

United Way of Norman Community Impact Operating Policies

(Approved March 25, 2008; Updated June 18, 2013; June 17, 2014; April 19, 2016 and June 20, 2017)

Introduction

To respond to an ever-changing environment, United Way of Norman, Inc. is taking action to address tomorrow's needs and opportunities. The organization is committed to achieving significant community impact through an integrated model of community development and resource development strategies. This document outlines the philosophy and procedures necessary to successfully achieve measurable community impact.

United Way of Norman is committed to its promise to all donors and the community to serve our dual goals to improve lives through changing community conditions and to serve as a charitable advisor for greater impact. The United Way of Norman's Board of Directors approved four Impact Councils to better focus the work of the United Way: **Education, Financial Stability, Health, and Independence.**

Mission Statement:

To unite and strengthen our community by empowering each person to change lives.

Vision:

A community working together to make life better for everyone.



Philosophy

The work of United Way of Norman is to achieve measurable community impact for children, individuals, families, seniors, and persons with disabilities. Focused efforts of the United Way and funded partners utilizing a variety of strategies will achieve measurable results for addressing a selected number of issues affecting our community. The community impact request for proposal (RFP) process is designed to select and fund programs to achieve measurable outcomes in support of United Way's outcome areas. The process is designed to focus resources to achieve greater impact as part of a range of strategies, rather than to only allocate funds to a wide range of agencies and programs. To be effective, the United Way must identify a limited number of issues/outcomes. Strong partnerships and collaborations are key to success.

Definitions

Impact Councils –

- An Impact Council is a United Way committee formed to address a particular set of community goals that aligns with a previously identified issue/outcome.
- Members of an Impact Council may include representatives from businesses, governmental entities, and universities, as well as consumers, subject experts, and community volunteers.
- The United Way's community impact decision-making process is streamlined and volunteer-driven to ensure that those with the responsibility to achieve positive community change have the appropriate level of authority to effectively achieve results, while preserving the United Way's stewardship of donor dollars.
- The work of the Impact Councils should be measurable and demonstrate community impact.
- A council member shall not be a board member with an agency applying or receiving funding in that council.

Outcomes – Refer to Attachment B, United Way of Norman framework. The community goals are outlined in this document. Agencies are expected to set outcomes using United Way framework.

Impact Results – Specific measurable community outcomes that are the focus of an Impact Council (e.g., more children enter school ready to learn).

Initiative Coalition –

- A sub-committee formed by an Impact Council to coordinate its work around impact goals.
- Work groups are comprised of funded partners and other community representatives as needed to effectively develop and implement the strategies to achieve measurable results and long-term outcomes.
- The coalition may identify and implement programs for issues not currently being addressed.
- The United Way may also be a part of other community workgroups or coalitions that directly relate to UW strategies and framework.

Impact Council Strategies – Traditionally, United Ways have provided general operating support. To achieve measurable results, Impact Councils will broaden strategies from primarily raising money and funding agency programs to:

- identify best practices and root causes;
- develop effective partnerships and collaborations;
- advocate to influence local, state and federal governmental policies that affect individuals and families;
- leverage existing resources; utilize the media to support identified community outcomes, etc.

Community Impact Committee (CIC) –

- Responsible for coordinating and guiding the work of the four Impact Councils.
- The Community Impact Committee is comprised of the Vice Chair of the Board of Directors and a member of the Executive committee and chairs and vice chairs of the four Impact Councils.
- Each Impact Council shall have one vote.
- The Senior Vice President and United Way staff Impact Council Directors shall also participate on the committee as non-voting members.

Program Outcomes – Benefits for participants during or after their involvement with a program. Outcomes relate to changes in knowledge, skills, attitudes, values, behavior, condition, or status. (e.g., greater knowledge of nutritional needs, improved reading skills, more effective responses to conflict, getting a job and keeping it, or achieving greater financial stability.)

For a particular program, there can be various “levels” of outcomes, with initial outcomes leading to longer-term ones. (For example, a youth in a mentoring program who receives one-to-one encouragement to improve academic performance may attend school more regularly, which can lead to getting better grades, which can lead to graduating.)

Metrics – The data used to measure the outcomes. (e.g., the number of children entering school ready to learn based on first grade reading scores.)

Outcome Indicators – The specific information that tracks a program’s outcomes. They describe observable, measurable characteristics or changes that represent achievement of an outcome. (e.g., a program’s desired outcome is that participants pursue a healthy lifestyle could define “healthy lifestyle” as not smoking, maintaining a recommended weight, blood pressure, and cholesterol level, getting at least two hours of exercise each week, and wearing seat belts consistently. The number and percent of program participants who demonstrate these behaviors is an indicator of how well the program is doing.)

Logic Model (Theory of change) – A description of how the program or strategies are linked to achieve an identified program or community outcome. The components of a logic model include inputs (the resources needed); activities (the actions or strategies that must be implemented to achieve the identified outcome); outputs (products or a program’s activities,

such as number of people served or units of service delivered); and initial, intermediate, and longer-term outcomes (the steps of outcomes which logically lead to the final anticipated outcome).

Funded Partner – An agency or organization funded by United Way through the community impact process. All organizations funded must agree to sign United Way’s Funded Partner Agreement and comply with its policies and procedures.

FUNDING PROCESS

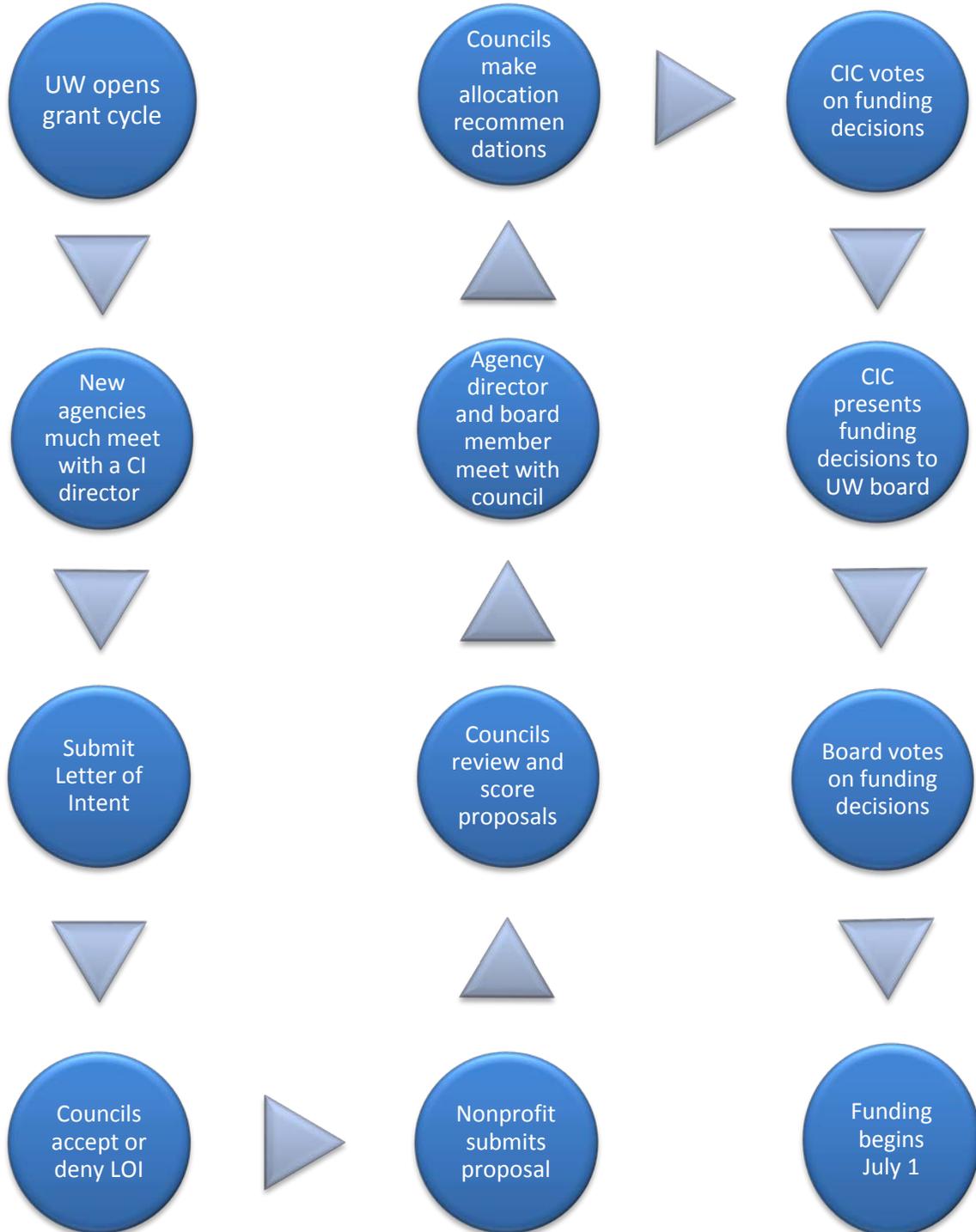
To ensure an open and competitive process, the funding of any new strategies identified by an Impact Council, shall be offered through United Way’s community impact Request for Proposal (RFP) process. Funded organizations will provide reasonable access to local services for residents of Norman, Noble, and southern Cleveland County.

- The funding process is based on achieving measurable impact for children, individuals, families, seniors, and persons with disabilities.
- Contracts that align and are contributing to the achievement of long-term impact goals may be extended for an additional two year period, based on an Impact Council’s recommendations and funding availability.
- A program must align with one of the United Way goals. *See Attachment B – United Way of Norman framework.*
- An Impact Council may recommend to the Board of Directors to discontinue funding an identified strategy based on changing needs in the community.
- If an Impact Council recommends discontinuing funding for a specific strategy, all agency contracts funded under this strategy shall be terminated at the end of the proscribed term.

GRANTING PROCESS

- United Way opens grant cycle.
- New non-profits must meet with Community Impact Directors before submitting a Letter of Intent (LOI).
- Nonprofit agencies submit a Letter of Intent (LOI) electronically containing a brief description of a program and a dollar amount requested.
- United Way councils accept or deny the Letter of Intent.
- Nonprofits with approved LOIs submit proposals (RFPs) electronically.
- The RFPs are reviewed by the appropriate Impact Council.
- Agencies with pending proposals meet with the appropriate Impact Council.
- Impact Councils make recommendations on distribution of funds.
- Recommendations by Impact Councils are reviewed by Community Impact Committee.
- Community Impact Committee forwards the recommendations to the United Way Board of Directors.
- United Way Board of Directors votes on final funding decisions.

GRANTING PROCESS FLOW CHART



PROPOSAL CRITERIA

To ensure a complete application for United Way staff and Impact Council volunteers to review, the proposal must include:

Organizational information:

Financial information:

Outcomes/evaluation information:

- Agency proposal must align with one or more of the United Way's framework areas and include at least one common indicator. Attachment B
- The organization must be recognized by the Internal Revenue Service as a 501(c)(3) entity for at least 3 years.
- If the total annual operating budget is \$250,000 or more, the organization must submit a 990 tax form and an audit prepared annually by an independent CPA firm that is within 18 months prior to January of the application year.
- If the organization has a total annual operating budget of \$100,000 - \$250,000, it must submit a 990 tax form and a CPA Review.
- If the organization has a total annual operating budget of less than \$100,000, it must submit a 990 tax form and three years of financial statements compiled by a CPA
- The funded program must be funded with additional revenue beyond that provided by United Way of Norman.
- The organization must serve residents of Norman, Noble, or southern Cleveland County.
- The organization must provide an annual budget for the entire organization
- The organization must provide year to date financial statements.
- The organization must be willing to sign a Counterterrorism Compliance Form.
- No extensions will be given for Grant deadlines.

POST GRANT PROCEDURE

Funded partners must sign a *Funded Partner agreement*, Attachment A

- When funded partners provide outputs or outcomes demonstrating a significant increase or decrease over the previous report, they must explain the changes. Partners record the reasons for changes in the comments section of the reports.
- If a particular partner does not meet expectations, staff shall meet with organization personnel to review deliverables and discuss United Way's concerns.
- Failure to produce the required results may result in the program being placed on probation by the appropriate Impact Council. A Program Improvement Plan will be developed by United Way to guide the organization.
- Continued under-performance is subject to the organization's program contract being terminated.

- United Way recognizes that funded partners will sometimes report a failure to meet contracted goals due to changes in funding, staffing or other organizational changes.
- These shortfalls are discussed openly, and staff works closely with each partner to understand the impediments to success.
- Audits and financial reports are reviewed annually to ensure that the funded partners have the capacity to deliver the required outputs and outcomes.
- United Way volunteers shall perform two site visits to each funded program during the funding cycle.
- New programs, or programs experiencing difficulties, may be visited more frequently at the discretion of the volunteers.
- Site visits offer an opportunity for United Way and program representatives to interact as well as to give organizations an opportunity to showcase their programs.
- United Way shall work closely with other funders in the community and collectively share results from reports, financial reviews and any site visit results as needed to ensure that all the funders are receiving the services required.
- A United Way funded partner must do a United Way campaign
- Follow all branding guidelines set forth. Attachment C

DISCRETIONARY FUNDS

The United Way Board of Directors may establish, as budget allows, flexible funding dollars for the “proactive” use of each Impact Council. The flexible funding dollars may be used to help implement the council’s strategies by building collaborations or partnerships and/or initiating innovative pilot programs. Allocations of these funds are not subject to an RFP process and must follow the following guidelines.

- The expenditure of the funds shall be utilized to further an Impact Council’s strategies related to one or more impact targets.
- The expenditure of the funds is not subject to the United Way’s RFP guidelines.
- Requests for discretionary funds under \$250 shall be approved by the appropriate Council, but do not require the approval of the CIC or the Board of Directors.
- This is not a contingency fund in which agencies may submit applications for funding. Funds shall be allocated proactively by an Impact Council to further one or more of its strategies.
- In most cases, allocations from the discretionary fund shall be for “one time” funding with a maximum amount of \$20,000 per recommendation. Exceptions to this policy may be made base on the particular circumstances of the situation and dollars available.
- Any unexpended funds remaining in the Impact Council Discretionary Fund account at year-end shall automatically role over to the next year.
- The following process shall be followed for the allocation of the funds:
 - An Impact Council may, as part of its strategic efforts tied to one or more of its outcome areas identify the need for a limited amount of “one time” funding to help ensure the success of a particular strategy or action.
 - The Impact Council shall develop its recommendation for the approval of the Community Impact Committee (CIC).
 - If approved by the CIC, the recommendation shall be forwarded to the Board of Directors for final approval if over \$250.