

Community Impact Policy Manual

United Way Blackhawk Region

LiveUnitedBR.org



United Way
Blackhawk Region

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The public has entrusted United Way Blackhawk Region (UWBR) with financial contributions and donors have a right to expect the highest professional standards from each Partner Agency. In turn, UWBR expects and requires accountability of each agency receiving a UWBR grant.

- I. The UWBR recognizes each agency as an autonomous organization with its own governing body.
- II. The governing body of each agency is responsible for the development of sound agency policies, management, and administration, including fair and lawful treatment of agency staff and agency clients.
- III. The governing body of each agency is responsible for hiring the executive director and for establishing salaries, wages and benefits for all employees of the agency within the agency's established policies.
- IV. An agency's board of directors is responsible for prudent fiscal management of the agency. Each agency is to maintain financial records in accordance with generally accepted accounting principles as stated in the Financial Reporting policy.
- V. Agency operations are independent of UWBR management or administration.
- VI. UWBR is available to provide Partner Agencies with technical assistance upon request or as needed.

Presented: August 15, 2017
Adopted: August 15, 2017
Reviewed:
Revised:

- I. The United Way Blackhawk Region (UWBR) and Partner Agencies are allies in meeting health and/or human service needs. All Partner Agencies are encouraged to share their expertise with each other for the betterment of all of Rock County, Wisconsin and northern Winnebago County, Illinois.
- II. All applications are zero-based. Funding in any prior grant cycle does not guarantee funding in any future grant cycle.
- III. Funding from UWBR is to meet specific community needs. Funding of a specific program does not imply endorsement with regard to the agency's other activities and policies, whether controversial or not.
- IV. Minimum request for program funding must be \$5,000 or more.
- V. A Partner Agency whose select programs are funded by the UWBR must:
 - A. Align with UWBR's mission, impact areas of Health, Education, and Financial Stability, and provide measurable outcomes
 - B. Be an entity that operates for non-profit purposes in the area of health and human services with proof of exemption from federal income tax under Section 501(c)(3) or be a government or municipal entity or a school district.
 - C. Be registered as a charitable organization with the State of Wisconsin and/or Illinois, as such the agency must have provided service for a minimum of two (2) years as an incorporated nonprofit entity
 - D. Maintain a policy of non-discrimination, equal opportunity and comply with the Americans with Disabilities Act.
 - E. Provide program(s) which meet substantiated health and/or human service needs in Rock County, Wisconsin and/or northern Winnebago County, Illinois.
 - F. Demonstrate a need for United Way funds.
 - G. Maintain supporting services (management, general and fundraising expenses) below 25%.
 - H. Be governed by an active, voluntary board of directors with policy/provision for term limits of members and officers.
- VI. Comply with all UWBR Partner Relations Policies. A request to be a Program Partner of UWBR must have approval of the applicant agency's board of directors prior to completing the admissions application.

VII. During the application process, UWBR may request additional information. Failure on the part of the Applicant/Partner to supply the requested information in the format requested and the timeframe indicated, may result in the denial of application.

Partner Agencies who do not receive funds from UWBR for program(s) over a two grant cycle period of time will be considered a new Applicant.

VIII. UWBR's non-discrimination policy applies to all of the Partner Agencies with which we work. Targeted services as a matter of policy are not considered discrimination.

IX. Financial support by UWBR is conditional on compliance with the requirements as outlined in the Program Partner Relations Policy and provision of all requested supporting documents to demonstrate such compliance.

X. At any point during the application process, UWBR reserves the right to assemble a team of volunteers and/or staff to conduct an in-depth review of any Partner Agency in terms of fiscal, program delivery and accountability, outcome measurement and governance issues or to request financial information that clarifies the relationship between United Way Blackhawk Region funded program and the overall agency budget.

A. If the Partner Agency fails to supply the information requested within the allotted time, UWBR shall withhold subsequent payments and the program funding shall be penalized:

1. 10% reduction of current monthly allocation for reports received more than 7 days overdue
2. 25% reduction of current monthly allocation if received more than 14 days overdue
3. Forfeiture of future/remaining allocations if received more than 20 days overdue

XI. UWBR reserves the right to deny application from an applicant/prospective Partner for funding for any reason the Community Impact Council and/or Board of Directors agrees upon, including but not limited to falsification of information contained in a current or any previous application, omission of information from a current or any previous application, demonstrated non-compliance or a reluctance to comply with requests for information, etc.

XII. An organization must meet specific criteria to request reconsideration of Community Grant award decisions by the United Way Board of Directors. Reconsideration may be granted if the Community Impact Council determines that one or more of the following have reasonably occurred:

- A. The requesting organization made an error deemed significant by UWBR in its application;
- B. The requesting organization experienced a change in circumstances deemed significant by UWBR which was not reasonably foreseeable at the time of the original request;

C. There was a clear and significant misunderstanding of the organization's specific funding request.

XIII. A completed appeal request form must be submitted by the organization within 30 days of mailing of the UWBR investment and/or funding letter.

Presented: August 15, 2017
Adopted: August 15, 2017
Reviewed: September 27, 2018
Revised: September 27, 2018

I. Purpose

- A. In rare and exceptional circumstances, United Way Blackhawk Region (UWBR) may receive requests for one-time funding in response to a decline in award from UWBR's previous grant cycle. While every application received as part of the Community Grant Process is a zero-based request, UWBR does understand that the impact of a non-award or minimal award may have a significant impact on an organization. The Bridge Fund was created in an effort to be responsive to that impact.
- B. If Bridge funding is granted, it will be for 12 months only, regardless of length of grant cycle. Bridge funding is always contingent upon availability of funds for distribution. Any remaining dollars in this fund after 90 days following partner notification of Community Grant award/non award shall be transferred to other grant-related items in the budget. The Board of Directors shall be responsible for implementing this policy and its related procedures.

II. What Bridge dollars fund:

- A. Bridge Funds may be requested for capital costs, operating costs, staffing or any expense deemed necessary to continue offering the program until a sustainability plan is in place.
- B. Bridge funding requests will not be considered unless the Program Partner provides assurance or a guarantee that the program for which the funding is being sought will continue after United Way Bridge Funds have been expended. In most cases, this means the allotment of funds may:
 - 1. Cover a one-time cost;
 - 2. Act as a bridge to another funding source; or
 - 3. Be part of a long-term, clearly outlined plan for the continuation of the program with services being provided at a reasonable or proportionate level as before the receipt of Bridge Funding.

III. What Bridge dollars do not fund:

- A. Eliminating previously incurred deficits or expenses, nor debt retirement
- B. Endowment funds
- C. Political, religious or sectarian purposes
- D. Individuals

IV. Bridge Fund Application

A. Who may apply?

Previously funded UWBR program partners may apply whose status has changed to a non-award or minimal Community Grant award in the most recent cycle. Applicants must be able to demonstrate need.

B. How is application made?

Application is made by letter of application

C. When are applications accepted?

Application must be made within 60 days of UWBR's notification of the partner's Community Grant award/ non-award

D. How many years may a program apply?

A program may apply one time only

E. Request amounts

Minimum request = \$1,000

Maximum request = No more than 65% (combined with amount of current award) of the previous Community Grant award

V. Bridge Fund Procedures

A. The Finance Director shall be responsible for monitoring expenditures from the Bridge Fund and reporting them in financial reports to the board.

B. All requests are reviewed and monitored by the Community Impact Council.

C. Requests for up to \$10,000 are first screened by the Community Impact Director for eligibility. A recommendation is made by the Community Impact Director and forwarded to the Community Impact Council for review and final decision.

D. Requests for \$10,000 or more are first screened by the Community Impact Director for eligibility and then forwarded to the Community Impact Council for review and a recommendation to the Board of Directors. The board decision is final.

E. All unused or inappropriately used funds must be returned to United Way.

VI. Bridge Fund Assessment

Applicants may be asked to provide further information, make a presentation, and/or meet with members of the Community Impact Council for further review of an application or the program sustainability plan and progress.

Presented: March 20, 2018 Approved by the Community Impact Council

Adopted: April 17, 2018 by the Board of Directors

Reviewed:

Revised:



- I. Capacity Building / Venture grants are time limited grants for organizational capacity building or innovative / non-duplicating programs which address the identified impact areas of United Way Blackhawk Region (UWBR). Grants are intended to provide seed money or short-term support for program start-up or development, and are not intended to be renewable.

- II. A letter of application should be submitted with a detailed budget of the project/program. In order to be responsive to meeting emerging needs in the community, proposals may be submitted throughout the year. UWBR will respond to an agency's request within 60 days of submission.

Presented: August 15, 2017
Adopted: August 15, 2017
Reviewed: January 15, 2019
Revised: January 15, 2019

Purpose

Co-branding with United Way Blackhawk Region (UWBR) is a powerful marketing and fundraising tool that can help extend the reach of both the Funded Partner and UWBR. As a recipient of UWBR funding, you are required to actively co-brand. Your visible support, and the visible support of your board and staff members, will heighten the community's awareness of UWBR funding and the collective impact it generates via valued Funded Partners, like you.

Please note:

- The requirements listed fulfill a **minimum expectation**. Exceeding the co-branding listed, in the spirit of partnership, is encouraged and mutually beneficial.
 - Touting = praising, promoting, publicizing, trumpeting, etc.
 - Day of Caring publicity (while important and valuable) does not count toward co-branding requirements, as the event is a value-add provided in addition to UWBR funding.
- I. Funded Partners with UWBR investments totaling **\$200,000** or more are required to:
- A. Facilitate a media release and check presentation photo, announcing UWBR funding within **120** days of investment notification. Media release, whether picked up/published by media or not, needs to be posted to your website and social media channels.
 - B. Provide **quarterly**, creative, or compelling content for use in UWBR marketing, such as: success stories, infographics, program data, videos, etc. which articulate the impact of UWBR funding.
 - C. Publish the hyperlinked "Funded Partner of UWBR" logo to your website's homepage.
 - D. Display at the entrance to all your facilities / program locations (in the Blackhawk Region) "Funded Partner of UWBR" signage.
 - E. Issue at a minimum, **18** social media posts per calendar year, touting the financial support of UWBR (#LiveUnited).
 - F. Include the "Funded Partner of UWBR" logo on the: Annual Report, brochures, newsletters (print and electronic), special event invitations, and community presentations.
 - G. Feature the "Funded Partner of UWBR" logo in communique/collateral related to your **4** largest events (e.g. invites, event sponsor recognition slides, newsletters, programs, CEO or Board Chair remarks, etc.)
 - H. Consider inviting UWBR as a guest to one of your special events.
- II. Funded Partners with UWBR investments totaling **\$100,000** or more are required to:
- A. Facilitate a media release and check presentation photo, announcing UWBR funding within **120** days of investment notification. Media release, whether

picked up/published by media or not, needs to be posted to your website and social media channels.

- B. Provide **twice a year**, creative, or compelling content for use in UWBR marketing, such as: success stories, infographics, program data, videos, etc. which articulate the impact of UWBR funding.
- C. Publish the hyperlinked "Funded Partner of UWBR" logo to your website's homepage.
- D. Display at the entrance to all your facilities / program locations (in the Blackhawk Region) "Funded Partner of UWBR" signage.
- E. Issue at a minimum, **12** social media posts per calendar year, touting the financial support of UWBR (#LiveUnited).
- F. Include the "Funded Partner of UWBR" logo on the: Annual Report, brochures, newsletters (print and electronic), special event invitations, and community presentations.
- G. Feature the "Funded Partner of UWBR" logo in communique/collateral related to your **4** largest events (e.g. invites, event sponsor recognition slides, newsletters, programs, CEO or Board Chair remarks, etc.)
- H. Consider inviting UWBR as a guest to one of your special events.

III. Funded Partners with UWBR investments totaling \$50,000 to \$99,999 are required to:

- A. Facilitate a media release and check presentation photo, announcing UWBR funding within **120** days of investment notification. Media release, whether picked up/published by media or not, needs to be posted to your website and social media channels.
- B. Provide **once a year**, creative, or compelling content for use in UWBR marketing, such as: success stories, infographics, program data, videos, etc. which articulate the impact of UWBR funding.
- C. Publish the hyperlinked "Funded Partner of UWBR" logo to your website's homepage.
- D. Display at the entrance to all your facilities / program locations (in the Blackhawk Region) "Funded Partner of UWBR" signage.
- E. Issue at minimum, **8** social media posts per calendar year, touting the financial support of UWBR (#LiveUnited).
- F. Include the "Funded Partner of UWBR" logo on the Annual Report.
- G. Feature the "Funded Partner of UWBR" logo in communique/collateral related to your **3** largest events (e.g. invites, event sponsor recognition slides, newsletters, programs, CEO or Board Chair remarks, etc.)
- H. Consider inviting UWBR as a guest to one of your special events.

IV. Funded Partners with UWBR investments totaling \$5,000 - \$49,999 are required to:

- A. Publish the hyperlinked "Funded Partner of UWBR" logo to your website's homepage.
- B. Display at the entrance to all your facilities / program locations (in the Blackhawk Region) "Funded Partner of UWBR" signage.
- C. Issue at minimum, **6** social media posts per calendar year, touting the financial support of UWBR (#LiveUnited).
- D. Include the "Funded Partner of UWBR" logo on the Annual Report.

- V. Funded Partners with UWBR investments totaling up to **\$4,999** are required to:
 - A. Publish the hyperlinked “Funded Partner of UWBR” logo to your website’s homepage.
 - B. Display at the entrance to all your facilities / program locations (in the Blackhawk Region) “Funded Partner of UWBR” signage.
 - C. Issue **2** social media posts per calendar year, touting the financial support of UWBR (#LiveUnited).

- VI. Funded Partners offering scholarships for services (childcare, youth/senior programming, etc.) funded by UWBR:
 - A. Must co-brand / rename scholarships to appropriately credit UWBR.
 - B. UWBR name and logo must be incorporated in all marketing collateral referencing the availability of the scholarship.

- VII. Compliance
 - A. To maintain the integrity of United Way’s brand, the UWBR logo must always appear in its entirety, without any modification or color revisions. Processed color and black & white versions of the required UWBR Program Partner Logos are available in the Resource Center of e-CImpact.
 - B. If at any point in a funding cycle, a Funded Partner is found to be non-compliant with the co-branding policy, UWBR may take the following actions:
 - 1. Partner will be notified in writing (or electronically) and will be asked to meet and/or explain and remedy co-branding within a reasonable period of time.
 - 2. Partner will be notified and a 25% reduction of the remaining payments in a funding cycle will be made.
 - 3. If non-compliance persists, UWBR’s Community Impact Council and/or Board of Directors reserve the right to pause or suspend funding until remedied.
 - C. Questions concerning compliance may be directed to UWBR Vice President.

Adopted: August 15, 2017
Reviewed: May 18, 2023
Revised: May 18, 2023

- I. Grant funding made available to funded Partners in the event of a disaster, catastrophe, or crisis. These funds may also be granted in the event of an unanticipated funding loss or an extraordinary increase in service demand, occurring outside their control which causes a severe hardship on the agency and/or its programs.

- II. A letter of application explaining the need and circumstances should be submitted with a detailed budget of the project/program. In order to be responsive to meeting the emerging needs in the community, proposals may be submitted throughout the year. UWBR will respond to an agency's request within 60 days of submission.

- III. UWBR does not fund prior year deficits of an agency.

Presented: August 15, 2017
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I. Purpose

- A. Consistent with our mission, Improving Lives by Mobilizing the Caring Power of Communities, United Way Blackhawk Region (UWBR) seeks to lead change in the communities we serve by investing in health and human service programs through the volunteer review process.
- B. UWBR will honor designations to partner agencies, United Way community impact areas or other United Ways that are greater than \$50.00 per agency/area. Exceptions may be allowed due to corporate policy or requests.
- C. UWBR will neither actively encourage nor discourage designated giving.

II. Donor Designations

- A. Donors must complete a designation form on a yearly basis.
- B. Partner Agencies must support undesignated giving to the United Way Community Campaign.
- C. Exclusion designations will not be accepted.
- D. Designations to partner agencies will be considered “First Dollars In” as part of their monthly/quarterly allocation payment.
- E. Matching funds are intended to be retained by UWBR for distribution through the Community Grant Process, unless otherwise requested by the donor offering the matching opportunity at the time of the pledge.
- F. Partner Agencies shall not solicit for donor designations. Partner Agencies are not to promote designations for their organization during the United Way Campaign. This would include: leveraging partner relationships to promote designations for your organization including but not limited to the following: board members, clients, volunteers, staff, UWBR presentations, and UWBR planned volunteer projects.
- G. UWBR will presume that a Partner Agency has actively solicited designations if the agency staff or volunteer representative has carried out any of the efforts as described in paragraphs 1 and 2 below. These efforts will eliminate an organization from receiving donor designations if the efforts take place any time during the funding year.
 - 1. Distributed correspondence (print, electronic or otherwise), brochures, literature or other information that actively encourages people to designate a UWBR contribution to a particular agency. This would include verbally encouraging designations or exclusions to a specific agency at employee rallies or other public events or speaking engagements.
 - 2. Conducted an organized or ad hoc effort to have individuals encourage their fellow employees to designate to or to exclude a particular agency.

Reviewed:

Revised:

I. Annual Financial Reporting

- A. Financial statements shall be prepared in accordance with the Standards of Accounting as published by the American Institute of Certified Public Accountants and the AICPA Industry Audit Guide, Audits of Voluntary Health and Welfare Organizations or their equivalent.
- B. The following elements shall be in the annual financial report:
 - 1. Independent Accountants Report
 - 2. Statement of Financial Position (Balance Sheet)
 - 3. Statement of Activities (Statement of Support, Revenue and Expenses)
 - 4. Changes in Fund Balances
 - 5. Statement of Functional Expenses
 - 6. Footnotes providing complete and accurate disclosure
 - 7. If issued, a copy of the management letter

II. Types of independently prepared financial reports

- A. In keeping with the current requirements of the State of Wisconsin and State of Illinois, Partner Agencies are required to follow the current statute.
 - 1. As of this writing: [Wis. Stat. § 202.11](#) as amended by [2015 Assembly Bill 778](#) A charitable organization with annual contributions over \$500,000 [must file an audited financial statement](#) prepared by an independent CPA.
 - 2. A charitable organization with annual contributions less than \$500,000 and over \$200,000 must file a financial statement reviewed by an independent CPA.
 - a. Wisconsin Statute 46.036 the agency receives \$25,000 or more in funds from local, county, state and federal government sources and the OMB A-133 circular and/or the Provider Agency Audit Guide apply.
 - b. The agency has an audit completed for any other reason.
- B. Partner Agencies with less than \$200,000 in contributions are required to submit a statement of satisfactory financial review on agency letterhead and signed by the Board Chair or designated officer.

III. In the event that a Partner Agency fails to provide the required financial documents in accordance with this policy, United Way Blackhawk Region (UWBR) may recommend withholding of further allocations as specified in the Community Impact Policy Manual.

IV. Agency budgets, financial reports and audits submitted to UWBR are held in confidence, and any public disclosure of such information is prohibited except by the agency.

Reviewed:

Revised:

- I. United Way Blackhawk Region (UWBR) reserves the right to discontinue funding, suspend funding, or disaffiliate from a Partner Agency under the following circumstances including but not limited to:
 - A. Concerns about program quality and/or effectiveness identified by UW staff and/or volunteers.
 - B. Concerns about the validity of information provided to the United Way through the application process, or any other communications directly with the United Way.
 - C. Financial concerns including those that cause a Partner Agency to receive unsatisfactory annual financial reviews or audits.
 - D. Significant changes to the program including those that affect the scope of work, program design, and/or quality of services to be provided, reported or unreported.
 - E. Failure to cooperate with requests for information.
 - F. Failure to adhere to established deadlines.
 - G. Submitting incomplete and/or inadequate reports.
 - H. Failure to meet Program Partner Relations Policies for funding.
 - I. Breach of federal, state and/or local laws.
 - J. Failure to meet funding contingencies in place and/or outlined in both the Funding Award Letter and the Memorandum of Agreement for the currently funded year/cycle.
- II. UWBR may elect to place a Partner Agency on probation prior to funding suspension and/or disaffiliation. UWBR will give written notice of probationary status. A written corrective plan must be filed within *30 days* of notification.
- III. UWBR will notify the Partner Agency in writing at least *30 days* prior to funding suspension and/or disaffiliation. Should funding be suspended by UWBR for any reason and as a result, payments to the Partner are not made, Partner will be ineligible for retroactive payments or reimbursement of suspended payments.
- IV. UWBR board of directors reserves the right to suspend funding immediately if deemed necessary.

- V. A Partner Agency shall have the right to opt out of program funding or to disaffiliate with the UWBR through written notice to United Way under any of the following circumstances:
- A. An agency's board of directors elects to disaffiliate with UWBR.
 - B. An agency's programs or services no longer meet the admissions policy criteria.
 - C. Upon disaffiliation an agency's funding shall be discontinued effective immediately.
 - D. Any agency that has chosen to disaffiliate shall be required to reapply for affiliation to UWBR.

Adopted: August 15, 2017

Reviewed:

Revised:

The United Way Blackhawk Region (UWBR) recognizes the need of an agency to maintain sufficient cash reserves to allow for sound fiscal management of the organization. The agency has the right to retain surplus funds subject to the following conditions:

- I. UWBR recognizes an agency's right to *hold generally accepted expenditures* in reserve as shown by the annual financial statement. In the case of an agency having unusual or particular cash flow needs, this guide level may be increased to meet the need for continued maintenance and upkeep. The cyclical financial needs of the agency will be considered.
- II. An annual accumulation of reserves *in line with industry standards** is recognized as an acceptable amount.
- III. Unused allocation
 - A. Operating surplus from a UWBR funded program shall be communicated to UWBR for determination for re-allocation.
 - B. An unexpended grant caused by the lack of delivery of services for which the grant was made, shall be communicated to UWBR and may be recovered by UWBR.

*Three to six months of annual operating expense (Source: Reserves and Reserves Policy – United Way Worldwide, 2007)

Adopted: August 15, 2017
Reviewed:
Revised:

- I. Partner Agency's Independent Fundraising:
 - A. It is the expectation of United Way Blackhawk Region (UWBR) that Partner Agencies conduct independent fundraising and seek to maintain a diverse funding strategy.
 - B. All fundraising activities conducted by a United Way Partner must be reported within the budgets provided as part of the Partner's application for funding.
 - C. Partners and/or their representatives will refrain from using any reduction in United Way funding in appeals for additional support.

- II. UWBR conducts the annual campaign to support needed programs for the betterment of the Blackhawk Region. United Way works with businesses, industry, organizations and employee groups to maximize support through its campaign. As such, Partners are expected to provide speakers, displays, give tours of facilities or programs, and/or participate in other donor education efforts.

- III. Partner Agency's Campaign Requirements:
 - A. To demonstrate vested interest in support of UWBR and all its community partners, Applicants applying for Community Grants are required to conduct a United Way workplace campaign. This includes, but is not limited to, handing out pledge forms to each staff member with a request to participate in the campaign as well as acknowledging and promoting the United Way campaign and partnership to their board members, volunteers and program participants.
 - B. Corporate gifts will not be an acceptable substitution for hosting a workplace campaign, as it does not demonstrate the vested interest in United Way and the collective community. Should United Way find supporting evidence that a corporate gift has been misrepresented as an employee workplace campaign, the application will be deemed ineligible.
 - C. Partners are encouraged but are not required to run special events in correlation with their campaign.
 - D. Due dates for final Workplace Report Envelopes will be communicated by UWBR and will always fall prior to conclusion of the Community Grant process. This includes Workplace Report Envelopes indicating that there is no contribution being made in the next funding year.

Adopted: August 15, 2017

Reviewed:

Revised:

- I. Program Partner Relations Policies are to be reviewed in advance of the Community Grant Process and/or every other year by the Community Impact Council.
- II. United Way is responsible for providing the Community Impact Policy Manual and/or notifying agencies in writing (electronically or otherwise) when policy changes have been enacted.
- III. Effective date of any policy change will be 30 calendar days from UWBR Board approval.

Adopted: August 15, 2017

Reviewed:

Revised:

United Way Blackhawk Region (UWBR) is proud to award funding to local programs that align with our priorities and create a mutually beneficial partnership. United Way acknowledges that it is valuable to provide constructive feedback regarding the community grant process and encourages robust discussion with its Funded Program Partners.

- I. Any concerns that arise should be directed to the Community Impact Director, as the staff liaison to the Applicants/Partners. The Community Impact Director may review said concerns with the President & CEO, and/or members of the Community Impact Council.
- II. Applicants/Partners will refrain from engaging in any verbal and/or written communications that in any way disparages, discredits or dissuades support from UWBR.
- III. Should UWBR find supporting evidence that an Applicant/Partner engaged in verbal and/or written communications that disparages, discredits, or otherwise dissuades support from UWBR, UWBR may elect to take any of the following actions:
 - A. Written notice will be sent and the Applicant/Partner will be required to meet with UWBR's leadership to discuss the disparaging/discrediting communication(s). It will be at UWBR's discretion to include any other participants at this meeting.
 - B. Written notice will be sent and a 25% reduction of the subsequent payments will be made.
 - C. Written notice will be sent and forfeiture of all remaining payments in the grant cycle. The Applicant/Partner will forfeit any opportunity to apply in the next funding cycle.
- IV. If evidence is found that Applicants who have received funding in any of the last two grant cycles have disparaged, discredited, or otherwise dissuaded support from UWBR, application to any/future grant cycle(s) may be denied.
- V. Contact with volunteers associated with the Community Grant Process is limited to the presentation portion of the grant process and otherwise not permitted. Communications including but not limited to follow-up telephone, email or written communication, questions about funding decisions, and thank you notes will result in the forfeiture of an ability to apply in any/future funding cycle.

- VI.** UWBR will complete an annual evaluation of the Partner Agency relationship that may include but not necessarily be limited to compliance in areas such as co-branding, campaign cooperation, general cooperation, level of professionalism, responsiveness to requests for information, timely responses to requests, and notification of changes to programming and positive public relations. This information will be shared with volunteers in the Community Grant Process.

Adopted: August 15, 2017

Reviewed:

Revised:

I. Purpose

- A. To expand the community impact of our investment dollars throughout the service area of United Way Blackhawk Region (UWBR). Pillar Grants focus on community enhancement projects, scholarships and sponsorships for specific community programs that serve a public purpose related to health, education or financial stability.
- B. Grants are always contingent upon availability of funds for distribution. The Board of Directors shall be responsible for implementing this policy and its related procedures.

II. What Pillar Grants Fund:

Projects should be aimed at enhancing the health, education or financial stability in the communities served by UWBR.

- A. Projects should be creative, innovative, address community needs and serve a greater good (Examples may include but are not limited to: Born Learning Trails, handicapped accessible fishing pier, community gardens, unity park projects, task force educational brochures, etc.)
- B. Projects are expected to be accomplished within a specific period of time, generally not more than one year.
- C. Scholarships for professional groups/organizations (i.e., training, professional development and networking for community investment volunteers, staff, partner providers and the human service sector in ways that support UWBR's core strategies related to the community impact agenda, etc.).
- D. Sponsorships (i.e., UWBR sponsors a specific event, educational offering, keynote speaker, event component, professional development opportunity, etc.)
- E. Equipment to enhance a program or service delivery to meet the needs of the greater good (Examples may include but are not limited to: refrigerator, playground equipment, vehicle, shelter furniture, etc.).

III. What Pillar Grants Do Not Fund:

- A. Operating or on-going expenses of an organization
- B. Wages or salaries
- C. Annual fundraising drives
- D. Eliminating previously incurred deficits or expenses or debt retirement
- E. Endowment funds
- F. Political, religious or sectarian purposes
- G. Individuals

IV. Pillar Grant Application

A. Who may apply?

Programs currently receiving a UWBR Community Grant Investment are not eligible to apply for a Pillar Grant. All applicants must be part of a nonprofit organization, community organization, public school or service club

B. How is application made?

Online form

C. When are applications accepted?

Year-round

D. How will grants be dispersed/paid?

1. A single lump sum payment or spread over not more than 12 months from date of approval

2. All pillar grant payments must be paid within 12 months from date of award

E. How many consecutive years may an entity apply?

Three (3) years

F. Request amount

Maximum request = \$10,000

V. Pillar Grant Fund Procedure(s)

A. The Finance Director shall be responsible for monitoring expenditures from the Pillar Grant Fund and reporting them in financial reports to the board.

B. All requests are reviewed and monitored by the Community Impact Director and/or the Community Impact Council or a committee designation by the CIC.

C. Requests up to and including \$4,999 are first screened by the Community Impact Director for eligibility. The Community Impact Director will make a recommendation of funding and forward to the President & CEO for final approval.

D. Requests for more than \$4,999 and up to \$10,000 are first screened by the Community Impact Director for eligibility. A recommendation is made by the Community Impact Director and forwarded to the Community Impact Council for review and final decision.

E. All unused or inappropriately used funds must be returned to United Way.

VI. Pillar Grant Awards / Assessment

Applicants may be asked to provide further information, make a presentation, and/or meet with members of the Community Impact Council for further review of an application (or project results). In awarding Pillar Grant requests, UWBR will consider:

A. Alignment with UWBR impact areas and mission

B. Community need and anticipated impact

C. Uniqueness of the application

D. Whether it would open new partnership opportunities

E. Community visibility and accessibility

F. Publicity plan presented by applicant to showcase support of UWBR

Presented: March 20, 2018 to the Community Impact Council

Adopted: April 17, 2018 by the Board of Directors

Reviewed:

Revised:

United Way Blackhawk Region (UWBR) fulfills its mission by providing funding for programs that present measurable solutions to problems within United Way defined impact areas. It is the objective of UWBR to fund programs which are efficient in administration and operation while avoiding duplication of services. UWBR funds shall be used only for direct program expenses.

- I. Partner Agencies eligible to receive UWBR program funding must meet the following criteria :
 - A. Maintain a 501(c)(3) tax exempt status in accordance with the Internal Revenue Code OR collaborate with an agency or organization so designated;
 - B. Certify that the funding of the program/project aligns with United Way's mission and impact areas;
 - C. Provide financial accountability and maintain records documenting that the funds were used for the purposes that meet charitable giving criteria.
- II. UWBR program funding cannot be used for capital improvements and is not intended to be used specifically for Agency management, general operations, fundraising, association dues, or reserves.
 - A. Program funding may be used for salary or hourly wages directly applied to program delivery and outcome(s) measurement.
 - B. Program funding may be used for ordinary equipment repairs and maintenance if related to the funded program.
 - C. Program funding shall not be used for depreciation of equipment or facilities.
- III. UWBR program funding may not under any circumstances be used to serve clients residing outside of United Way Blackhawk Region (all of Rock County, WI and portions of Northern Winnebago County, IL).
- IV. Funding in any prior year does not guarantee funding in any future year. All applications are zero-based.
- V. It shall be the responsibility of the Program Partner to inform UWBR (and 2-1-1) of any major change, substitution and/or deletion in a funded program. The Program Partner must obtain approval from United Way for changes including but not limited to, program direction, levels of service and client groups for programs receiving & UWBR support. Failure to comply may result in immediate loss of funding.
- VI. Should a Partner Agency decide to terminate a funded program, it will be the responsibility of the Program Partner to inform UWBR immediately of this change and to provide a definitive program end date. Because UWBR funds programs not agencies, funds awarded to that terminated program shall not be transferred to

another program within an agency and/or organization. Any unused allocation or unexpended grant dollars caused by lack of delivery of services for which the grant was made should be returned to UWBR.

- VII.** UWBR reserves the right to withhold or deny funding for unapproved program changes. UWBR may seek reimbursement of funding not used for a program as approved.

Adopted: August 15, 2017 by the Board of Directors

Reviewed:

Revised: revision presented and approved April 16, 2019



Following is a partial list of terms, some of which are unique to United Way or United Way Blackhawk Region (UWBR):

Applicant: An agency or program that has not received funding in any of two previous investment cycles or has previously disaffiliated from United Way. United Way investment grants are by invitation only. Prior to a new investment cycle, UWBR board of directors determines whether or not to open the process to new applicants.

Campaign: UWBR's annual fundraising activity a.k.a Community Campaign.

Community Impact: Community Impact is a United Way business model that brings together community stakeholders, donors and Partner Agencies to create collaborative and innovative approaches to community issues around our three impact areas.

Community Impact Council: This council of volunteers provides leadership for and oversees the Community Investment process. They are responsible for making the final recommendation for community investments to the board of directors. Individual members may serve as members of other United Way investment committees or as members of the board of directors.

Community Investment Financial Team: This committee of volunteers with financial backgrounds examines the fiscal accountability of funded Partners applying for and/or receiving United Way funds.

Community Partner: The term community Partner should not imply a funding relationship. Community partners may be funded or unfunded.

Donors: All individual and entities that make charitable or in-kind contributions to UWBR.

e-CImpact: A web-based system that allows United Way to communicate with and between agencies and volunteers, from application evaluations to meeting invitations, scheduling, resource materials and more.

Funded Partner: Refers to a Partner/Program Partner receiving an investment in the current funding cycle.

Funded Programs: Non-profit 501(c)(3) health or human services organizations that receive a United Way investment. These programs undergo a rigorous review process that provides accountability and outcomes to the community for how their United Way donations are spent.

Investment Committee: A committee of community volunteers who review and evaluate funded programs and recommend funding levels to the Community Impact Council.

Investment Grant Cycle: The period of time beginning the day applications are open to Partners and prospective Partners and ending on the day the board of directors approves the community investments.

Health, Education, & Financial Stability: The pillars of United Way's community impact agenda and the focus or impact areas of all program investments.

New Applicant: An agency or program who has been invited to file a grant application in a given cycle by UWBR.

Partner Agency: The agency under which a funded program operates.

Partner/Program Partner: Any agency or program that has received funding in any of the last two investment cycles.

Pledge: A promise to make a United Way contribution over a specified period of time.

Pledge form: The form used to specify a pledge amount and method of payment.

Staff: All individuals who provide services to UWBR as employees.

Success Story: A specific example submitted by an agency of the impact that a program funded by UWBR has had on an individual or family, which complements and enhances the statistical measures of a program's effectiveness.

Volunteers: All members of the UWBR Board of Directors, investment committees, campaign cabinet and board-appointed committees who perform their UWBR duties without compensation.

Zero Based: All UWBR investment grants are zero based. Investments are for the specified cycle only and awards in any given year do not guarantee funding in any future cycle.