the Program Review Team failed to observe the intent of the program review process as communicated to both United Way program review volunteers and the Agency resulting in an evaluation decision detrimental to the Agency.

The governing Board of any Agency may request an appeal the findings of:

- Stewardship Review Process: If there is clear and convincing evidence that the Stewardship Review Team substantially misunderstood or failed to consider materials or information submitted by the Agency in a timely manner as required for Stewardship Review and thus resulted in conclusions which had an adverse impact on 1) a program funding decision; or 2) the Agency's affiliation status; or 3) both.
- Annual Performance Evaluation Process (a.k.a., review of Year-end Reports): If there is clear and convincing evidence that United Way volunteers failed to follow the procedures established for making such decisions.
- Request for Approval of a Program Change: If there is clear and convincing evidence that United Way volunteers failed to follow the procedures established for making such decisions.
- Solicitation or Request for Proposal Process: If there is clear and convincing evidence that the Reviewing Committee failed to observe the intent of the process as communicated in the Request for Proposals. United Way volunteers' decisions concerning the selection of preliminary applications invited to submit full proposals are not subject to appeal.

Procedures:

The governing Board of an Agency wishing to appeal the decisions and/or findings of the Partners for Community Change Coordinating Council must submit its request for an appeal in writing to the Partners for Community Change Coordinating Council within 30 days of its official funding notification – in the case of Requests for Appeals of Program Review, Stewardship Review or New Program Funding decisions, or within 30 days of notification of United Way action in the case of other decisions being appealed – specifying the grounds for the appeal and providing pertinent documentation that establishes the clear and convincing evidence.

The Chairman of the Board of Trustees will appoint at least three members of the Executive Committee and at least five members from the Partners for Community Change Coordinating Council who shall be nominated by the Chair of the Partners for Community Change Coordinating Council to serve as the Appeals Committee, and designate its chair who shall also be a member of the Executive Committee.

No member of the Appeals Committee should have a conflict of interests as defined within the Conflict of Interests policies applicable to the fund distribution process. The Appeals Committee will review all letters requesting appeals to determine which of these meet, or fail to meet, the required grounds. The Appeals Committee may, as they make this review, consult with the Chair and Co-Chair of the appropriate Team whose findings are being appealed. The Appeals Committee will report its recommendations to the Executive Committee. The Executive Committee will inform the agencies whose appeals will not be heard of the reasons for their decision. These decisions are not subject to appeal.

The Appeals Committee will advise an Agency found to have grounds for appeal of its expectations for a formal written appeal and the submission of documentation, and of the date for a meeting to hear the appeal.

The Appeals Committee, including as ex-officio members the Chair and Co-Chair of the Team that conducted the review, will meet with representatives of the appealing Agency to discuss materials submitted and to hear and respond to the Agency's appeal. The Appeals Committee will invite members of the reviewing Team to attend the meeting, or may, at its discretion, meet separately with the Team, to discuss the Appeal.

The Committee will report its recommendations to the Executive Committee with copies to both the appealing Agency and the reviewing Team.

The Executive Committee will consider the report of the Appeals Committee and render its decision concerning the appeal. There is no appeal of the decision of the Executive Committee.

Timing:

The Appeals Committee will conclude its examination of all appeals and forward its conclusions to the Executive Committee not more than 120 days following the receipt of the request for appeal.