UNITED WAY OF THE PIEDMONT
2010 COMMUNITY IMPACT AGENDA & COMMUNITY INVESTMENT PROCESS

AGENCY MANUAL
INSTRUCTIONS & POLICIES

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Make your mark.

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COMMUNITY IMPACT AGENDA

Purpose

United Way of the Piedmont's Community Impact Agenda is intended to focus the organization's financial and volunteer resources on our community's most pressing needs. In keeping with our mission to increase the organized capacity for people to care for one another, everything United Way of the Piedmont does is rooted in this agenda.

History

In February of 2005 following the publication of Community Indicators VI: *Strategic Spartanburg*, United Way of the Piedmont's Board of Directors saw an opportunity to refine the existing Program Review Process. Their goal was to focus the area's resources on strategies, programs and services that will create lasting improvement in community conditions. The Board commissioned a taskforce of 18 individuals to manage the development of a Community Impact Agenda and accompanying Investment Process for implementation in 2007.

The taskforce was diverse in its composition with representatives from our donor base, leadership of funded non-profit partners, and PRP volunteers. The taskforce spent 16 months analyzing Community Indicators and the subsequent Community Improvement Plan, dissecting the PRP and historical funding trends, and benchmarking with other communities. The result of their efforts is a Community Impact Agenda and Community Investment Process that guides our United Way towards the greatest impact on our community's most critical concerns.

Design

Six priorities are outlined for investment of United Way resources. Six volunteer councils are established to oversee community investment and community initiatives within specific priority areas. A vision statement, focused initiative areas, and community indicators are outlined in each priority area to guide the councils' decisions

NURTURING CHILDREN

Our children will have access to services to prepare for and be successful in school.

- Early Learning & Literacy
- Parenting Skills Education
- Quality Child Care
- Child Abuse & Neglect
- Programs Supporting Elementary Education

Indicators

- PASS Scores (source: SC Department of Education)
- Quality childcare centers in our community (source: Mary Black Foundation report on Early Childhood Development)
- Kindergarten assessment of Readiness for 1st Grade (source: SC Kids Count)
- Child abuse and neglect (source: Community Indicators VI)

CONNECTING SENIORS

Senior citizens will have access to support systems to maximize independence and stay connected to our community.

- Senior Wellness
- Access to Transportation
- Support to Caregivers
- Socialization

Indicators

- Elderly citizens living in poverty (source: Community Indicators VI)
- Senior emergency room visits (source: Community Indicators VI)
- Depression in the elderly (SC Mature Adult Count)
- Caregiver stress (SC Mature Adult Count)

HELPING YOUTH SUCCEED

Our youth will have every opportunity to succeed.

- Academic Achievement
- Teen Risk Behaviors
- Alternative Education Strategies
- High School Completion
- Leadership Development Programs for Youth
- Teen Pregnancy

Indicators

- High school retention rates (source: Community Indicators VI)
- High school graduation rates (source: Community Indicators VI)
- Post high-school workforce preparation (source: Community Indicators VI)
- Teen pregnancy rates (source: Community Indicators VI)
- Teen substance abuse (source: Community Indicators VI)
- Teen involvement in crime (source: Community Indicators VI)

STRETHENING ADULTS & FAMILIES

Adults and families in our community will have access to the support necessary to build stable lives.

- Adult Education and Literacy
- Employment Skills Training
- Financial Stability
- Sexual Assault Services
- Domestic Violence Services

Indicators

- Adult educational attainment (source: Community Indicators VI)
- Minority educational attainment (source: Community Indicators VI)
- Unemployment rates (source: Community Indicators VI)
- Per capita income (source: Community Indicators VI)
- Domestic violence rates (source: Community Indicators VI)

NEIGHBORS HELPING NEIGHBORS

Our community will provide a safety-net of support for those in need.

- Disaster Relief
- Emergency Shelter
- Unsound Housing
- Financial Assistance

Indicators

- Unsound housing rates (source: US Census)
- Poverty by census track (source: Community Indicators VI)
- Spartanburg County homeless population (source: Upstate Homeless Coalition)
- Incidence of natural or man-made disasters (source: Spartanburg County Fire & Public Safety)
- Availability of services for those in crisis

PROMOTING HEALTH & WELLNESS

People in our community will have access to services that support physical, emotional and mental wellness.

- Preventative Health
- Access to Health Services
- Mental Health Services
- Alcohol and Drug Abuse Services
- Services for the Disabled

Indicators

- Hospitalization rates (source: Community Indicators VI)
- Overweight & obesity rates (source: Community Indicators VI)
- Drug & Alcohol rates (source: Community Indicators VI)
- Percent of uninsured individuals (source: SCDHEC)
- % of population with disability status (source: US Census)
- % of disabled population living below poverty line (source: US Census)
- Use of Mental Health Services (source: Community Indicators VI)
- Incidence of Mental Illness (source: National Institute of Mental Health)

In order for programs managed by non-profit organizations to receive investment from the Community Impact Fund, they must demonstrate their fit with the Community Impact Agenda and their impact on related community indicators. A program's impact may improve quality of life by positively impacting community conditions (i.e. proactively improving community wide or population specific performance on a particular indicator). A program may also impact an indicator by providing support services to those affected by community conditions (i.e. reacting to an individual or group faced with a crisis or issue). It is up to the 6 Councils and ultimately the United Way's Board of Directors to support an appropriate balance between investment in proactive versus reactive programming.

ELIGIBILITY, PARTNER STANDARDS, & PARTNER BENEFITS

This section contains information about the eligibility, benefits and requirements related to becoming a United Way *Funded Community Partner*.

Eligibility
Prior to applying to United Way for funding, the following standards must be met:

Standard 1 The organization provides health and human services to individuals in Spartanburg, Cherokee, and/or Union Counties of South Carolina.

Standard 2 The organization is incorporated as a charitable organization with the State of South Carolina. (A current copy of non-profit registration with the Secretary of State's office must be on file with United Way).

Standard 3 The organization is tax exempt. (A copy of your IRS tax-exempt designation must be on file with United Way).

Standard 4 A well-developed volunteer board of directors governs the organization. (A current and dated copy of your Board of Directors roster must be on file with United Way).

Standard 5 The organization demonstrates sound financial operation and has an annual examination performed by an outside auditor, if required by law. (Your organization's most current IRS Form 990 and Financial Audit (if you have one) must be on file with United Way).

Standard 6 The organization abides by all applicable federal and state laws related to non-profit organizations and non-discrimination policies.

Standard 7 The organization has an effective program outcomes measurement program that provides information regarding agency programs' impact on target populations.

Standard 8 The organization has executed a statement of Counterterrorism Compliance in keeping with the spirit and intent of the USA Patriot Act. (A copy of this statement of compliance must be submitted annually to the United Way).

Required Partnership Standards
In addition to the general organizational standards outlined above, United Way Funded Community Partners are expected to adhere to the following partnership standards once funding is obtained:

Signage Standard Use United Way-provided signage as appropriate in your building/office space:

- Interior (12" x 12") laminate "Helping Here"

- Window cling decal 8” x 6” or smaller

Logo Usage Standard Include a 1-color, 3-color or black & white United Way of the Piedmont logo and/or text line reading A **United Way** Funding Partner on:

- Agency/program newsletters
- Annual reports

Standards for Logo Usage are available on United Way of the Piedmont’s website.

Success Story Standard Submit 1 success story annually tied to results your agency is achieving in support of United Way of the Piedmont’s Community Impact Agenda. These stories may be used in United Way press releases, brochures, newsletters, website, and other forms of communication.

Website Standard If your organization has a local website, identify United Way as partner and provide a link to www.uwpiedmont.org

Participation in Outreach Efforts Upon request, United Way Funded Partners should:

- Provide speakers, displays and/or tours in support of the annual campaign or other efforts
- Develop volunteer projects as part of annual Week of Caring; and
- Collaborate in media efforts/approaches

Non-solicitation of Donor Designation Standard United Way Community Funded Partners are prohibited from engaging in any activity that encourages current or future United Way donors to designate all or a portion of their United Way gift directly to their organization. This includes printed, electronic and verbal appeals.

Electronic Communication Standard United Way Community Funded Partners must maintain and regularly check an electronic mail account for communication from United Way staff.

Recommended Partnership Standards
Though not required, the following partnership standards are recommended:

Employee Campaign Standard Annually offer employees an opportunity to participate in the United Way Campaign through a workplace campaign held in your office.

Brochure Logo Usage Standard Include a 1-color, 3-color or black & white United Way of the Piedmont logo and/or text line reading A **United Way** Funding Partner on:

- Brochures for United Way-funded programs

Standards for Logo Usage are available on United Way of the Piedmont’s website.

Benefits

In addition to funding through the Community Investment Process, United Way of the Piedmont provides the following support as appropriate and available to our *Funded Community Partners*:

1. Access and public awareness enhanced through United Way workplace campaigns;
2. Public recognition through media and marketing efforts;
3. Recognition and web-link on United Way of the Piedmont’s website upon request;
4. Signage and electronic versions of our logo in a customized partnership marketing kit to be available annually;
5. Speaker’s training on the benefits of partnering with United Way;
6. Coordination of gifts-in-kind;
7. Client referrals through United Way’s information & referral program;
8. Special designation as *United Way of the Piedmont Funded Community Partner* in regularly published Directory of Services;
9. Non-profit community advocacy and electronic communication;
10. Outcome measurement training and technical assistance upon request; and
11. Volunteer referrals through Volunteer Connections, the Retired & Senior Volunteer Program, annual Week of Caring and AmeriCorps*VISTA.

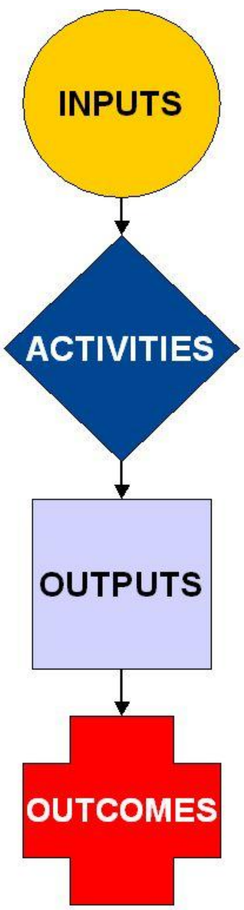
COMMUNITY INVESTMENT PROCESS

Purpose & Design

United Way of the Piedmont designed the Community Investment Process (CIP) to objectively evaluate health and human service programs in our community and provide the Board of Directors with recommendations regarding investment of the United Way's Community Impact Fund. CIP is volunteer driven and is built around the principles of the Logic Model and the Drucker Foundation's *Five Questions* format. This process is under the management of the Community Impact Committee, a permanent subcommittee of United Way's Board of Directors.

The Logic Model

Long used in various industries for process analysis and improvement, the Logic Model is a concise way to develop and understand a process. The premise for its use in non-profit program evaluation is that any program or service can be broken into 4 basic pieces:



INPUTS: The tools, resources and clients that go into a program. These could include educational materials, funding, facilities, computers, staff members, etc.

ACTIVITIES: This is the meat of your program. What do you do with your inputs to make a difference for your clientele? These could include classes, health fairs, provision of transportation, 1:1 counseling, referral, treatment, support groups, etc.

OUTPUTS: What service has been provided or what product was received. These are typically measurements of activities. Outputs could include clients served, units of service provided, etc.

OUTCOMES: Measurement(s) of how your client or the community is better because of involvement in your program. Outcomes can be immediate (i.e. retention of knowledge), intermediate (i.e. change in behavior), or long-term (i.e. improvement in quality of life).

Dissecting a program into these components affords United Way volunteers the opportunity to concisely grasp the program's design and impact.

Five Question Format

The Drucker Foundation argues that in order for an individual to objectively assess a program or service offered by a non-profit organization he or she must ask the following questions:

1. What is the program's mission?
2. Who is the program's customer?
3. What does the program's customer value?
4. What are the program's measurable results?
5. What is the plan for carrying out/improving the program?

Community Impact Agenda Priorities

United Way provides funding for programs that fall within one of 6 priority service areas outlined in the Community Impact Agenda. Agencies may submit multiple applications for different programs, however each program may only apply in one priority service area.

- Nurturing Children
- Helping Youth Succeed
- Strengthening Adults & Families
- Connecting Seniors
- Promoting Health & Wellness
- Neighbors Helping Neighbors

In addition to demonstrating the program's fit within the appropriate service area, the agency must also outline the program's impact on the indicators outlined in the Community Impact Agenda.

The Councils

The success of the Community Investment Process is built around 6 volunteer councils that monitor community conditions, evaluate program applications, and make recommendations to the Board of Directors. Each council is comprised of 10-15 community volunteers that represent the United Way's donor base. Council members come from a variety of professional and personal backgrounds and are educated on Community Indicators, non-profit program evaluation and the Community Investment Process. Council members use an 8-step process to assess programs and make recommendations to the Community Impact Committee.

Step 1: Training & Issue Area Education
Step 2: Agency Site Visits
Step 3: Homework! Reviewing Applications
Step 4: Agency/Council Q & A Meetings
Step 5: Agency Feedback
Step 6: Individual and Group Scoring
Step 7: Rank Order within Area of Service
Step 8: Develop Funding Recommendation

Funding Overview

The CIP provides funding for specific programs delivered by non-profit organizations that can demonstrate measurable results. This funding is intended for the direct and indirect (management

& general) costs associated with the delivery of a specific program. CIP funding is not intended for capital expenses or general deficit funding.

How Much to Request

It's important to note that United Way funding should not constitute 100% of any program budget. United Way funds should be used to compliment (and perhaps leverage) funds from other sources. Though there is no written rule, United Way funding generally constitutes no more than 75% and no less than 10% of a program's total budget.

Grant awards vary widely. Average investment in programs is $15,000. There is no maximum for a CIP grant request (as a reference point, the largest single program investment from 2008 was $92,000), however a minimum of $7,500 must be requested. Councils are not allowed to recommend funding in a single program of less than $7,500. Partial funding is allowed and is common.

Changes in or Cessation of Program Mid-Year

If funds are approved for a specific program and the organization is not able deliver that service as applied or funding from another source is secured, the organization cannot automatically switch those funds to another program. In these scenarios, you must alert the United Way immediately and funding will be stopped.

Significant changes in program delivery must be submitted in writing to the Community Impact Committee. They will decide within 30 days of receipt if an organization may continue to receive these funds.

Single Year vs. Multi-Year Funding

The funding cycle begins July 1st and ends June 30th each year. Organizations receive 1/12th of their total award amount on the 15th of each month. Generally programs are offered funding for 1 year and are expected to reapply the following year.

Programs that score in the top 25% of their priority area and have a demonstrative history of sound program management may be offered 2 or 3 years of funding. This recommendation is made at the discretion of the Council and is subject to Community Impact Committee and Board approval. When made, the annual investment amount generally increases at a rate of 3% each year (i.e. when awarded $15,000 for 3 years, your program will receive $15,000 in year 1, $15,450 in year 2, and $15,914 in year 3).

Multiple year funding is contingent upon the following:

- No negative trend in the United Way's annual campaign (in the event of a campaign reduction, the reduced % will be taken from the total reward amount)
- An updated accounting of program outcomes;
- A proposed budget for the coming year; and
- A 990/financial audit that demonstrates fiscal soundness.

Agencies may decide to decline an offer of multiple year funding if they feel they can garner additional funds in the coming year. The choice is completely in the hands of the organization's

Executive Director and Board.

Program Types

Programs that apply to the United Way for CIP funding fall into one of three application categories:

Continuing Program

An ongoing program that received CIP funding in the previous CIP cycle.

Continuing Program, First Time Funding

An ongoing program that did not receive CIP funding in the previous CIP cycle. This applies even if the program received funding sometime in the past, but does not receive funding currently.

New Program

A proposed program for your organization with less than 12 months worth of history or a program that will be implemented if funding becomes available.

New Agency Applications

Agencies applying to the United Way for the first time or who did not receive United Way funding the previous year should submit their application as outlined herein, but will be pooled with other first time applicants. The Community Impact Committee will set aside a specific percentage of the Community Impact Fund for investment in new programs. This committee will serve as the Council reviewing first time requests and will make 1-year allocations to these programs out of the designated pool. The following year, funded programs will apply to the appropriate council and will be eligible for multi-year funding.

ACCESSING/NAVIGATING THE WEB-BASED APPLICATION

Secure Website
Applications are completed through the Internet with a unique, confidential password for each organization. You will have approximately one month to edit and complete the web-based application before final submission.

Technical Assistance
If you have technical or content questions about the web-based application, please contact:

Chris Steed
Vice President of Community Impact
csteed@uwpiedmont.org
(864) 582-7556 extension 125

Technical issues may take up to 2 business days to resolve.

Application Deadline
Applications must be submitted via the website by 3:00 PM on Friday, March 19, 2010. No applications will be accepted late. No revisions to applications will be permitted following this date.

Accessing the On-line Application
The United Way's application website can be accessed at http://apply.uwpiedmont.org. Enter your user name and password as assigned. Each of the programs you are submitting should be listed. Access each of them by clicking the appropriate 'apply' button.

Entering Information into the Application
Once in the program application screen, click the section of the application you would like to edit (we recommend starting with Section# 1).

- Enter data into the appropriate empty boxes.
- When data entry for each screen is complete, click on the **Save & Continue** icon at the bottom.
- At the top of each of the application pages, there is a navigation bar that will take you to another section. Before you use this bar, be certain that you click Save & Continue or you will lose the information you just entered.

Spell-Check
Most text sections of the website have a spell check feature for your convenience. Once you've completed a section, click the spell check button in the top left-hand corner of the text box. It will highlight in red any misspelled words. If you click on a misspelled word, the program will prompt you with possible spellings. Once complete, click the spell check button again to return to edit mode.

Submitting the Application

Once you have completed the application, you may click the submit button on the homepage or within each individual application following completion of section #10. An e-mail file will be sent to the United Way with your application. <u>If you click this button by accident, do not worry! You may edit the application and reapply until the March 19th due date</u>.

COMPLETING THE WEB-BASED APPLICATION

Rules of Thumb
The following pages contain information about completing the various sections of the application. The following are a few important rules of thumb:

- **Be Brief & Clear** – Keep in mind that each of the Council members is reviewing between 15 and 20 applications. Each section has a word/character limit and will cut you off.
- **Use Bullets** – whenever possible, use bullet points and lists to help streamline the application
- **Complete Every Section** – never leave a section blank! If you feel a section does not apply to you, contact the United Way for verification and further instruction
- **Make Sure Your Numbers Add Up** – enough said -- do the math.
- **Our Council Members are Lay-people** – Avoid confusing terms or abbreviations
- **Use the Spell Check!**
- **If You Don't Understand, Call Chris!** If the instructions for a particular section seem unclear, do not guess -- call or e-mail Chris.

Instructions for Continuing and Continuing First Time Funding Applications

SECTION 1: Organizational Information

Organization Name: The full, legal name of the applicant organization

Organization Address: The mailing address for the applicant organization

Program Name: The program name should be entered from your Intent to Apply forms. Each program should have a name, which is different from the name of the organization.

Program Location: Enter the location of the specific program, not the organization's office, unless they are the same.

Community Impact Applicant Area: List one of United Way's 6 priority areas outlined in the Community Impact Agenda that best fits your program.

Executive Director: Enter the name of the Executive Director of the organization.

Board Chairperson: Enter the name of the Chairperson for your organization's Board of Directors.

A. What is your organization's mission statement: Enter your organization's mission.

B. Briefly describe your organization's history: Enter a few brief sentences about the organization's history, including the founding year and any major milestone changes in mission or program delivery.

C. **Briefly describe the services your organization…:** Enter a few brief sentences about your organization's other services (if applicable).

SECTION 2: Program Overview

A. **What is the program's mission:** Enter the program's mission statement – what are you trying to accomplish?

B. **Describe the program:** Describe your program to the council members. What does the program look like? How does it work?

C. **Justify with statistics the need for your program in our community**: Enter the explanation for the program need in the community and support your statement with data. Be concise but give <u>statistical data</u>, not your opinions and feelings.

D. **How does this program fit with the United Way's Community…:** Justify to council members how your program fits into the larger picture of the Community Impact Agenda.

SECTION 3: Program Clientele

A. **Describe your program's primary customer**: Enter a description of the person(s) whose life will be changed by the program. Be sure to include any ethnic, gender, age, or geographic criteria if applicable.

B. **List any secondary customers your program may impact:** In some cases it may be appropriate to state a co-beneficiary (parents, teachers, etc.).

C. **Customer Demographics:** Enter number of <u>unduplicated</u> individuals. Then calculate percentage served by:

- age group
- gender
- race

Note that the years listed across the top refer to your organization's <u>fiscal year</u> HOWEVER YOU DEFINE FISCAL YEAR. 2008 should be a projected total for the remainder of the 2008 <u>fiscal year</u>.

D. **Zip Code Information:** Each zip code in Spartanburg, Cherokee and Union Counties is listed. Enter the <u>number</u> of individuals served in each zip code for the previous year. Only enter information for the county you are applying for.

SECTION 4: Client Feedback

A. **Describe the program's method for collecting feedback from clientele:** How do you collect information regarding your customer's experience with your program. In some cases, the program's customer may be small children or others who cannot give feedback. Here you should include those who are affected by this program, such as parents or teacher.

B. **Describe how the program uses customer feedback…:** What do you do with customer feedback once it's collected? How do you respond?

C. **Describe any significant improvements in customer services last year…:** Think of one thing you did to improve you the quality of your customer's experience in the previous grant-year.

SECTION 5: Logic Model

A. **Describe/list program Inputs:** You have space to enter at least 3 but no more than 10 of the most important inputs for your program (i.e. clients, tools, materials, staff, resources, etc.)
B. **Describe/list program Activities:** You have space to enter at least 1 but no more than 10 of the most important activities associated with your program (i.e. classes, health fairs, support groups, 1:1 counseling, etc.)
C. **Describe/list program Outputs:** You have space to enter at least 2 but no more than 10 of program's outputs (i.e. clients served, units of service, etc.)
D. **Describe/list program Outcomes:** Tell the council how your program impacts the lives of those involved or the community.
   - ➢ You have space to enter at least 1 but no more than 3 immediate outcomes (i.e. something that happens immediately following the provision of your service like retention of information).
   - ➢ You have space to enter at least 1 but no more than 3 intermediate outcomes (i.e. something that happens weeks to months following the provision of your service like changes in behavior).
   - ➢ You have space to enter at least 1 but no more than 3 long-term outcomes (i.e. something that happens months or years following the provision of your service like improvements in quality of life).

   **Note that you do not have to collect data on each of these items to include them in the application however, you must be able to defend them in some other way.

SECTION 6: Program Results & Effectiveness

A. **Does your program incorporate best practices or research…:** This is your opportunity to defend your program's efficacy outside of local statistics and outcomes. If you are replicating a program or model from another community, detail that here. This is a section that may be left blank if it doesn't apply.
B. **Program results – OUTPUTS:** You should select at least 2 and no more than 5 outputs from the Logic Model to outline volume of service (i.e. hard data). You must include (1) # of Clients Served and (2) Total Units of Service (defined). Enter as many years as you have data for.
C. **Program results – OUTCOMES:** You should select at least 2 and no more than 5 outcomes from the Logic Model to outline impact of service (i.e. hard data). Enter

as many years as you have data for and select whether the outcome is immediate, intermediate or long term.

D. **If the program intends to begin collecting additional outputs/outcomes…**: Here's your chance to explain why you don't have good outcomes! Outline how you plan to collect better data in the year to come to improve the case for your program's efficacy.

SECTION 7: Plan for Implementation

A. **Calculate the Program and Management cost %…:** Go to your organization's last few years worth of 990's. For each of the years indicated calculate the Management & General Fundraising and Program percentages.

   For organizations filing a standard 990 (year 2008 and forward), go to Part IX. To calculate the Program Expense %, divide Line 25A (Total Expenses) by 25B (Program service expenses). Multiply that number by 100.

   To calculate the Management & Fundraising percentage, divide line 25A by the sum of 25C (Management and general expenses) and 25D (fundraising expense). Multiply that number by 100.

   For organization filing a short form 990 EZ, contact Chris for guidance.

   If you have not filed 2009 yet, simply leave it blank.

B. **Financial Comparative Data:** Remember in this section that we're looking for stats on the indicated fiscal year.
   - **Total Organizational Budget:** Enter the agency's total budget for each year indicated.
   - **Total Program Budget:** Enter the total budget allocated for the program for each year indicated.
   - **FTE:** What are the total number of PAID full time equivalents dedicated to this program (fractions of employees are allowable) for each year.
   - **United Way Request:** How much is your organization requesting from the United Way for this program for the proposed year.
   - **United Way Investment:** How much has your organization received from the United Way for this program for each year indicated.

C. **Rationale for Funding Request:** Why do you need this money from the United Way? If you are asking for more than you received the previous year, justify that request. Include specifics about how United Way funding will be used.

D. **What impact will partial funding from the United Way have on the program:** In light of financial constraints, Councils often approve a fraction of a program's request. If you don't get all the money you've requested, what impact will that have on the program? How will you address this budgetary shortfall?

E. **Describe any anticipated financial constraints during the coming fiscal year:** Is there any significant expense or loss of income you feel the Council should know about?

F. **Program Budget**

This budget is for the program, not the entire organization. You will need to complete all 3 years of line items (proposed year, current year and previous year) unless the program has not been in existence for that number of years. The income total and expense total should balance.

Each of the 'other' slots under income and expense has an editable field you should use to describe the line entry.

G. **Budget Narrative**

Use this section to describe any relevant anomalies in your budget.

SECTION 8: Collaboration & Partnerships

A. **Program Specific # of Volunteer Hours:** For each of the years indicated, report the number of volunteer hours logged for this specific program.
B. **Briefly describe the services volunteers provide…:** How do you use volunteers to support this specific program.
C. **List organizations and groups that the program partners with…:** List at least 2 and no more than 15 organizations or groups that you partner with for the provision of this program and briefly describe the nature of the collaboration.

SECTION 9: Plan for Improvement

This section is pretty self-explanatory. This is your chance to highlight the things you plan to do to improve for the coming year.

SECTION 10: Additional Information

Use this section to add any information you feel was not appropriately covered in another area of the application.

COMPLETING THE WEB-BASED APPLICATION

Instructions for New Program Applications

The major difference between continuing/continuing FTF programs and new programs is that with new programs you lack history and are reporting projected figures.

SECTION 1: Organizational Information

Organization Name: The full, legal name of the applicant organization

Organization Address: The mailing address for the applicant organization

Program Name: The program name should be entered from your Intent to Apply forms. Each program should have a name, which is different from the name of the organization.

Program Location: Enter the location of the specific program, not the organization's office, unless they are the same.

Community Impact Applicant Area: List one of United Way's 6 priority areas outlined in the Community Impact Agenda that best fits your program.

Executive Director: Enter the name of the Executive Director of the organization.

Board Chairperson: Enter the name of the Chairperson for your organization's Board of Directors.

A. What is your organization's mission statement: Enter your organization's mission.

B. Briefly describe your organization's history: Enter a few brief sentences about the organization's history, including the founding year and any major milestone changes in mission or program delivery.

C. Briefly describe the services your organization…: Enter a few brief sentences about your organization's other services (if applicable).

SECTION 2: Program Overview

A. **What is the program's mission:** Enter the program's mission statement – what are you trying to accomplish?

B. **Describe the program:** Describe your program to the council members. What does the program look like? How does it work?

C. **Justify with statistics the need for your program in our community**: Enter the explanation for the program need in the community and support your statement with data. Be concise but give statistical data, not your opinions and feelings.

D. **How does this program fit with the United Way's Community…:** Justify to council members how your program fits into the larger picture of the community impact agenda.

SECTION 3: Program Clientele

A. **Describe your program's primary customer**: Enter a description of the person(s) whose life will be changed by the program. Be sure to include any ethnic, gender, age, or geographic criteria if applicable.

B. **List any secondary customers your program may impact:** In some cases it may be appropriate to state a co-beneficiary (parents, teachers, etc.).

C. **Customer Demographics:** In the column marked 2008, enter number of projected unduplicated individuals served. Then estimate percentages by:

D. age group

E. gender

F. race

G. **Zip Code Information:** Each zip code in Spartanburg, Cherokee and Union Counties is listed. Enter the number of individuals served in each zip code for the previous year. Only enter information for the county you are applying for.

SECTION 4: Client Feedback

A. **Describe the program's method for collecting feedback from clientele:** How will you collect information regarding your customer's experience with your program. In some cases, the program's customer may be small children or others who cannot give feedback. Here you should include those who are affected by this program, such as parents or teacher.

B. **Describe how the program uses customer feedback…:** What will you do with customer feedback once it's collected? How will you respond?

C. **Describe any significant improvements in customer services last year…:** This section should remain blank for new program applications.

SECTION 5: Logic Model

A. **Describe/list program Inputs:** You have space to enter at least 3 but no more than 10 of the most important inputs for your program (i.e. clients, tools, materials, staff, resources, etc.)

B. Describe/list program Activities: You have space to enter at least 1 but no more than 10 of the most important activities associated with your program (i.e. classes, health fairs, support groups, 1:1 counseling, etc.)

C. Describe/list program Outputs: You have space to enter at least 2 but no more than 10 of program's outputs (i.e. clients served, units of service, etc.)

D. Describe/list program Outcomes: Tell the council how your program will impact the lives of those involved or the community.

- You have space to enter at least 1 but no more than 3 immediate outcomes (i.e. something that happens immediately following the provision of your service like retention of information).
- You have space to enter at least 1 but no more than 3 intermediate outcomes (i.e. something that happens weeks to months following the provision of your service like changes in behavior).
- You have space to enter at least 1 but no more than 3 long-term outcomes (i.e. something that happens months or years following the provision of your service like improvements in quality of life).

**Note that you do not have to collect data on each of these items to include them in the application however, you must be able to defend them in some other way.

SECTION 6: Program Results & Effectiveness

A. Does your program incorporate best practices or research…: This is your opportunity to defend your program's efficacy outside of local statistics and outcomes. If you are replicating a program or model from another community, detail that here. This is a section that may be left blank if it doesn't apply.

B. Program results – OUTPUTS: You should select at least 2 and no more than 5 outputs from the Logic Model to outline volume of service (i.e. hard data). You must include (1) # of Clients Served and (2) Total Units of Service (defined). Enter projected statistics for 2007.

C. Program results – OUTCOMES: You should select at least 2 and no more than 5 outcomes from the Logic Model to outline impact of service (i.e. hard data). Enter projected statistics for 2007.

D. If the program intends to begin collecting additional outputs/outcomes…: You may leave this section blank.

SECTION 7: Plan for Implementation

A. Calculate the Program and Management cost %…: Go to your organization's last few year's worth of 990rs. For each of the years indicated calculate the Management & General Fundraising and Program percentages.

For organizations filing a standard 990 (year 2008 and forward), go to Part IX. To calculate the Program Expense %, divide Line 25A (Total Expenses) by 25B (Program service expenses). Multiply that number by 100.

To calculate the Management & Fundraising percentage, divide line 25A by the sum of 25C (Management and general expenses) and 25D (fundraising expense). Multiply that number by 100.

For organization filing a short form 990 EZ, contact Chris for guidance.

If you have not filed 2009 yet, simply leave it blank.

B. **Financial Comparative Data:** You need only worry about the 2007 column. Enter projected statistics for each of the items outlined below.
   - **Total Organizational Budget:** Enter the agency's total budget for each year indicated.
   - **Total Program Budget:** Enter the total budget allocated for the program for each year indicated.
   - **FTE:** What are the total number of PAID full time equivalents/employees dedicated to this program (fractions of employees are allowable) for each year.
   - **United Way Request:** How much is your organization requesting from the United Way for this program for the proposed year.
   - **United Way Investment:** Leave this section blank.

C. **Rationale for Funding Request:** Why do you need this money from the United Way?

D. **What impact will partial funding from the United Way have on the program:** In light of financial constraints, Councils often approve a fraction of a program's request. If you don't get all the money you've requested, what impact will that have on the program? How will you address this budgetary shortfall?

E. **Describe any anticipated financial constraints during the coming fiscal year:** Leave this section blank

F. **Program Budget**

   This budget is for the program, not the entire organization. Complete the column for 2008 proposed. The income total and expense total should balance.

   Each of the 'other' slots under income and expense has an editable field you should use to describe the line entry.

G. **Budget Narrative**

   Use this section to describe any relevant anomalies in your budget.

SECTION 8: Collaboration & Partnerships

A. **Program Specific # of Volunteer Hours:** Complete only the 2007 column. How many volunteer hours do you expect to use?

D. **Briefly describe the services volunteers provide…:** How will you use volunteers to support this specific program.

E. **List organizations and groups that the program partners with…:** List at least 2 and no more than 15 organizations or groups that you will partner with for the provision of this program and briefly describe the nature of the collaboration.

SECTION 9: Plan for Improvement

You may leave this entire section blank.

SECTION 10: Additional Information

Use this section to add any information you feel was not appropriately covered in another area of the application.

COUNCIL MEMBER SITE VISITS

Council Member Site Visit Purpose
Each council member is assigned at least two agencies to visit prior to council deliberation/Q&A meetings. The purpose of these visits is to help the council gain perspective on the program's execution in the community. The council member(s) assigned to your program are not intended to serve as advocates for the program with the council, but rather to serve as eyes and ears for other council members who have not seen the program in action. Agencies are welcome to opt out of the site-visit if they feel it will not add to the council's understanding of their program.

Council Member Site Visit Scheduling
Council members will be assigned agencies to visit by council leaders and will be asked to complete assigned visits prior to the deliberation/Q&A meeting date. Council members will coordinate dates and times of visits with individual agencies.

Council Member Visit Guidelines
Council members and agency representatives are expected to follow these guidelines for site-visits:

- Each visit should last no longer than 1 hour.
- Visits should be arranged during operation of program whenever possible.
- Agencies should not plan a formal presentation as part of the visit (i.e. no PowerPoint, no video, etc.)
- Agencies should not feed the council member during their visit.
- Agencies are welcome to offer the council member written material regarding the program, but should not offer any mementos, trinkets or gifts during the visit (i.e. a paperweight, a letter-opener, a mouse pad, a gift certificate, any useful item with the agency's logo, etc.).
- The majority of the visit should be focused on the program being reviewed by that council.
- Agency representatives should not attack council members for previous year funding decisions.
- Agency representatives should not attack the United Way or the Community Investment Process.
- Agency representatives should not speak negatively about other agencies.
- Site-visits should follow this rough outline:
    - Introductions & agency tour 20 minutes
    - Overview/description of program 10 minutes
    - Direct observation of program in action 15 minutes
    - Panel member questions & answers 15 minutes
- Agencies are encouraged to arrange at least a few minutes of 1:1 time with a program service recipient as a testimonial.

COUNCIL Q & A MEETINGS

Q & A Meeting Purpose

By the time these meetings take place, council members have already completed their site visits and have thoroughly reviewed the program applications. These meetings are intended to provide the full panel opportunities to ask questions of the agency staff to clarify their understanding of the program and application. Agencies will also have the opportunity to mitigate any council concerns.

Q & A Session Format

Each Q & A meeting will last 20 minutes. Once agency representatives enter the room, the Council Leader will make introductions and will open the floor to questions. Following the final question or at the end of 20 minutes, agency representatives will be dismissed.

Who Should Attend the Q & A Meeting?

At least one representative of the organization must attend the Q & A meeting in order to be considered for funding. In addition to the program director, you might also consider including the Executive Director, a finance person, and a member of your Board of Directors. Service recipients are welcome to attend, but no formal time will be set aside for testimonials.

Questions Frequently Asked by Council Members

These questions represent those that are most frequently asked by council. They are grouped by the section of the application they relate to.

MISSION/OVERVIEW

- Can you tell us more about how individuals are referred to your program?
- Has your mission or direction changed significantly over the last few years?
- How have you managed to maintain/increase your number of service recipients in this age of dwindling budgets?
- What is the source of the data you use to justify the need for this program?
- I notice that you serve Union County with this program, but none or very few of your board members are from the Union area. Can you explain?
- Why did you select this Area of Service to apply in as opposed to some of the others that were available?

CUSTOMER IDENTIFICATION

- How do you collect your customer demographic information?
- Your customer demographics seem to show little impact on the minority population. What are you actively doing to reach this segment of the populations?
- Your program is geared toward the elderly, yet I notice that you have a significant number of your service recipient listed as under the age of 55. Can you explain this?
- Why do so many of your service recipients come from just 1 or 2 zip codes? What have you done to improve access to service in other parts of the county?

CUSTOMER FEEDBACK

- Can you go into more detail about your customer feedback tool and how it is used?
- How was your customer feedback tool developed? Is it something you developed in-house or is it from another organization?
- I notice that your use of customer feedback is the same as what you printed last year. Do you have any new program revisions resulting from customer feedback that you can share?
- Have you benchmarked your customer feedback information with other organizations?

MEASURABLE RESULTS

- How did you select your outcomes and output measurements?
- How did you collect your outcomes and output data?
- Have you benchmarked your outcomes with similar programs to gauge your success?
- Your measurable results seem geared toward outputs. What measurable impact are you having on service recipients and/or the community?

ACTION PLAN

- Your percentage for management/general fundraising costs of total organization costs seems high. Can you explain why this is?
- What agencies in this area provide similar services?
- I know there is another agency in the area that provides services similar to yours. Have you partnered with them in any way or investigated merging the two organizations?
- I notice that you received substantially less money than you requested last year from the United Way's CIP. How did you make up for the budget shortfall?
- What other funding sources/grants have you investigated for your program?
- Did you use any of the feedback the Panel gave you last year to improve your program?
- Your salary costs seem very high for an agency with so few FTEs. Can you address why that is?
- You have received very little money over the last few years and your panel scores have been consistently low. What have you done this year to improve?
- I have noticed several discrepancies between what is in the application budget. Can you please explain?