



United Way of Ocean County

**FUND DISTRIBUTION
POLICIES AND PROCEDURES
MANUAL**

Approved July 29, 2005

FUND DISTRIBUTION MISSION STATEMENT

The mission of the fund distribution committee of the United Way of Ocean County is to prioritize human needs, promote the effective and efficient use of resources to address those needs, encourage inclusiveness, emphasize prevention, and assess the impact of services.

Our supporting values:

PRIORITIZE HUMAN NEEDS

- **PRIORITY SENSITIVE**
Funds will be directed to the most pressing community needs that are appropriate for the United Way response. The process will be guided by clear priorities arrived at through planning, needs assessment and policy decisions relating the community's changing needs and resources.
- **RESPONSIVE**
The process will be responsive to donors, volunteers, providers, recipients of service, and the community by involving these diverse groups in decision-making as we respond to the community needs.
- **FAIRNESS**
Funds will be allocated fairly and impartially with the betterment of the broad community in mind. The fund distribution system needs to be viewed as "fair" by the participating agencies, by contributors and the community.

PROMOTE THE EFFECTIVE AND EFFICIENT USE OF RESOURCES

- **EFFICIENCY**
The United Way will encourage agencies to continuously monitor management practices to ensure the effective and efficient use of resources.
- **FOSTER SELF-SUFFICIENCY**
United Way will encourage agencies to seek diverse sources of funding.
- **COLLABORATION**
United Way will encourage agencies to collaborate. The fund distribution system will promote such behavior.
- **NOT INTRUSIVE OF AGENCY MISSIONS**
Situations where agencies must reshape their mission in order to obtain new or additional funds will be avoided.

ENCOURAGE INCLUSIVENESS

- **INCLUSIVE**
United Way will encourage inclusion of all segments of the community ensuring broad-based participation in the decision making and implementation processes, and require participating agencies to be inclusive, diverse and nondiscriminatory in all aspects of their operations.

EMPHASIZE PREVENTION

- **PREVENTION**
The process will emphasize prevention by addressing root causes of problems before they occur.

ASSESS THE IMPACT OF SERVICES

- **ACCOUNTABLE**
United Way and its participating agencies will account to the community how funds are distributed to address community needs.
- **PROGRAM IMPACT**
United Way will support programs that effectively demonstrate impact on the needs being addressed.

THIS FUNDING AGREEMENT IS MADE BETWEEN UNITED WAY OF OCEAN COUNTY (UWOC) AND

_____ (REFERRED TO AS "AGENCY" FOR THE USE OF UWOC FUNDS. THIS AGREEMENT APPLIES TO ALL PROGRAMS OF AGENCIES THAT HAVE BEEN CERTIFIED AND FUNDED THROUGH THE UWOC VOLUNTEER REVIEW PROCESS.

I. PURPOSE

The purpose of this agreement is to outline the responsibilities and expectations for accepting funding support from United Way of Ocean County for specific program services in the Ocean County area.

Failure to comply with this agreement will result in its termination. Both UWOC and the agency will honor all aspects of the agreement through the effective date of termination.

The term of this agreement shall be one year from the date the allocation award notification is received.

Either UWOC or the agency has the right to terminate this agreement at any time by giving 30 days prior written notice of this intent. UWOC has the right to reduce the funding payments at any time by giving the agency 30 days prior written notice.

II. THE UNITED WAY OF OCEAN COUNTY AGREES TO:

In entering into this agreement, UWOC obligates itself to conduct its activities in a manner that builds a strong sense of community in the County. The United Way relationship with funded programs will be conducted in an open and positive manner and will be directed toward increasing available resources to alleviate community need. In the spirit of cooperation, UWOC agrees to:

- A.** Conduct an annual campaign to raise funds to meet the priority needs of Ocean County.
- B.** Maximize the funds available for meeting priority needs, manage resources efficiently and distribute them fairly.
- C.** Actively market as appropriate funded programs with its donors for the purpose of building community awareness of program services, and for the purpose of accountability to the donor for contributed dollars e.g., special events, agency tours, agency speakers, ads, mailings to constituents and other information pieces.
- E.** Initiate year-round activities that highlight funded programs for donors and volunteer interest.
- F.** Promote and advocate for human services.
- G.** Identify community human service needs through a thorough and systematic process that would include input from human service professionals, planning bodies and the broader community.
- H.** Make every effort to account for pledges prior to fund distribution. It should be noted that the funds being used for the purpose of this agreement are funds furnished to UWOC from private voluntary contributions, and that UWOC's entitlement with respect to any

fiscal year is paid to UWOC in installments. This may cause UWOC to reduce proportionately the Agency's allocation dependent on the actual percentage of pledges collected. It is understood in accepting this agreement that in the event the pledged funds made available to UWOC are less than anticipated, UWOC shall not be required or obligated to make such payments.

- I. To restrain from interfering with policies, practices or internal procedures of funded agencies as long as the agency adheres to the basic principles outlined in Section III.

III. RESPONSIBILITIES OF FUNDED PROGRAMS AND THEIR AGENCIES

- A. All funded programs and their agencies must meet the basic eligibility criteria reviewed during the Certification Process. Agencies agree to conduct their affairs in such a manner as to remain an eligible "Certified Agency". A certification file is kept at the United Way office for each agency. It is the responsibility of each agency to submit the following documents specified below annually preceding application to the United Way for program funding. The deadline for submission of such documents will be conveyed to each agency in writing at the appropriate time by UWOC. Failure to provide such documents by the deadline will result in disqualification from the program funding process.

- Verification of agency's tax exempt status
- Annual certification of compliance with United Way's policy on nondiscrimination
- Current Board of Directors roster with names, addresses, telephone numbers, and business affiliations
- Audit and management letter – audit must be for the period covered no later than three months after the close of the agency's fiscal year.
- Articles of Incorporation and Bylaws (only if changed during the preceding fiscal year)

- B. United Way of Ocean County funds are provided to an agency's programs with two primary expectations: satisfactory delivery of quality services to the community and effective co-marketing.

1. Delivery of Program Services

The Agency agrees to provide the program and services outlined in their allocation award letter. The program's funding level, funding conditions and funding recommendations are summarized in this letter. The Agency should be aware that their response to the conditions and recommendations in the award letter shall be considered during the following year's allocation program in light of possible future funding requests.

2. Co-Marketing Efforts

Co-marketing is a cooperative effort between UWOC and the agencies it supports. The objective of co-marketing is to provide increased financial support and other benefits to the Agencies and to UWOC.

To promote co-marketing all United Way of Ocean County agencies applying for funding must:

- *Conduct an agency campaign*

And are encouraged to:

- *Participate in United Way of Ocean County sponsored events.*
- Increase visibility to your programs, e.g. hosting agency tours, provide agency and client speakers for employee rallies
- Recognize UWOC donors who designate to you via the UWOC campaign with written confirmation

Engage in other co-marketing activities including:

- Publicize UWOC support of funded programs
- Feature your service as UWOC supported
- Display the UWOC logo and name where you receive UWOC support
- Acknowledge UWOC funding in annual reports, program brochures, ads, newsletters, PSA's, mailings to constituents and other information pieces.
- Include UWOC on letterhead where other affiliations are also noted
- Cooperate with and assist UWOC in its public information programs, i.e. participate in year-round UWOC activities that promote donor and volunteer interest including agency fairs, speaking engagements

- C.** The United Way of Ocean County recognizes the right of agencies to generate additional support for its programs from other sources. All supplemental fundraising activities must adhere to the Supplemental Fundraising Policy (See page 36).
- D.** Agency agrees to indemnify and hold UWOC harmless from any and all liability, damage or claims of any kind in nature, arising out of the agency's business, including but not limited to, claims arising out of programs and/or activities funded in whole or part by UWOC.
- E.** Agencies accept the responsibility of reporting to UWOC any significant matters that affect their funded programs and relationship with UWOC within 15 days after the event.

CONFLICT OF INTEREST POLICY FOR VOLUNTEERS

POLICY

Each volunteer serving on the Fund Distribution Cabinet and its respective committees enters into a special relationship built upon the personal integrity of each volunteer. This relationship requires protection against possible conflicts of interest or the appearance of conflict of interest and reflects the stewardship role that donors have assigned to United Way. Every effort will be made to involve community members in volunteer assignments that do not present the potential for conflict of interest.

The Board officers, staff, volunteers and others with relationships to organizations receiving or applying for United Way funding may serve on United Way's Fund Distribution Cabinet and its committees provided they maintain the integrity of the process and ensure that procedures for the allocation of United Way dollars are fair, responsible, and free from personal bias, volunteers serving on the Fund Distribution Cabinet and its committees are required to identify if they have any of the following relationships to the funded or funding applicant agency:

- Agency Staff
- Personal including, but not limited to, familial or other close personal relationships
- Consultant
- Trainer
- Recipient of Service
- Any other type of vested interest in an agency program under consideration by United Way

PROCEDURE

All volunteers will be required to disclose in writing any potential conflict of interest. In addition, Chairs of all committees will verbally ask committee members to declare if they have a conflict of interest prior to any deliberation about an agency or its program under consideration. In those situations in which volunteers may have a conflict of interest or an appearance of conflict of interest, it is expected that these volunteers will abstain from deliberations or voting on issues concerning any agency with which they are affiliated, including, but not limited to, funding and certification status recommendations.

If any agency representative identifies a potential conflict of interest with any certification or allocation team volunteers they must advise the United Way of Ocean County Executive Director within 1 week.

If a problem arises from the nondisclosure of a conflict of interest, or for any other reason, the Committee Chair will refer the matter to the Fund Distribution Cabinet for deliberation. The Cabinet will determine the appropriate resolution and advise the participants within thirty (30) days of submittal to Cabinet.

It is the responsibility of all volunteers to adhere to and honor the terms of this policy.

DATA SUBMISSION POLICY

POLICY

The United Way of Ocean County will make eligibility for funding and/or allocation payments conditional upon receipt of accurate, complete, and current data within the time period specified.

CERTIFIED AGENCIES

The policy will apply to the following documents for eligible agencies:

- Certification of the agency's tax-exempt status.
- Annual certification of compliance with United Way's policy on nondiscrimination.
- Current Board of Directors roster with names, addresses, telephone numbers, and business affiliations.
- Audit and management letter, due annually three months after the close of the agency's fiscal year. Agencies will submit an original and one copy of the audit and management letter.
- Articles of Incorporation and Bylaws only if changed - within thirty (30) days of approval by the agency's Board of Directors.
- Agency Agreement, signed and due thirty (30) days after notification of allocation award.

DONOR DESIGNATION POLICY

PAYMENT OF DESIGNATIONS

Designated gifts will be reported to agencies with their allocation notice and/or payment. If a donor requests an acknowledgment, their name will be provided to the agency with this report.

AGENCY PROMOTION OF DESIGNATIONS

The goal of United Way is to market a single, community-wide campaign to meet the diverse needs of our community. United Way believes that a positive presentation of a unified community-wide campaign to all potential donors is the best way to increase charitable giving for all health and human care agencies.

United Way does, however, recognize the fundamental right of donors to choose how their gifts will be used. United Way encourages agencies to promote the merits of the community-wide option for giving through their presentations, educational materials and marketing efforts.

1. **General Promotion of Donor Designation**

Agencies funded by United Way may not promote or encourage designations to their agency in any manner to anyone at any time, or promote their agency in a manner intended to encourage someone to consider designating their United Way contribution to the agency. This restriction applies to any form of written or verbal communication to all audiences, including, but not limited to, volunteers, board members, agency staff, current donors, donors who have designated their prior United Way contribution to the agency, service recipients and their families, and potential contributors at agency events or at workplace presentations.

Agencies will positively promote United Way's community-wide campaign with all audiences as the best choice.

Agencies will promote the United Way's volunteer review process of distributing funds based upon community health and human service needs.

Agencies cannot use mass mailing lists, purchase or obtain public service advertisement through mass media including billboards, print, radio, and television or conduct telephone, written, electronic, etc. solicitation for the purpose of securing designations through the United Way campaign.

2. Workplace Promotion of Donor Designation

Agencies will proactively promote the United Way partnership in companies where the agency has an existing relationship with the company.

Agencies cannot seek access to the workplace for the purpose of separate and competitive campaign promotion.

During tours and workplace group meetings associated with United Way's annual workplace campaign, agencies are not to include any discussion of donor designation in their presentation and will not solicit designations for any specific agency during such functions. Presentations of donor designation will be the responsibility of the United Way staff or Loaned Executive and/or the company's staff.

3. Donation Acknowledgment

United Way will provide each agency with a list of the contributors who designate gifts to their agency. United Way requests that thank you letters be sent to contributors from the agencies, acknowledging the gift as donated through the United Way campaign.

4. United Way's Responsibilities

In the spirit of partnership, the United Way will:

- (a) Promote and manage, through an equitable process, agencies' access to employee donors at the workplace that involves agency speakers and tours, volunteer opportunities, service access and other programs as needed.
- (b) Proactively position the United Way system, year-round, as the best choice to help people through the mass media, workplace promotions and targeted marketing communications materials.
- (c) Provide training in communications for agency representatives to most effectively tell the United Way and agency story as part of the co-marketing partnership.
- (d) Provide logos and other materials needed by agencies for United Way identification.
- (e) Promptly acknowledge designations and provide agencies with accurate and timely information about donors who have designated.
- (f) Continue evaluation and joint development of co-marketing opportunities.

POLICY ON MERGERS

DEFINITIONS

- Merger:** The combining of two or more corporate entities into a single corporate entity or the absorption of one or more corporate entities by another corporate entity.
- Surviving:** The corporate entity that maintains majority control over the operations and Agency: governance of the corporate entity that results from a merger. A corporate entity maintains majority control by having appointive authority for at least 51% of the members of the new entity's Board of Directors or by having members of its Board of Directors make up at least 51% of the members of the new entity's Board of Directors.

POLICY STATEMENT

1. Applicable to all Mergers
 - (a) Notification of United Way: The United Way-funded agency involved in the merger will notify United Way prior to any final merger action that such a merger is being explored. It is preferable that this notification occurs early in the process so that United Way might solicit community resources that could be of assistance to the agency in its merger discussions. In addition, early notification will enable both the agency and United Way in their respective roles to develop appropriate plans relative to the funded services of the involved agencies and their relationships with United Way.
 - (b) Allocation: If the surviving agency has certified agency status they may, at the discretion of the United Way Executive Committee, receive the total United Way allocation awarded to the involved agency as long as the services supported by United Way's allocation are continued, any previous United Way funding restrictions are honored, and no funds are allocated by the agency to services not previously supported by United Way.
 - (c) Documents to be submitted: All official records concerning the merger, and a new signed Agency Agreement will be submitted to United Way, due no later than 45 days following official implementation of the merger.
 - (d) Payment of Allocation: United Way will continue to pay the approved allocation to the agency(s) that originally signed the Agency Agreement until United Way receives written notification that the agency(s) no longer exists as a corporate entity. If approved by the Executive Committee, United Way will then pay the approved allocation to the surviving agency, if the required documents listed above have been received by United Way and if the conditions stated above have been met. If those documents have not been received by United Way or if those conditions have not been met, all allocation payments will be withheld by United Way until such time as it has received the required documents and/or has evidence that the conditions have been met.

NONDISCRIMINATION POLICY

BACKGROUND

United Way of Ocean County requires all agencies that receive funding through the Allocation or Community Initiative processes or through special grant to comply with the nondiscrimination policy. The statement below must be approved and signed by action of the agency's governing body; and continued compliance with the statement must be annually certified by the agency and submitted to United Way.

POLICY

United Way of Ocean County is firmly committed to the policy of affording equal participation to all persons in the services funded by United Way and to equal opportunities for employees, volunteers, and applicants for employment and volunteer positions within United Way and the agencies it funds. Therefore, all persons seeking access to services, employment, volunteer work, or membership on a committee or governing body of United Way or its funded agencies will be accorded equal treatment, regardless of age, ancestry, color, creed, disabled veteran, marital status, national origin, qualified disabled individuals, race, religion, sex, sexual orientation, or veteran of the Vietnam war.

Certain agencies receive funding from sources that are obligated by federal or state funding laws to support programs restricted to targeted populations. Such restrictions are acceptable as provided by law.

United Way recognizes that many agencies have targeted client groups. Further, United Way underscores the distinction between targeted services vs. discriminatory practices. Targeted services result from a programmatic, not an administrative, decision based on the best treatment modality or service for a client or program participant.

**ANNUAL AGENCY CERTIFICATION OF COMPLIANCE WITH
NON-DISCRIMINATION POLICY**

I certify that our organization is in compliance with the nondiscrimination policy.

Agency Name _____

Board President Name _____

Board President Signature _____ Date _____

STATUS OF AGENCIES POLICY

PURPOSE

The purpose of the Status of Agencies Policy is to define the various types of status agencies may have with United Way.

CERTIFIED AGENCY

A Certified Agency is one that has successfully completed a Certification Review based on human service performance standards. Any tax exempt, health and human care agency that provides services in Ocean County can apply for certification status at any time during the year by sending a letter of intent to the United Way office. However, agencies wishing to participate in the annual allocations process must send such letter by the date stipulated by United Way in order for the Certification Process to be completed in time. The Certification Committee will schedule the Certification Review.

All Certified Agencies are eligible to apply for funding from Allocations and the Community Initiatives Fund throughout the term of the Agency's Certified Status. However, there is no guarantee that Certified Agencies will receive funding.

PARTNER AGENCY

A Partner Agency is one that has received certification status and currently receives funding from the Allocation Process. Each Partner Agency must sign a Funding Agreement for the services it is funded to provide. United Way Partner Agencies will be publicized in United Way's annual workplace campaign and in all applicable campaign promotional materials.

COMMUNITY INITIATIVES AGENCY

A Community Initiatives Agency is funded through the Community Initiatives Fund. The agency must successfully complete the application and award process. Community Initiatives Agencies will be publicized in United Way's annual workplace campaign and in promotional materials.

AGENCY SUPPLEMENTAL FUNDRAISING POLICY

United Way of Ocean County (UWOC) believes that the mutual objective of the UWOC and the agencies it supports should be to maximize the dollars available to provide health and human care services to individuals and families within the community. In pursuit of this mutual objective, and recognizing that UWOC cannot fund 100 percent of any agency or program, Participating Agencies are encouraged to develop appropriate sources of income in addition to the United Way allocation. United Way of Ocean County certified agencies are prohibited from soliciting designations specifically for the agency from contributors to the United Way of Ocean County campaign.

One of the most vital contributions funded agencies can make to the UWOC is to select methods of self-support that are in harmony with the United Way principle of a single, annual, all-out effort to solicit charitable contributions at the workplace.

The UWOC recognizes that agency self support, when used to build constituents for the agency, can also develop a broader constituency for United Way. It is only at the point where any agency's self support efforts jeopardize the United Way campaign, or threaten to evoke a negative public reaction, that restrictions are required.

I. YEAR-ROUND POLICY

The one restriction that always applies is that there will be no "Workplace Solicitation" by funded agencies. Workplace solicitation, defined as the soliciting of individual employees for the purposes of a cash contribution or a payroll deduction shall be prohibited, unless such solicitation is part of the United Way campaign, with proceeds derived going to the United Way. This applies at all businesses or other entities that conduct a United Way or federated charitable campaign (Public Employees Charitable Campaign, Combined Federal Campaign, etc.)

II. APPLICATION AND COMMUNICATION

- A. Funded agencies shall be notified of the policy in effect on an annual basis. Such policy shall be included, in substance, in the annual agreement with funded agencies as an integral term and condition thereof.

Said policy shall be broadly communicated in manners deemed appropriate by the UWOC Board, Executive Committee and/or Executive Director, to UWOC constituents. Said policy shall be uniformly applied and enforced and no agent of the UWOC or duly authorized agent of any funded agency shall wittingly violate this policy.

It is the responsibility of each funded agency to inform its members of this policy. Ignorance of its provisions shall neither constitute an acceptable ground for any waiver or reduction in sanction applied, nor shall the UWOC Board be empowered to grant such waiver. This shall not, however, prohibit the UWOC from withdrawing funded agency status from an agency, in the event that unethical or illegal conduct associated with fundraising activities is so egregious as to warrant such action.

TENURE POLICY FOR AGENCY REVIEW TEAM VOLUNTEERS

COMMITTEE CHAIRS

An individual may serve as chair of any Fund Distribution Cabinet committee for three consecutive two-year terms. These six years will exclude any years served previously as a committee member. After serving a third full term as a chair, an individual must retire for at least one year from the position of committee chair. However, she/he may serve as a member of any committee of the Fund Distribution Cabinet except the committee(s) she/he chaired.

COMMITTEE MEMBERS

Service on any assigned committee of the Fund Distribution Cabinet (Needs Prioritization, Agency Certification, Allocations, and Community Initiatives) will be limited to three consecutive two-year terms. After serving three full terms an individual must retire for at least one year from the assigned committee but may serve three additional terms on another committee.

Individuals who are unable to complete their responsibilities in any given year need not be reappointed, irrespective of the number of years remaining in their term.

AGENCY CAMPAIGN SUPPORT POLICY

In the spirit of mutual support and giving back to the community, all United Way of Ocean County agencies applying for funding must:

- Conduct an agency campaign.

And are encouraged to:

- Volunteer at rallies
- Participate in United Way of Ocean County sponsored events

At the beginning of each fiscal year, the Certified Agency Division Chair, committee members and United Way staff will contact each agency to assess how they will participate in the campaign including the timeframe of their employee campaign.

At the conclusion of the year, the Division Chair, committee members and staff will review each agency's support of the campaign to ensure appropriate recognition and where support was not evident to discuss ways to improve the agency's support.

