



Community Investments: Agency Manual

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Introduction

This manual is intended to be a resource guide for any community agencies, including existing and potential partners. Its purpose is to provide general information about the United Way of South Hampton Roads' (UWSHR) community investments, as well as policies and frequently asked questions that are associated with these investments.

Community investments encompasses two main areas:

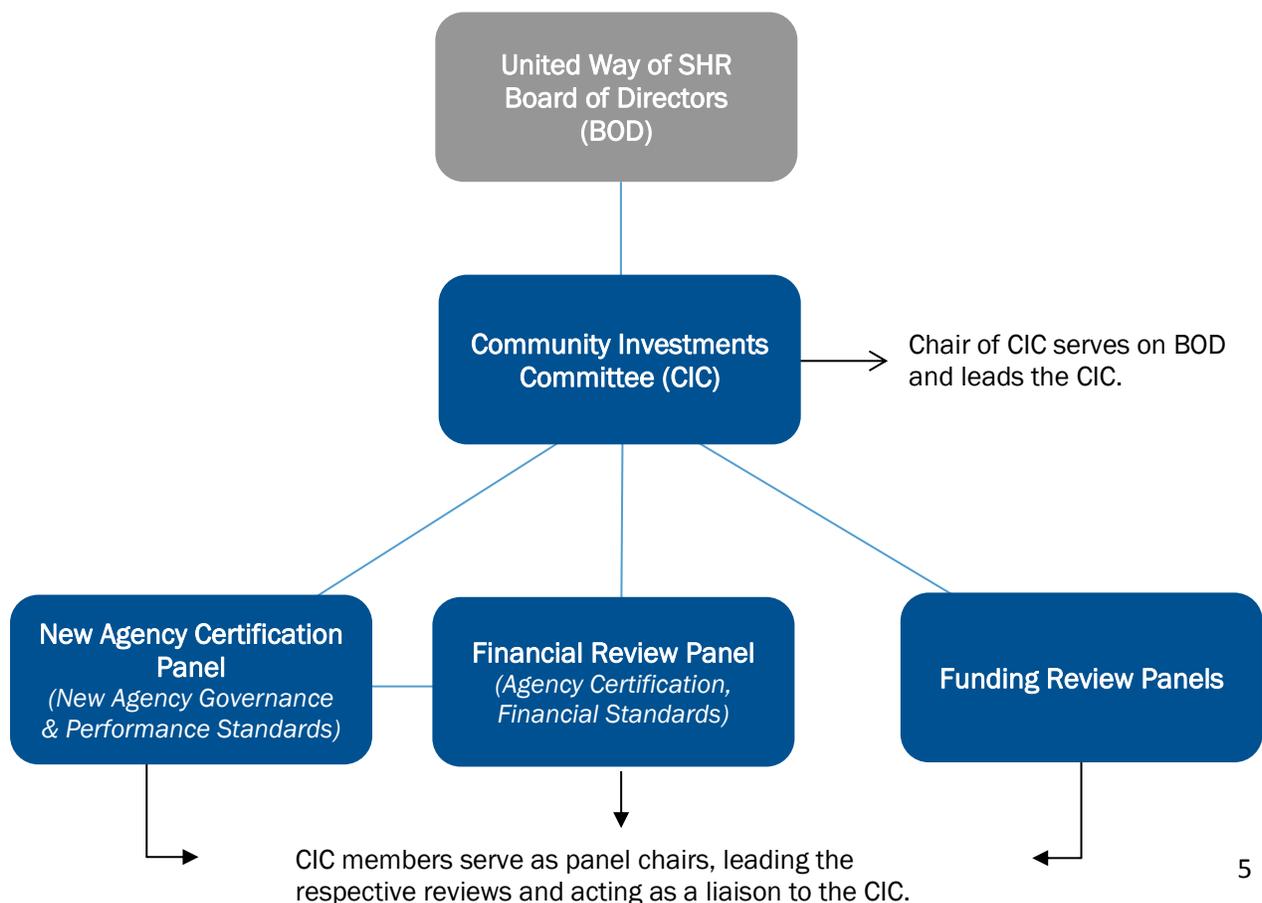
1. Agency certification
2. Grant funding

The contents of this manual will be reviewed and adapted regularly and are subject to change. The United Way will maintain an updated version of the manual on its webpage.

Community Investments Governance Structure

Investment decisions are 100% volunteer-driven. The Community Investments Committee (CIC) is comprised of 10 or more community members who meet monthly on all matters relating to community investments. The CIC reports directly to the UWSHR Board of Directors (BOD) and is led by a chair and vice-chair who serve on the BOD. The CIC is responsible for providing general oversight to all community investments and associated policies and procedures.

In addition, members of the CIC serve as the chairs for all review panels. This means they provide leadership to panel volunteers and present recommendations from their respective panels to the CIC for discussion. The CIC then finalizes recommendations and presents them to the BOD for approval. The diagram below illustrates the Community Investments governance structure.



Agency Certification

Certification Overview

Certification is a one-year classification that the United Way of South Hampton Roads offers to local nonprofits that have a direct, substantial presence in UWSHR's service area. Certification demonstrates to the public that an agency has met a robust set of standards covering three core areas: financial health, governance, and performance accountability. All certified agencies have access to the full list of benefits that certification offers. Certification is active from July 1st through June 30th of each year.

Certification Benefits

Certification offers a variety of valuable benefits to agencies, including:

- Promotion in United Way campaign marketing materials by inclusion on the list of certified agencies. This makes it easy for donors to designate to an organization through the UWSHR workplace campaign.
- Inclusion in other campaigns administered by the United Way.
- Co-branding opportunities.
- Third party endorsement (by United Way) that an organization meets the high standards set by the volunteer Community Investments Committee (CIC) of United Way, so that donors can trust that their monies are being invested in good faith.
- Access to pooled resources, such as participation in United Way's group health insurance plan.
- Leveraged funding or sponsorship opportunities (as an agency in good standing with UWSHR).
- Full access to grant funding opportunities offered through United Way.

Certification Standards

The certification standards cover the core areas of financial health, governance, and performance accountability and represent the measures by which agencies are evaluated for certification. The standards are maintained by the CIC, which reviews them annually and recommends modifications (as appropriate) to the UWSHR Board of Directors for approval. A snapshot of the standards is provided in the table on the following two pages, and detailed explanations are available in Appendix A.

Snapshot of Certification Standards

Standards	Benchmarks
GOVERNANCE	
*Standard 1a: VDACS registration	Up-to-date VDACS filing status
*Standard 1b: Current filing of IRS Form 990	On-time filing or evidence of filing for an extension; Tax-exempt status (Line I) is 501(c)(3)
*Standard 1c: Bylaws meeting the stated benchmarks	<ul style="list-style-type: none"> • A clear articulation of the agency’s formal structure and lines of authority • Clear definitions of an agency’s mission and purpose • Procedures for election and tenure of board members and officers, appointment of committees, and regular rotation of board • Board attendance requirements and procedures for filling vacancies
Standard 1d: Directors’ and officers’ liability insurance (D&O)	Minimum of \$1,000,000 in coverage
Standard 1e: Board of Directors’ membership and composition	<ul style="list-style-type: none"> • Diversity of the areas of expertise/industry represented. Membership shall not be limited to special interest groups. • Board size: Minimum of 6 members and larger boards should be “working” boards • Demographics of board membership
Standard 1f: Board of Directors’ activity and engagement	<ul style="list-style-type: none"> • Full board meets a minimum of 4 times per year • Evidence of committee structure and activity • Minimum of 50% average annual attendance rate • “Give or get” fundraising participation by all board members • No conflicts of interests among members • No financial compensation of members • Working relationship between Board and CEO/ED exists and demonstrates that CEO/ED executes Board policy/strategy and oversees internal administration • 12 months of meeting minutes reflects reasonable oversight and critical actions taken by board
Standard 1g: CEO compensation percentage	Dependent on multiple factors, primarily assessed by comparison with similar sized organizations
Standard 1h: Personnel policies and procedures	<ul style="list-style-type: none"> • Personnel policy manual with year created • Procedures for handling employee grievances and disciplinary issues • Process for regular evaluation of salaries and other forms of compensation • Non-discrimination statement that identifies organization as an Equal Opportunity Employer • Written job descriptions

	<ul style="list-style-type: none"> • Process for employee performance review (at least annually) • Anti-abuse or anti-harassment policy • Procedures for evaluating the performance of Board of Directors and CEO/ED • Existence of succession plan (to effectively manage anticipated or unanticipated change in key leadership and reduce vulnerabilities associated with transitions)
Standard 1i: Legal action or litigation	No legal issues or if legal situation exists, deemed as “normal course of business”
FINANCIAL HEALTH & MANAGEMENT	
*Standard 2a: External financials	Unqualified/clean opinion or no exceptions; Conforms to Generally Accepted Accounting Principles (GAAP).
*Standard 2b: Basis of accounting	Use of accrual accounting (exceptions may be granted for small-sized nonprofits)
*Standard 2c: Annual balanced operating budget	Operating budget exists and has Board approval
Standard 2d: Annual level of revenue generated	Minimum of \$200,000
Standard 2e: Diversity of revenue sources & public support	Federal government funding as % of total revenue; Top funding source as % of total revenue (flagged at 30+%)
Standard 2f: Operational, unrestricted cash reserve	Existence of and amount in reserve account(s)
Standard 2g: Days of cash on hand	$[(\text{cash, non-interest-bearing} + \text{savings and temporary cash investments}) / \text{Total expenses}] * 365 = 90+$ days.
Standard 2h: Debt ratio	$[\text{total debt} / \text{total assets}] = 0.5$ or 50% or less, desired trend is a decreasing ratio.
Standard 2i: Program expense percentage	$[\text{program expenses} / \text{total expenses}] = 65\%$ or greater, desired trend is an increasing percentage
Standard 2j: Operating expense percentage	$[\text{administrative expenses} / \text{total revenue}] = 30\%$ or less
Standard 2k: Fundraising expense percentage	$[\text{fundraising expenses} / \text{total revenue}] = \text{Under } 10\%$
Standard 2l: Fundraising efficiency ratio	$[\text{fundraising expenses} / \text{total contributions}] = \text{Under } 10\%$ preferred, under 20% acceptable
STRATEGY AND PROGRAMS	
*Standard 3a: Service history, purpose, and local presence	<ul style="list-style-type: none"> • Primary purpose of the organization is to serve as a health and/or human services agency • Demonstrated history of providing quality and relevant (non-duplicative) services for a minimum of 3 years • Direct and substantial local presence within South Hampton Roads communities of Chesapeake, Isle of Wight, Norfolk, Portsmouth, Suffolk, and Virginia Beach (based on total # of individuals or households served annually in relation to scope of agency’s work)
Standard 3b: Strategic planning, decision making, and alignment	<ul style="list-style-type: none"> • Established and clearly stated organization mission, vision, and values, aligns with UWSHR • Existence of current strategic plan that clearly demonstrates how strategic priorities and services align with mission and available resources

	<ul style="list-style-type: none"> • Demonstration of ongoing and systematic planning processes that regularly (re)evaluate and improve services, programs, and internal practices • Services not being cost-competitive with comparable services available in the for-profit sector
Standard 3c: Expectations for programs	<ul style="list-style-type: none"> • Alignment with organizational mission and strategy • Documentation that at a minimum includes service descriptions and population served • Well-defined, robust performance measures that demonstrate progress • Valid tools for measurement and assessment • Publicly available information, including fees and availability of discounts and/or scholarships • Inclusive, accessible services

*Indicates mandatory standards; all others are discretionary.

Certification Application & Eligibility

To be considered for certification, a formal application must be completed and submitted annually by each agency by the stated deadline. For currently certified agencies, there is no automatic right of renewal. The application requires agencies to demonstrate that they adequately meet eligibility requirements and standards. The applicant must verify that its Board of Directors and Executive Director/CEO has authorized the submission.

The application opens once a year, generally in December or January. New agencies can typically apply during this period, though in some years, the United Way may elect to keep the process closed. The United Way offers information and training sessions prior to the application opening. These sessions present an opportunity to learn about certification, gain further insight about the process, and ask questions. Attendance at one of the sessions is typically a requirement for new agencies and sometimes returning applications.

Each year, all certified agencies will receive digital communication with information about the renewal process and key dates, and this information will be publicly posted on the UWSHR website once it becomes available. Agencies that are not certified are encouraged to inquire at any time so that they are included in the announcement.

Certification Review & Notification

While United Way staff support the review process, decisions are 100% volunteer-driven.

Certification Review. United Way staff conduct an initial review of all applications to ensure requirements are met and identify any potential concerns. Volunteers serving on the Financial Review Panel review all applications for certification, including those from new and returning agencies. They primarily focus on the financial standards.

For currently certified agencies, the standards that fall outside of the Financial Review Panel are reviewed by United Way staff, who bring any concerns to the attention of the CIC.

For applicants seeking certification as a new agency, the Financial Review Panel findings are provided to a separate review panel, the New Agency Certification Panel, which then completes a comprehensive review of all requirements and standards. New agency applicants may be asked to participate in a site visit with volunteers as a requirement of the review process. Findings from both panels are presented to the CIC by the respective chairs and a final recommendation is then made by the CIC to the UWSHR Board of Directors for approval.

Notification. All agencies will receive written notification annually about whether they are approved for certification or ineligible for the following campaign year, which begins on July 1st of each year. If an agency is not approved for certification, it is generally welcome to reapply in future years provided that adequate improvements are made. Before reapplying, it is strongly recommended that agencies consult United Way staff for further guidance.

Grant Funding Opportunities

The United Way brings together people and organizations to create solutions to problems too big for any of us to solve on our own. Applying this philosophy to grant opportunities warrants a flexible, adaptive funding model.

In the coming year, United Way expects to utilize a Request for Proposal (RFP) process for all grant opportunities to promote greater structure, cohesiveness, and transparency. While each RFP will be unique, the general components that can be expected include an articulation of the priority strategies, the associated funding stream, anticipated total investment amount, eligibility requirements, formal submission procedures, details of the review process, evaluation criteria, and reporting requirements.

Funding Streams

Investments made by the United Way of South Hampton Roads fall across several funding streams. All funding streams have a unique purpose - described below - and may evolve over time. All RFPs will be linked to at least one funding stream and new funding streams may also be added. Funding decisions are exclusively made by volunteers and fall under the Community Investments governance structure except for Women United (see *Women United Fund* below).

Essential Services and Program Investments

These two types of investments represent the longest-running grant funding opportunities at United Way.

Essential Services typically offer assistance to individuals and families in immediate crisis or on the verge of crisis. The results achieved through essential services resolve threats to stability for individuals and families and relate to Maslow's (1943) basic hierarchy of needs (physiological and safety levels). Essential Services often become entry points into programs that utilize a longer-term approach to self-sufficiency.

Services that qualify as Essential Services are generally defined by:

- short-term, one-time, or limited engagements with people accessing assistance, such as emergency food, rental, or utility assistance to ensure people eat and remain safely housed.
- OR
- longer-term supports that assist those whose conditions are not expected to change, such as prepared meals delivered to homebound older adults.

Program Investments are generally defined by more extensive engagement with program participants. Examples include child/youth development and out-of-school time programs, programs that achieve permanent housing, and other types of programming that produce measurable results among participants. Sometimes a program may begin as an essential service, yet when longer-term engagement is present, the program extends into a program investment.

Appendix F, the Bridge to Self Sufficiency, provides a visual representation of the progression from crisis to stability to thriving. It also reflects the measurable progress that participants experience through the upward movement in one or more Bridge pillars as a result of Program Investments.

Application & Eligibility. Agencies must be certified and in good standing for at least one year prior to the start of the grant term. The next opportunity to apply is expected to be the first quarter of the 2019 calendar year. Agencies can opt to respond to one or more RFPs.

Time Period. Current grants connected to these funding streams are on a two-year cycle. Grant funding is contingent upon the availability of funds from the UWSHR campaign and may be reduced at any time. The length of the grant term may vary in future investment opportunities.

Review Process. Led by the CIC, the review process is carried out by a Funding Review Panel chaired by CIC members and comprised of additional volunteers who lead the evaluation of applications and agency interviews. Chairs of the Funding Review Panels present findings to the full CIC, which finalizes all recommendations and subsequently seeks approval from the United Way Board of Directors.

Notification. All agencies will receive written notification as to whether grant funding has been awarded. If awarded, a funding agreement will be provided with detailed expectations and requirements and must be signed by the agency's CEO/ED and board chair.

Initiative Investments

Initiative Investments is the newest funding stream currently under development by United Way. These opportunities are expected to be open to both certified and non-certified agencies. RFPs for Initiative Investments will be tied to a specific collaborative initiative, such as United for Children or Mission United.

Women United Fund

Women United (WU) is a leadership giving society at the United Way that has a membership of over 900 women. Women United takes action in our community through leadership, fundraising, and advocacy. With its own governance structure that includes a funding council, they direct resources towards achieving self-sufficiency and long-term economic security among women and families living in South Hampton Roads. Through these investments, WU strives to break the cycle of poverty by using innovative, bold strategies that allow women to flourish in every part of their lives and that unite partners, align existing resources, and target service gaps.

Women United's current investment strategy is focused on a collaborative pilot project using a Mobility Mentoring[®]-informed approach. Mobility Mentoring[®] is a brain-science informed coaching model developed by Economic Mobility Pathways (EMPath) in Boston. The shift to this approach is driven by the belief that women and families are more likely to break out of poverty and reach their potential when services go beyond singular programs. Adopting a Mobility Mentoring-informed approach in South Hampton Roads is an opportunity to transform our work by collectively delivering comprehensive, coordinated resources through a coaching model grounded in empowerment and science. Participation in the pilot is open to both certified and non-certified agencies.

[Agency Frequently Asked Questions \[FAQs\]](#)

This section is a compilation of the most frequently asked questions (FAQs) we receive from agencies. Some questions are specifically targeted to certified agencies while others are applicable to all agencies. We will continue to update this section so that it represents common questions that are fielded by United Way staff.

FAQs Exclusive to Certified Agencies

Are there branding expectations for certified agencies?

Yes. As one of our certified agencies, we encourage you to proudly display the United Way brandmark (logo) on your website and marketing/event materials. Each year, we will provide all agencies approved for certification with an electronic version of our brandmark and custom clings (e.g., window decals) to post in your office and facilities.

Please carefully review Appendix B, which has specific guidelines that allow us to maintain the strength of the United Way brand and ensure consistency across our community partners.

Are there any fundraising restrictions for certified agencies?

No. There are no fundraising blackout periods for certified agencies.

Can certified agencies request a cash advance?

At times, an agency may experience a situation that warrants a need for receiving grant funding in advance of the scheduled payment. The United Way considers such requests based on the circumstances and its own financial capacity to honor it.

To submit a request, agencies must complete the Cash Advance Request Form which involves specifying the desired amount and responding to a series of questions explaining the rationale for the request and detailing information about the agency's financial condition. This opportunity is only available to certified agencies with current grant funding through the United Way. Please reach out to United Way staff to request the Form.

How does my certified agency request a letter of good standing?

Outside of the United Way, some funders and corporate sponsors may request that agencies provide a Letter of good standing, demonstrating that an agency is certified and in good standing with the United Way. We will gladly fulfill requests that are directed to United Way staff. Inclusion of a draft letter in the request is appreciated and will typically expedite the process.

How does the United Way communicate information to certified agencies?

Most communications from the United Way are done electronically. Certified agencies can expect to receive investments-related announcements, such as upcoming grant funding opportunities, annual certification information, key dates and deadlines, and invitations to events or convenings. Generally, communications will be sent to agency contacts whose designated role is either Primary or ED/CEO in the United Way's online system. Contacts designated as one of these roles serve as the main points of contact, and assist with directing each communication appropriately within their respective agencies.

How does my agency explore the possibility of participating in the United Way's group health insurance plan?

Certified agencies may be eligible to enroll in the United Way's health and dental insurance plans after a minimum of one year of certification in good standing. It is recommended that you consult with the United Way's Director of Human Resources regarding your interest as soon as possible so that you can obtain specific policy information and key dates. Since open enrollment occurs in June, we generally advise agencies to reach out by April of a given year. Please also review the *Policy for Health Insurance Group Plan* in Appendix C.

Does an agency have to be certified for a minimum amount of time before it is eligible to apply for grant funding opportunities that are restricted to certified agencies?

Agencies can apply for restricted grant funding opportunities as long as it will have been certified for at least one year by the time the grant award starts. For example, an agency that first becomes certified for the year starting on July 1, 2018 may apply to a restricted funding opportunity provided that its grant term begins on or after July 1, 2019.

What campaigns is my agency included in as a certified agency?

Certification qualifies agencies to be considered for inclusion in the campaigns that are managed by the United Way. The following breakdown provides an explanation for the distinct stipulations associated with various campaigns.

- *United Way (UWSHR Workplace) Campaign:* Agencies that are certified will be included in the United Way’s campaign materials based on the dates for which the certification is valid. For example, an agency that is approved for certification for any given year will be included in promotional materials that are published for the campaign beginning on July 1 of that year. In some instances, a decision regarding an agency’s certification status may be delayed, which may impact their ability to be included in promotional materials.
- *Combined Charities Campaign (CCC):* By meeting certification standards set forth by the United Way and being approved for certification, agencies have the potential to be part of the CCC. The United Way staff supplies the required information for inclusion in the CCC based on data provided by each agency as part of the annual UWSHR certification process.

While the United Way administers the CCC, a local volunteer committee oversees the requirements and approves qualifying agencies for inclusion on the CCC pledge card. Note that the CCC requirements vary from the United Way. One key CCC benchmark that differs from the United Way is that an agency’s overhead ratio must be at or below 25% with no exceptions or appeals. The CCC uses the same calculation that is included in the United Way’s Certification Standards (see Appendix A).

- *Combined Virginia Campaign (CVC):* The Commonwealth of Virginia Campaign (CVC) is conducted annually among all classified and hourly state employees and is the only authorized solicitation of employees in the state workplace on behalf of charitable organizations. The application period occurs in the spring each year. Using data collected through UWSHR’s annual certification application, the United Way staff typically applies on behalf of each of its certified agencies for participation in the CVC through the United Way of South Hampton Roads Federation. However, certified agencies will be given the opportunity to opt out of this benefit and may apply on their own. It is the responsibility of each agency to verify their information in the [CVC database](#) between January 1 and March 1 each year.

The CVC requirements vary from the United Way. All agencies are required to maintain external financials that are dated within two years of the current CVC. One key CVC benchmark that differs from the United Way is that an agency’s overhead ratio must be below 25%, with no exceptions or appeals permitted. The CVC uses the same calculation that is included in the United

Way's Certification Standards (see Appendix A), though additional information may be requested from agencies submitting the Form 990EZ. In addition:

- If an agency has not participated in the CVC for the past three years or more, then they are required to apply themselves.
- If an agency has had a change in CEO or their Doing Business As (DBA) name in the past two years, then the agency must sign and mail a New Business Agreement to the CVC before the application to participate in the campaign will be accepted.
- There is a minimum threshold for CVC donor designation totals in order for an agency to continue participation in the campaign. As of 2018, the minimum thresholds are: \$250 for new charities and \$750 for returning charities. If an agency does not meet this threshold, then it must 'sit out' from the CVC for one year.

The CVC will contact each agency directly about inclusion or denial in the campaign. Please note that the United Way does not administer the CVC, so donor designation data related to this campaign is distributed by another entity and therefore not included in the United Way portal. Please see the CVC [Guide for Charities](#) for more detailed information.

- *Combined Federal Campaign (CFC)*: Due to changes made to the process in 2017 by the United States Office of Personnel Management, agencies that wish to participate in the CFC must now apply independently and cover any associated costs.

FAQs about Donor Designations

What are donor designations and how do they work?

Donors contributing to the United Way of South Hampton Roads may designate their gift to be credited to one or more agencies. The designated amount will be discounted by an approved amount for campaign and administrative expenses and by a fixed percentage determined annually for collection loss due to uncollectible pledges. Disbursements are released as donor payments are received.

Any designations to an agency represent the minimum it will receive. Additional funds may be awarded to the agency through UWSHR's grant funding processes, if applicable. Thus, donor-designated funds are distinct and separate from grant funding.

Does an agency have to be certified to receive donor designated contributions?

No, a donor may elect to write-in an organization of his/her choice. The United Way of South Hampton Roads in Virginia limits write-in designations to charitable agencies located in Chesapeake, Isle of Wight, Norfolk, Portsmouth, Suffolk and Virginia Beach; Hampton/Newport News and contiguous areas in North Carolina and Virginia; or agencies with statewide presence, which serve those local communities.

To qualify, the agency must be designated by a donor. Agencies selected must respond in a timely manner to United Way inquiry, verify compliance with IRS 501(c)3 and the Commonwealth of Virginia registration (VDACS) requirements, and provide proof that their primary purpose is provision to a local, public, charitable social service.

Agencies designated (or “written in”) which are not certified by the United Way of South Hampton Roads are not listed in any promotional materials which are distributed by the United Way. This is unlike the public sector/government campaign, which lists all qualified applicants.

Please also review the *Policy on Designations for Certified Agencies Listed in Campaign Materials* and the *Policy Regarding Write-In/Designated Contributions to Agencies Not Listed in Campaign Materials* in Appendix D.

How does my agency find out the amount in designations that it received from campaigns?

Since the United Way administers its own UWSHR workplace campaign and the CCC, agencies have access to an [online designations portal](#), with gross designation information for pledges. Additional information, including actual payment details and donor names, if provided by the donor, will be added into the portal over time.

Each year, agencies can expect to begin accessing data from the prior year around February, and updates will be provided in real-time through June 30th. It is the responsibility of the agency to retrieve and maintain documentation of this data. Since the use of an online portal for this function is relatively new, these details will continue to evolve.

Upon first visiting the portal, your agency will need to create an account. Once you enter the requested information, the United Way will confirm your access. Once you receive confirmation of your account log-in, please log-in - the landing page will be the home screen for the portal. From the home screen, you will have access to your organization’s profile, compliance reports, donor lists, donor file extraction, and user guide.

Other FAQs

Is certification an eligibility requirement for grant funding?

The United Way offers a range of grant funding opportunities and the eligibility requirements vary for each. The main distinction is that agencies must be certified to be eligible for grants that fall under the Essential Services and Program Investments funding streams, while other grant opportunities are open to certified and non-certified agencies.

Do all certified agencies receive grant funding?

No. While certification provides full access to funding opportunities, it does not guarantee that an agency will be awarded grant funds. Generally, about two-thirds of certified agencies receive grant funding in any given year, while the remaining one-third of certified agencies receive the full benefits of certifications, including promotion in the United Way campaign but are not grant funded.

In general, what is expected of certified and/or grant-funded agencies in relation to communication with the United Way?

The United Way appreciates its many valued partners. Effective, timely communication by certified and/or grant-funded agencies is a cornerstone of any strong relationship. Beyond the requirements associated with certification standards and funding agreements, certified and grant-funded agencies are expected to:

- Be responsive to United Way requests in a timely manner.

- Meet all published due dates and communicate in advance any challenges in meeting these deadlines.
- Promptly notify the United Way when key information changes or important updates emerge, such as:
 - Staffing transitions involving CEOs/Executive Directors and other positions serving as primary United Way contacts.
 - Changes to branding such as the adoption of a new legal name or logo.
 - Changes to general contact information, such as primary mailing address or main office location.

My agency is interested in obtaining information about the United Way Foundation. What steps should we take?

The United Way Foundation will work to secure for you a permanent and profitable stream of income into the future. With the Foundation, we look to the future to assist our agencies in guaranteeing their future and financial stability.

Entrusting the gifts from your volunteers and donors in the United Way Foundation offers a non-profit agency flexibility, a simple fee structure, the expertise of our volunteer Foundation Board of Trustees and investment professionals. United Way and the United Way Foundation have the resources and the knowledge that can assist those agencies supported through our campaign to create a steady stream of income for the future.

For more information, please see the *Foundation Description* in Appendix E.

Recommended Resources

With the internet at our fingertips, a wealth of resources is available for nonprofits. Here are a few of our favorites!

- [GHR Connects](#) (Greater Hampton Roads Community Indicators Dashboard) - access accurate, local data, resources, and best practices
- [BoardSource](#) - stay informed and inspired about strong nonprofit governance
- [Nonprofit Quarterly \(NPQ\)](#) - offers a wide array of nonprofit practitioner resources, including webinars with relevant and timely information. Recent topics have produced useful financial-related information, such as:
 - FASB, Part 1: [Preparing for the BIG Change](#)
 - FASB, Part 2: [New FASB Guidelines](#)
 - FASB, Part 3: [Update on FASB Requirements](#)
 - [Financial Risks](#)

Contact Us

We're here to help! If you have any questions or comments, please contact: Kathleen Banfield at kbanfield@unitedwayshr.org or 757-853-8500 x 192

APPENDIX A: Certification Standards - Detailed Explanations

Governance

At the foundation of successful and high-performing nonprofits is the presence of a strong board and executive leadership. This means that organizations must understand and implement the best practices associated with board governance, personnel management, and leadership. Effective governance is also essential to managing and leading an ethically sound, accountable organization.

Standard 1a: Virginia Department of Agriculture and Consumer Services (VDACS) registration

Data Source: [VDACS Charitable Organization Database](#); copy of Certificate of Incorporation and all amendments (only required for New Agency Certification); alternative documentation may be acceptable if Database is not up-to-date.

Explanation: VDACS is the state department that oversees the statewide registration process for nonprofit charitable organizations. Some organizations may be exempt from annual registration or excluded from the requirements, while others are required to register annually. This metric allows volunteers to assess the legal status of nonprofit organizations to ensure requirements are met.

Benchmark: Up-to-date VDACS filing status

Type: Mandatory

Standard 1b: Current filing of IRS Form 990

Data Source: Copy of current IRS Form 990; if filing for an extension, copy of completed Form 8868 as evidence of extension request.

Explanation: The IRS Form 990 collects a wealth of information pertaining to an organization's mission, activities, finance, and governance, enabling a review of many of the Certification metrics. To promote the highest level of transparency, organizations are expected to make its most recent IRS Form 990 publicly available on its website.

Benchmark: On-time filing or evidence of filing for an extension; Tax-exempt status (Line I) is 501(c)(3)

Type: Mandatory

Standard 1c: Bylaws meeting the stated benchmarks

Data Source: Copy of Bylaws and all amendments

Explanation: Bylaws essentially serve as an internal manual that spells out how an organization operates. Typically, the Bylaws are only reviewed during an organization's initial application for Certification. To promote the highest level of transparency, organizations are encouraged to make its Bylaws publicly available on its website. Bylaws should be used, reviewed regularly, and amended when needed.

Benchmarks: Bylaws should be consistent with Certificate of Incorporation and address core activities, such as:

- A clear articulation of the agency’s formal structure and lines of authority
- Clear definitions of an agency’s mission and purpose
- Procedures for election and tenure of board members and officers, appointment of committees, and regular rotation of board
- Board attendance requirements and procedures for filling vacancies

Type: Mandatory

Standard 1d: Directors’ and officers’ liability insurance (D&O)

Data Source: Application

Explanation: D&O insurance covers the organization and its board of directors against actual and alleged wrongful acts. These include the areas of governance, financial, and employment liabilities. Most D&O claims are related to employment and can often be costly. Having adequate insurance coverage is a much-needed and expected protection for nonprofits.

Benchmark: Minimum of \$1,000,000 in coverage

Type: Discretionary (slight differences may be considered acceptable on a case-by-case basis)

Standard 1e: Board of Directors’ membership and composition

Data Source: Board Roster; Application

Explanation: The most successful boards have a membership composed of diverse expertise and cultural backgrounds. Diverse viewpoints ultimately strengthen board deliberation and decision-making.

BoardSource has an excellent [board matrix](#) that can be used to assess board composition, and assist with identifying strengths and gaps. Given United Way’s mission to serve the local communities of South Hampton Roads, it is highly recommended that board members are locally based. Moreover, boards are expected to have active operational control at the local level, with an emphasis on financial oversight to ensure that dollars raised by the United Way remain within the community we serve. In some instances, the lack of local presence within a board may make an agency ineligible for certification.

Benchmarks: Reviewers assess various aspects, including:

- Diversity of the areas of expertise/industry represented. Membership shall not be limited to special interest groups. At a minimum, boards should have expertise in or representation from:
 - the community the organizations serves
 - finance
 - human resources and/or public relations
 - program development and evaluation
 - fundraising
 - legal
- Board size: Minimum of 6 members and larger boards should be “working” boards

- Operational control and decision-making including financial oversight is locally based
- Demographics of board membership

Type: Discretionary

Standard 1f: Board of Directors' activity and engagement

Data Source: Application; IRS Form 990

Explanation: Highly effective boards are those that are actively and meaningful engaged in the activities of the organization, which includes upholding their responsibilities as a board. Reviewers assess the level of board engagement by examining such factors as the average annual attendance rates across members, frequency of board and committee meetings, and participation in fundraising and development. Generally, board members are expected to serve without financial compensation and without conflicts of interest, regardless of whether they are perceived or actual. For new agencies and as needed, a full year of meeting minutes may be reviewed.

Benchmarks: Reviewers assess various aspects, including:

- Full board meets a minimum of 4 times per year
- Evidence of committee structure and activity
- Minimum of 50% average annual attendance rate
- “Give or get” fundraising participation by all board members
- No conflicts of interests among members
- No financial compensation of members
- Working relationship between Board and CEO/ED exists and demonstrates that CEO/ED executes Board policy/strategy and oversees internal administration
- 12 months of meeting minutes reflects reasonable oversight and critical actions taken by board (typically new agencies only)

Type: Discretionary

Standard 1g: CEO compensation percentage

Data Source: Calculation from IRS Form 990 [(Reportable compensation for CEO + Estimated other compensation)/Total expenses]

Explanation: This calculation examines whether there may be a concern regarding whether an organization's CEO compensation is reasonable. However, this metric typically requires a substantive evaluation since it is dependent upon several factors that must be considered to accurately and fully determine whether compensation exceeds what is reasonable. These include the actual job description, required education or experience, local compensation trends, and the overall budget of an organization. For our purposes, we assess this metric by comparing it to similar sized organizations, based on total revenue and staffing.

Benchmark: Dependent on multiple factors (see explanation above)

Type: Discretionary

Standard 1h: Personnel policies and procedures

Data Source: Application; Documentation or verification that policies exist

Explanation: The documentation of key personnel policies and procedures is an essential for nonprofits because they detail how an organization operates. Specifically, well-documented policies and procedures contribute to many important aspects of an organizations, including complying with the law, setting expectations, promoting fairness and consistency, and providing legal protection. Organizations are expected to regularly review existing policies and procedures and make revisions and additions as needed and appropriate.

Benchmarks: Various policies are expected to be in writing, including:

- Personnel policy manual with year created
- Procedures for handling employee grievances and disciplinary issues
- Process for regular evaluation of salaries and other forms of compensation
- Non-discrimination statement that identifies organization as an Equal Opportunity Employer
- Written job descriptions
- Process for employee performance review (at least annually)
- Anti-abuse or anti-harassment policy
- Procedures for evaluating the performance of Board of Directors and CEO/ED
- Existence of succession plan (to effectively manage anticipated or unanticipated change in key leadership and reduce vulnerabilities associated with transitions)

Type: Discretionary

Standard 1i: Legal action or litigation

Data Source: Application; external financials

Explanation: The existence of any legal action or litigation involving the organization or its personnel will be reviewed to assess whether the situation and circumstances represent "normal course of business" or if its significance may impact the future and sustainability of the organization.

Benchmark: No legal issues or if legal situation exists, deemed as "normal course of business"

Type: Discretionary

Financial Health & Management

This section emphasizes the importance of nonprofit financial health as well as ensuring that organizations have sound financial management practices in place. Financial health and management

relate directly to an organization’s ability to perform effectively and is a mechanism by which organizations can be held accountable to the philanthropic community.

Specifically, Standards 2g through 2l are based on a set of indicators that may be calculated during the certification review process. Taken together, these indicators (or a subset of them) are a useful starting point at which an organization’s financial condition can be evaluated. It is also helpful to consider these calculations over multiple years to assess trends over time. Additional context may be required to more fully understand an organization’s financial health.

Standard 2a: External financials

Data Source: Copy of current audit or external review (see table below); if needed, Communication of Significant Deficiencies or Material Weaknesses (e.g., SAS 115 letter, management letter).

Explanation: Financial statements that are prepared by an independent accountant ensure financial accountability and accuracy. An additional layer of oversight by a committee of the Board of Directors, either through a formal audit committee or a finance or executive committee, is encouraged. Significant findings documented within the external financials will be examined. To promote the highest level of transparency, organizations are expected to make its most recent audit or external review publicly available on its website.

In recent years, the cost associated with audits has continued to grow significantly due to regulatory changes affecting the accounting industry. UWSHR recognizes that completing an audit for the sole purpose of United Way certification creates a considerable strain on agency finances. This standard represents our commitment to upholding financial accountability while ensuring that the requirements are flexible and fair.

Benchmarks: Timely financials are available based on requirements in table below; Unqualified/clean opinion or no exceptions; Conforms to Generally Accepted Accounting Principles (GAAP).

Type: Mandatory

AUDIT/REVIEW REQUIREMENTS <i>[Approved 12/2011, Revised 10/2016]</i>		
Annual Gross Revenue	Required Financial Statement	Exceptions
≥ \$1M	<ul style="list-style-type: none"> Annual independent audit 	<ul style="list-style-type: none"> All agencies that are required to secure an independent audit for purposes outside of the UWSHR must submit this audit to the UWSHR. The UWSHR Community Investments Committee retains discretion and may still request an audit on a case-by-case basis.
\$500,000 – \$999,999.99	<ul style="list-style-type: none"> Annual independent audit <u>if</u> UWSHR funding constitutes 10% or more of budget Otherwise, external review is acceptable 	
< \$500,000	<ul style="list-style-type: none"> Annual external review <u>or</u> independent audit 	

Standard 2b: Basis of accounting

Data Source: IRS Form 990 (Part XII, Line 1)

Explanation: The basis of accounting specifies the method an organization uses to record and report income and expenses. Cash accounting does not comply with GAAP, which means that an auditor cannot grant an unqualified opinion that the financial statements comply with GAAP.

Benchmark: Use of accrual accounting

Type: Mandatory (exceptions may be granted for small-sized nonprofits)

Standard 2c: Annual balanced operating budget

Data Source: Verified in application

Explanation: It is important for all nonprofits, regardless of size and mission, to have an annual operating budget in place. The organization's mission and priorities are conveyed through the budget, thus requiring oversight by the Board. The approved budget serves as a guide for the coming year. Board approval of the annual budget is one of the cornerstones of sound financial management.

Benchmark: Operating budget exists and has Board approval

Type: Mandatory

Standard 2d: Annual level of revenue generated

Data Source: IRS Form 990 (Part I, Line 12 Current Year)

Explanation: The level of revenue generated by a nonprofit is typically reflective of its capacity across several elements of leadership and management, including finances, operations, and governance practices. Most agencies that meet the full set of Certification standards generate a minimum of \$200,000.

Benchmark: Minimum of \$200,000

Type: Discretionary (based on factors such as community need and performance)

Standard 2e: Diversity of revenue sources & public support

Data Sources: IRS Form 990, Funding Sources section of application

Explanation: Diversified revenue sources mitigate the risk of a reduction in support, especially from long-term or legacy sources. All nonprofits are encouraged to consider the sustainability of current sources and be forward-thinking about ways to generate and maintain a flexible, reliable, and varied funding base.

Benchmarks: Federal government funding as % of total revenue; Top funding source as % of total revenue (flagged at 30+%).

Type: Discretionary

Standard 2f: Operational, unrestricted cash reserve

Data Source: Application, UWSHR Foundation account

Explanation: Commonly referred to as a “rainy day” account, organizations that have an established operating reserve that is unrestricted are best positioned to weather unanticipated circumstances, such as those relating to organizational factors or market externalities. Such reserves should not exceed cash flow needs and fair allowances for operational and/or capital replacement contingencies.

Benchmark: Existence of and amount in reserve account(s)

Type: Discretionary

Standard 2g: Days of cash on hand

Data Source: Calculation from IRS Form 990 [(cash, non-interest-bearing + savings and temporary cash investments)/Total expenses]*365

Explanation: This number serves as a measure of liquidity and represents the number of days for which cash is available to meet daily expenses. In an ideal world, organizations would have between three and six months of expenses on hand, though this threshold does not always reflect the reality of health and human service nonprofits in South Hampton Roads.

Benchmark: Two levels of flagging occur during the review process: those with less than 30 days and those that have between 30-89 days. The desired trend is an increasing number of days.

Type: Discretionary

Standard 2h: Debt ratio

Data Source: Calculations from IRS Form 990 & Interim financials [total debt/total assets]

Explanation: The debt ratio, sometimes referred to as a leverage ratio, is one way to measure the extent to which a nonprofit uses debt to support its activities. Debt may create an issue of financial viability or survival. Debts should not result from management, such as nonpayment of federal withholding.

Benchmark: Generally, a debt ratio should not exceed 0.5 or 50%. The desired trend is a decreasing ratio.

Type: Discretionary

Standard 2i: Program expense percentage

Data Source: Calculation from IRS Form 990 [program expenses/total expenses]

Explanation: This calculation reflects the percent of total expenses an organization spends on programs and services. Within reason, a higher percentage is generally better because it enables organizations to have a greater impact on their missions. The United Way uses “total expenses” as the denominator

because it reflects the true ratio of program costs in comparison to dollars spent in a given year, thereby showing the programmatic return on investment in that same year.

Benchmark: 65% or greater, desired trend is an increasing percentage

Type: Discretionary

Standard 2j: Operating expense percentage (e.g., “overhead ratio”)

Data Source: Calculation from IRS Form 990 [administrative expenses/total revenue]

Explanation: Examining this ratio helps assess whether operating expenses are reasonable in relation to an organization’s total revenue. The United Way uses “total revenue” as the denominator because it reflects the true ratio of operating costs in comparison to dollars raised in a given year, regardless of whether those dollars are expended in that same year. It should be noted that overhead does not have a [standardized calculation](#).

Benchmark: 30% or less

Type: Discretionary

Standard 2k: Fundraising expense percentage

Data Source: Calculation from IRS Form 990 [fundraising expenses/total revenue]

Explanation: This calculation represents the percentage of total functional expenses an organization spends on fundraising. Generally, lower percentages are better. Examining this ratio helps to ensure that fundraising expenses are reasonable in relation to an organization’s total revenue. The United Way uses “total revenue” as the denominator because it reflects the true ratio of fundraising costs in comparison to dollars raised in a given year, regardless of whether those dollars are expended in that same year.

Benchmark: Under 10%

Type: Discretionary

Standard 2l: Fundraising efficiency ratio

Data Source: Calculation from IRS Form 990 [fundraising expenses/total contributions]

Explanation: This calculation represents the amount an organization spends on each dollar it raises. Generally, a lower percentage is preferred because it represents that an organization is effective at raising funds at a reasonable cost.

Benchmark: Under 10% preferred, under 20% acceptable

Type: Discretionary

Strategy and Performance Accountability

This section explores the strategy and programmatic aspects of the organization. Well-designed and well-implemented programs and strategies are core to an organization's ability to achieve its mission and tell its story with compelling results.

Standard 3a: Service history, purpose, and local presence

Data Source: Application

Explanation: The organization's primary aim is to deliver direct health and human services within the local communities served by the United Way. For the purposes of certification, services must have a demonstrated track record and a substantive presence locally.

Benchmarks:

- Primary purpose of the organization is to serve as a health and/or human services agency
- Demonstrated history of providing quality and relevant (non-duplicative) services for a minimum of 3 years
- Direct and substantial local presence within South Hampton Roads communities of Chesapeake, Isle of Wight, Norfolk, Portsmouth, Suffolk, and Virginia Beach (based on total # of individuals or households served annually in relation to scope of agency's work)

Type: Mandatory

Standard 3b: Strategic planning, decision making, and alignment

Data Source: Application; strategic plan; other documents as needed

Explanation: In today's fast-paced, ever-evolving world, nonprofit strategic planning requires a dynamic, ongoing learning process among all stakeholders within an organization. Organizations are expected to have established processes that demonstrate a commitment to setting a direction, planning and monitoring efforts, and adaptive change. This ensures that programs and services have the highest degree of relevancy and effectiveness.

Benchmarks: Reviewers assess this metric based on:

- Established and clearly stated organization mission, vision, and values that align with UWSHR mission and priorities
- Existence of current strategic plan that clearly demonstrates how strategic priorities and services align with mission and available resources
- Demonstration of ongoing and systematic planning processes that regularly (re)evaluate and improve services, programs, and internal practices
- Services not being cost-competitive with comparable services available in the for-profit sector

Type: Discretionary

Standard 3c: Expectations for programs

Data Source: Application; other sources as needed

Explanation: All programs within an organization should be clearly aligned with the mission, be well-documented internally, and ensure accessibility to information and services. Each program must have established performance measures and the organization should be able to demonstrate its capacity for measuring progress by using valid assessment tools and approaches and the reporting of results.

Benchmarks: All programs and services are expected to have:

- Alignment with organizational mission and strategy
- Documentation that at a minimum includes service descriptions and population served
- Well-defined, robust performance measures that demonstrate progress
- Valid tools for measurement and assessment
- Publicly available information, including fees and availability of discounts and/or scholarships
- Accessibility through such mechanisms as:
 - Existence of fair prices (for fee-based services only)
 - A sliding scale fee structure
 - Reasonable accommodations when someone is unable to pay
 - Clear articulation of subsidy level necessary to provide the service

Type: Discretionary

APPENDIX B: United Way of South Hampton Roads Brand Guidelines

The United Way of South Hampton Roads (UWSHR) brand identity is the tangible expression of all that our organization and those we partner with stand for. It embodies what we do, how we do it and why we are a beacon of trust and support throughout our community. The most fundamental visual element of a brand identity is its landmark (logo). **The components of our landmark – the rainbow of hope, the hand of support and the person as a symbol of humanity – communicate the important United Way brand characteristics — caring, inspiring, trustworthy and approachable.**

As one of our certified agencies, we encourage you to proudly display the landmark on your website and marketing/event materials. Below are guidelines to maintain the strength of the United Way brand and ensure consistency across our community partners:

- **Full Color**

The full-color version of the United Way landmark is the primary landmark of the identity system. It is required that this version be used in branded applications whenever possible, particularly websites. Pantone spot color is the preferred usage, but CMYK and RGB reproduction files of the full-color landmark are also available for use (see color palette template on next page).



- **Control Box**

The control box is the white border that surrounds the landmark. It must be used to create separation when the landmark is placed on colored backgrounds.

- **Clear Space**

Clear space frames the landmark and separates it from other elements including text and edges. The landmark must be surrounded by clear space that is a minimum of 1/2 the height of the symbol square.



- **Minimum Size**

When placed on a website, the landmark should be at least 90 pixels or 1.25" wide.

- **Please do not...**

- attempt to redraw or rescale the landmark
- alter the colors in the landmark
- tilt the landmark
- distort the shape of the landmark
- add elements inside the landmark
- rearrange the elements of the landmark
- alter the shape of the landmark in any way
- substitute type in the landmark
- put other words or phrases inside the landmark
- extract any of the graphic elements or words in the landmark to use separately

COLOR PALETTE

PRIMARY COLOR PALETTE

It is important that local United Ways maintain a consistent appearance of the brandmark and all visual communications across various media types and materials. Using colors consistently in all communications will strengthen brand recognition, create impact and differentiate our programs.

The United Way color palette is comprised of colors used in the United Way brandmark. In addition, black, orange, grey and white are included for added flexibility and one-color scenarios. On this page you will find specifications for reproducing the United Way colors in a variety of ways.

Note:

The colors shown on this page and throughout this manual have not been evaluated by Pantone, Inc. for accuracy and may not match the PANTONE Color Standards. For accurate PANTONE Color Standards, refer to the current edition.



Pantone 287
C:100 M:74 Y:0 K:0
R:0 G:81 B:145
HEX: #005191



Pantone 659
or 287C at 52%
C:55 M:40 Y:0 K:0
R:83 G:158 B:208
HEX: #539ED0



Pantone 179
C:0 M:85 Y:89 K:0
R:255 G:68 B:59
HEX: #FF443B



Pantone 143
C:0 M:34 Y:86 K:0
R:255 G:179 B:81
HEX: #FFB351



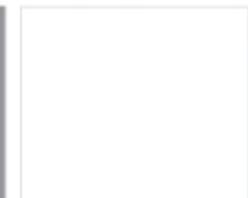
Black
C:0 M:0 Y:0 K:100
R:0 G:0 B:0
HEX: #000000



Spot: Pantone 152
C:0 M:60 Y:100 K:0
R:245 G:120 B:20
HEX: #f57814



Pantone Black 50%
C:0 M:0 Y:0 K:50
R:150 G:150 B:150
HEX: #969696



White
C:0 M:0 Y:0 K:0
R:255 G:255 B:255
HEX: #ffffff

APPENDIX C: Agency Policy for Health Insurance Group Plan

UWSHR administers a group health benefits plan on behalf of certified agencies. Plan participation is neither mandatory nor automatically available to all certified agencies. Newly certified agencies are eligible after 1 year of certification.

UWSHR reserves the right to limit admission to certified agencies based on a reasonable evaluation of risk associated with their participation. It will consider plan admission of new applicant agencies only after consideration of their **preceding** coverage and history.

Once an agency has been accepted as a participant, it must remain in the group health plan for the duration of the plan's contract. Should the agency decide to withdraw at the end of the contract term, it must provide the UWSHR sixty (60) days' notice preceding the end of the coverage year (present expiration is July 1). If an agency elects to withdraw, it will not be reconsidered for plan participation for thirty-six (36) months.

If a participating agency falls thirty (30) days in arrears on their premium payments, UWSHR will debit the agency's fund distribution by the delinquent amount. Also, if the agency fails to fulfill its obligations, UWSHR reserves the right to terminate its participation during the plan year. If this occurs, the agency's leadership and participation employees will be notified by certified letter.

APPENDIX D: Designations

Policy on Designations for Certified Agencies Listed in Campaign Materials

Contributors to United Way of South Hampton Roads may designate their gift to be credited to one or more certified agencies. The designated amount will be discounted by an approved amount for campaign and administrative expenses and by a fixed percentage determined annually for collection loss due to un-collectible pledges. Designations is the minimum any certified agency will receive. Additional funds may be awarded to the agency through UWSHR's competitive funding processes, if applicable.

Policy Regarding Write-In/Designated Contributions to Agencies Not Listed in Campaign Materials

A donor may elect to write-in an organization of his/her choice, which serves local charitable/social service needs. The United Way of South Hampton Roads in Virginia limits write-in designations to charitable agencies located in Chesapeake, Isle of Wight, Norfolk, Portsmouth, Suffolk and Virginia Beach; Hampton/Newport News and contiguous areas in North Carolina and Virginia; or agencies with statewide presence, which serve those local communities.

Agencies designated (or "written in") which are not certified by the United Way of South Hampton Roads are not listed in any promotional materials which are distributed by the United Way. This is unlike the public sector/government campaign, which list all qualified applicants.

To qualify, the agency must be designated by a donor. Agencies selected must respond in a timely manner to United Way inquiry, verify compliance with IRS 501(c)3 and the Commonwealth of Virginia registration (VDACS) requirements, and provide proof that their primary purpose is provision to a local, public, charitable social service.

Agencies whose primary purpose is not charitable, social service are excluded. Accordingly, churches, church programs and schools, educational institutions and foundations, cultural groups, service clubs, political organizations, and legal defense funds are not eligible.

Donors designating agencies that cannot provide requested verification of charitable status with the Commonwealth of Virginia and IRS (or which declines to accept the funds or do not respond in a timely fashion to our inquiry) will be informed the designation cannot be honored. They may consider an alternative contribution, or request the refund of a cash gift or cancellation of a payroll deduction pledge.

United Way will make every effort to contact the donor if the write-in designation cannot be processed. If the United Way cannot contact the donor, any payments will be treated as undesignated contributions available for the competitive funding processes.

The United Way reserves the right to disqualify any agency based on documented unethical conduct, excessive overhead, or inappropriate promotion.

The United Way applies a charge consistent with its audited fundraising expense against all write-in designations, and applies a system-wide factor for shrinkage (pledges made but not paid) against all write-in payroll deduction designations.

APPENDIX E: United Way Foundation



Choosing the United Way Foundation of South Hampton Roads as the stewards of your donor's long-term gifts offers your organization the freedom to focus on those you are here to serve.

The United Way Foundation will work to secure for you a permanent and profitable stream of income into the future. United Way has been there for our agencies and the South Hampton Roads community since 1923. We strive every year—day in and day out—to provide resources for our most vulnerable neighbors and with the Foundation, we look to the future to assist our agencies in guaranteeing their future and financial stability.

Why the United Way Foundation?

Entrusting the gifts from your volunteers and donors in the United Way Foundation offers a non-profit agency flexibility, a simple fee structure, the expertise of our volunteer Foundation Board of Trustees and investment professionals. United Way and the United Way Foundation have the resources and the knowledge that can assist those agencies supported through our campaign to create a steady stream of income for the future.

What the United Way Foundation Offers Our Agencies

Minimum Contribution Requirements: A fund of any type can be created with a minimum contribution of \$10,000 and donations in any amount are accepted once the fund is established. Common fund types at the United Way Foundation include: Endowed Donor Advised Fund, Unrestricted Fund, Field of Interest Fund, Designated Fund, Organizational Fund or a Scholarship Fund.

Asset Types Used to Create Funds: Types of assets used to create a charitable fund include: cash, securities, retirement accounts, insurance policies or real estate. If a deferred legacy gift is preferred, your donor can make a bequest in their will naming your agency as the recipient. Because the United Way Foundation fully understands what it means to hold a public charity status it can offer you the philanthropic services needed to secure the future of your organization and its good works.

Fees for Managing Charitable Funds: **Our fees structure is simple** – There is no initial start-up cost when you work with the United Way Foundation. You have only a **0.5%** administrative fee for philanthropic services that come from your fund – regardless of the fund type. If the value of your fund is greater than \$1 million, the administrative fee is negotiable.

Fund Disbursements: Fund disbursements are not held to our spending policy but, *to the Fund holder(s)*. Although most funds adopt a spending policy of 4% to 4.5% of an average of 12 trailing quarters (3 years), funds can be requested at any time during the year and in any amount. The United Way Foundation Board of Trustees will review the request to confirm that the disbursement is meeting the guidelines set forth in the establishment of the said fund.

Management of Funds: The funds of the United Way Foundation are managed by outside investment managers in a diversified investment portfolio structure. This portfolio, its investment and management, is regularly reviewed by the Foundation's Investment Committee.

The United Way Foundation's mission is to provide for the charitable wishes of donors who desire to establish long-term support for families and individuals through United Way and foundation affiliated agencies.

APPENDIX F: South Hampton Roads Bridge to Self-Sufficiency*



FAMILY STABILITY				WELL-BEING		FINANCIAL MANAGEMENT		EMPLOYMENT	
Housing	Family	Transportation	Childcare	Physical & Mental Health	Social Networks & Support System	Debt & Spending	Savings	Education, Training & Career Management	Earnings Level* & Benefits
I have stable, safe housing that I pay for on my own. <i>*More or less than 1/3 of household gross pay?</i>	My family and dependents are thriving, and do not face obstacles that cannot be easily managed.	I am independent and self-sufficient because I have consistent, reliable transportation that gets me where I need to go, with a backup option if necessary.	I have affordable, quality childcare that is reliable and of my choosing and I have a backup option. [OR] I have no children.	I am fully able to engage in work, school, or family life because I can manage my health needs and I have health and dental insurance.	I have people in my life who I trust, give me personal support, and have the knowledge and connections to help me achieve my goals.	I have no debt [OR] I am current in all debts and making more than the minimum required payments.	I have two to three months of expenses saved for future needs, and I have accounts established with mainstream banking	There is growth potential in my chosen career field, and/or I have at least an Associate's degree, professional certification, or higher.	I have a job with earnings equal to or greater than a living wage. <i>(Income ≥ \$60,000)</i>
I have stable, safe housing and have some help to pay for it. <i>(Pays \$300+ towards rent)</i>	My family (or dependents) face obstacles that rarely cause stress and interrupt my daily activities.		I have reliable childcare that I can count on, and I have a backup option.	I am mostly able to engage in work, school, or family life because of health needs and I have health insurance that I use to access treatment.	I mostly have people in my life who I trust and who give me personal support.	I am current in all debts and I am making minimum required payments on them.	I have one to two months of expenses saved for future needs, and I have accounts established with mainstream banking.	I have completed job training, an industry-based certification, and/or state licensure in a field of interest to me.	I have a job with earnings between 66-99% of a living wage. <i>(Income = \$39,600 - 59,400)</i>
I have stable, safe housing and have some help to pay for it. <i>(Pays \$0-\$299 towards rent)</i>	My family (or dependents) face obstacles that sometimes cause stress and interrupt my daily activities.	I have one transportation option that I can count on, but no backup. I occasionally miss or reschedule appointments.	I have reliable childcare that I can count on, but no backup.	I am somewhat able to engage in work, school, or family life because of health needs and I have health insurance but am having difficulty accessing treatment.	I sometimes have people in my life who I trust and who give me personal support.	I have debts and am making minimum required payments on at least one debt.	I have less than one month of expenses saved for future needs.	I have a high school diploma or GED, I am attending or have completed job training and/or an entry level certification, and I am building my workplace experience.	I have a job with earnings between 33-65% of a living wage. <i>(Income = \$19,800 - \$39,000)</i>
I am living in temporary or unsafe housing, or am at risk of losing housing.	My family (or dependents) face obstacles that regularly cause stress and interrupt my daily activities.	I have transportation options, but they are not reliable. I frequently miss or reschedule appointments.	I have childcare options, but they are not reliable.	I am struggling to engage in work, school, or family life because of unaddressed health needs and I have health insurance.	I occasionally have people in my life who I trust and who give me personal support.	I am not able to make minimum required payments on all debts.	I recognize the need to save, but I don't have savings.	I have or am currently completing a high school diploma or GED and/or I am building my workplace experience.	I have a job with earnings less than 33% of a living wage. <i>(Income ≤ \$19,800)</i>
I do not have housing.	My family (or dependents) face significant obstacles that require immediate attention, cause stress, and severely limit me from my daily activities.	I cannot get where I need to go.	I do not have childcare.	I am not able to engage in work, school, or family life because of unaddressed health needs and do not have any insurance.	I do not have people in my life who give me personal support. [OR] My social network is draining or destructive.	I have debts and I am currently not making any payments.	I don't see myself being able to save.	I do not have a high school diploma, GED, or entry-level certificate, and I need to work on my workplace skills to improve job opportunities.	I have no income or benefits. <i>*Calculation based on median ALICE Threshold for SHR U65 Households</i>

4 PILLARS

10 Sub-Pillars

BRIDGE RUNGS
Each box under each sub-pillar represents one "rung." Upward movement along the rungs shows participants' progression from crisis to stability to thriving. Note that each sub-pillar has 5 rungs (numbered to left) except Transportation, which has 4 rungs.

*Adapted with permission from Economic Mobility Pathway's Bridge to Self-Sufficiency™: <https://www.empathways.org/>