

UNITED WAY OF CENTRAL NEW MEXICO

COMMUNITY FUND GRANT FUNDING STRATEGIES

Updated and Approved by
the Community Impact Council

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www.uwcnm.org

United Way of Central New Mexico Funding Strategies

Mission

United Way of Central New Mexico's (UWCNM) Community Fund exists to **Help Those Most Vulnerable**. It's the best way to set a human care agenda for our community and work together to carry it out. By encouraging individual donors to designate all or some of their contributions to UWCNM's Community Fund and by encouraging corporations to give to the Corporate Cornerstone program, we as a community come together for the common good.

Objective

Encourage contributors to designate all or a portion of their donation to the UWCNM Community Fund to **Help Those Most Vulnerable** in Bernalillo, Sandoval, Tarrant and Valencia counties.

Costs

There is no cost to the individual when they donate to UWCNM. Thanks to selected local corporations called Corporate Cornerstone Companies who have agreed to target their corporate donation for UWCNM's administrative expenses, all individual donations received at UWCNM go directly to human service programs.

Guarantee

UWCNM will return any donation if the contributor becomes dissatisfied with UWCNM or any of the agencies funded through the Community Fund. UWCNM cannot offer a similar guarantee or refund for donor designated funds because UWCNM serves only as a fiscal transmittal agency for these designated dollars. Once designated and paid, these funds belong to the agency and not UWCNM, and therefore cannot be returned by UWCNM.

Funding Priorities

UWCNM will **Help Those Most Vulnerable** by targeting its financial, volunteer and staff resources. UWCNM will **Help Those Most Vulnerable** by providing prevention, intervention and emergency services through grants to local health and human service 501(c) 3 tax-exempt organizations. UWCNM's Non-Discrimination and Social Action policies apply.

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UNITED WAY OF CENTRAL NEW MEXICO BOARD OF DIRECTORS



COMMUNITY SERVICES GROUP



COMMUNITY IMPACT COUNCIL

Responsible for community planning and resource distribution, including policy development and oversight, agency relations, agency appeals, grant distribution and establishing dollar amounts for grants. The Council generally meets monthly.

The Council is made up of the Community Impact Council Chair, Chair-Elect, Immediate Past Chair and the following: Issue Area Chairs, a Financial Standards Chair, a Financial Standards Chair-Elect, Immediate Past Financial Standards Chair and a maximum of five Members-At-Large.

Community Fund Grant Review Panels

Panels are responsible for reviewing assigned grant applications, visiting agencies, recommending funding and setting contingencies for funding and termination of grants.

Community Fund Issue Areas

- Strengthening Families
- Building Independence
- Supporting Education
- Serving Our Seniors
- Sheltering Neighbors
- Assisting People with Disabilities
- Preventing Family Violence
- Eliminating Hunger
- Promoting Healthy Lives

Funding Options	Decision Makers
Community Fund Grants	Review Panel Recommendations with Community Impact Council Approval
Emergency Grants	Community Services Group Approval

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Operating Procedures

Requests for funding through the Community Fund Grants may come from health and human service agencies in one of the four central New Mexico counties: Bernalillo, Sandoval, Torrance and Valencia. UWCNM's Non-Discrimination and Social Action policies apply.

I. ADMINISTRATIVE PROCEDURES

- A. Determination of the Issue Areas will be based on UWCNM's ability to make a difference in the area, independent research findings and input from community leaders and service providers.
- B. Re-evaluation of Issue Areas will take place annually.
- C. The UWCNM Board of Directors will approve a base percent of unrestricted campaign dollars for the Community Fund and the specific Issue Areas as recommended by the Community Impact Council.
- D. Fundraising Federations are not eligible to apply for UWCNM funding.
- E. Funding emphasis will be given to programs that fit within a broader system of care for clients and improve the leverage of UWCNM funding.
- F. The annual calendar for the Community Fund Grants is as follows:

July 1	New funding cycle begins
September	Agencies wishing to apply receive training
Fall and Year-Long	Panel volunteers are recruited
Nov. – early Dec.	Program grant applications are due to UWCNM
Mid-January	Panel volunteers receive training
February & March	Panels make agency site visits and set initial funding recommendations.
April	Preliminary Funding Award notification sent to agencies
June	UWCNM Board approves funding recommendations Final Funding Award Agreements sent to agencies

- G. Agencies applying for Community Fund Grants must meet the following criteria:
 - 1. Provide service in one or more of the four central New Mexico counties: Bernalillo, Sandoval, Torrance and Valencia.
 - 2. Provide health and human services
 - 3. Serve the most vulnerable in our community
 - 4. Adhere to UWCNM's Social Action and Non-Discrimination Policies
 - 5. Have a volunteer Board of Directors which must be in compliance with the agency's bylaws

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6. Have less than 25% administrative costs (Exceptions may be requested, per the *Agency Administrative Cost Guidelines* outlined in this document.)

H. Additionally, agencies applying for Community Fund Grants must adhere to the following guidelines:

1. Agencies must undergo a prescreening process to verify that they meet the funding criteria and must sign off on basic annual verification requirements established by UWCNM (listed above as I.G.1-6) before they can submit program proposals.
2. All agencies are expected to secure as much financial support as possible from other sources, including fees for service, before seeking UWCNM assistance.
3. Agencies may **apply for funding for one program only** and its scope of service must fall within one of the Issue Areas.
4. Proposals must be submitted in electronic format through UWCNM-prescribed software. Support documents, which are listed below are required as part of the proposal package and may be submitted electronically or as hard copies:
 - a) 501(C) 3 Determination Letter
 - b) IRS Form 990
 - c) Current Board of Directors list, including the Chair's email address
 - d) Audit for agencies > \$500,000 in revenue **OR**
 - e) Financial Statements signed by the Board Chair for agencies < \$500,000 in revenue
5. Proposals must present financial and program information, UWCNM funds requested and measurable goals.
6. Capital requests must adhere to the *Capital Request Guidelines* (listed in part V).
7. Each program's Award Agreement will include the following information:
 - o Dollar amount awarded for the program
 - o Number of clients to be served and program goals to be accomplished within the funding period
 - o Contingencies related to funding, including deadlines and panel recommendations
8. Award Agreements will be signed by the agency's Board Chair and will include the following Compliance Statement:
 - o Deliver the program as described to UWCNM and as modified in the Award Agreement.
 - o Comply with any contingencies.
 - o Adhere to the policies within the Funding Strategies.
 - o Notify UWCNM if there is any change in delivery of the funded program.
 - o Provide satisfactory accounting of all funds received. This grant is paid out monthly over the 12-month period, July 1 to June 30.
 - o Provide mid-term (1/15) and year-end reports (7/15) electronically, reporting on unduplicated clients and listed goals, as outlined in the *Report Guidelines* (Part VII).
 - o Expend the funds solely for the program specified within the 12-month period of funding or return the monies to UWCNM.

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- Failure to comply may result in financial penalties up to and including loss of remaining funding and inability to apply for funding the following year.
- 9. Agencies must respond to contingencies, if any, electronically and by the given deadlines.
- 10. All agencies receiving Community Fund grants are required to electronically submit mid-year and year-end reports, as described in the *Report Guidelines* (Part VII).
- 11. The Community Fund grants are distributed with a July 1st to June 30th fiscal year. Preliminary notification of an award is sent to agencies in mid-April with final notification sent in mid-June prior to the beginning of the funding distribution.
 - a) Agencies with fiscal years beginning July 1st or after may note the grant award as a temporarily restricted contribution in accordance with FAS 116 from the Financial Accounting Standards Board. Agencies would then make a journal entry on June 30th to debit United Way grant receivable and credit temporarily restricted contributions. On July 1st and each month following, the agency will record the funds received from United Way as a debit to cash and credit United Way grant receivable. As the monies are spent, the agency will move the funds from temporarily restricted net assets to unrestricted net assets by booking an entry to debit temporarily restricted net assets and credit unrestricted net assets.

II. FUNDING CYCLE PROCEDURES

- A. Grant Application Training is mandatory for all agencies. Each year, there are changes and updates to the application and procedure, so all agencies, whether or not they received funding in the prior cycle must attend grant application training.
- B. There are no exceptions to the stated grant application deadline. In addition to the online application, all additional required materials must also be submitted by the deadline.
 - 1. All sections of the grant application are required. During the prescreening, incomplete applications may be rejected.
 - a) All demographic information about the applicant program's clients is required. Certain types of programs may not be able to collect information about clients. Agencies must request an exception to this requirement before submitting a grant application. Requests for this exception must be submitted to the Community Impact Council for approval prior to the grant deadline.
- C. Submitted financials and budget forms will be reviewed following the grant application deadline and prior to panel assignment.
 - 1. If any of an agency's financials are not included prior to the grant application deadline, that application will be removed from the process.
 - 2. If the admin cost is determined to be more than 25% through this review, the agency will have one opportunity to follow the *Agency Administrative Cost Guidelines* to request an exception from the Community Impact Council prior to panel assignment.

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3. Incorrect budgets may be returned to agencies for correction within three business days or the application will be removed from the process.
- D. Panel members are recruited throughout the year by all United Way staff, particularly development and major gift staff, in cooperation with Community Development staff.
 1. Panel members are assigned to panels with accommodations for stated conflicts of interest, Issue Area, agency or panel preferences and diversity of personal and professional backgrounds.
 2. Panels are balanced with approximately 40% returning volunteers and 60% new. These percentages may change, depending on the number and type of volunteers each year.
 3. Each panel will consist of a Panel Chair, an Assistant Panel Chair, and Panel Members. The total number of volunteers on each panel will vary, but typically ranges from five to twelve members total.
- E. Panel members are required to review their assigned grant applications and attend the site visits to vote on funding for any program.
 1. Each panel will conduct one final meeting to determine, through use of the provided evaluation forms, low, mid and high funding recommendations for each assigned program, based on the amount of funding available, as well as the panel's determination of the efficiency and effectiveness of each program.
 2. Panels may set contingencies on the funding (see *Contingency Guidelines* below) and/or recommendations to the agency. The Community Impact Council may set additional contingencies, if necessary to the process and not set by the panel.
- F. Grant Negotiation Nights will be conducted to bring all funding recommendations within the total amount of funding available.
 1. The goal of Grant Negotiation Nights is to cooperate and negotiate honestly and openly for the benefit of the entire community and all those most vulnerable, not for any one agency or panel.
 2. The agenda for these meetings is as follows:
 - a) Each Panel Chair will give a brief presentation about the programs reviewed and the panel's funding decisions. Strict time limit of 1 minute per program.
 - b) Break for Panel Chairs and Assistant Chairs to discuss what they've heard about other programs.
 - c) Issue Area Chairs will oversee negotiations to bring the total of the Issue Area's funding recommendations within the amount of funding available.
- G. Funding Notification will be sent by UWCNM staff electronically to agencies' executive directors and board chairs, according to the information provided in the grant applications. It is, in all cases, the responsibility of the agencies to ensure that corrected or changed contact information for either the executive director or board chair is provided to UWCNM.
 1. Preliminary Funding Award Agreements will be emailed in mid-April, following Grant Negotiation Nights.

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- a) Agencies' executive directors must review the agreement, including the adjusted unduplicated number to be served and the goals and sign the document prior to the end of May. Any changes to the number to be served or goals must be communicated to UWCNM staff before that date.
- b) Appeal requests must be received by the stated dates. See *Appeal Guidelines* below.
2. Final Funding Award Agreements will be emailed following the appeals process and approval by the Community Impact Council and the UWCNM Board.
 - a) Final Funding Award Agreements must be signed by the agencies' board chairs and returned to UWCNM prior to June 30th for funding to begin July 1st.
 - b) All prior-to-funding contingencies must be met prior to June 30th for funding to begin July 1st. See *Contingency Guidelines* below for more information.

III. COMMUNITY IMPACT COUNCIL (CIC) DESCRIPTION AND RESPONSIBILITIES

A. Purpose

1. Represents UWCNM donors
2. Responsible for assessing the needs of the community, policy development and oversight, establishing and maintaining dialogue with funded agencies, establishing and guiding review panels, reviewing and voting on agency appeals, establishing funding options and oversight of the allocation of dollars within the Issue Areas.
3. Provides leadership assistance and recommendations for Community Fund marketing in the annual UWCNM campaigns.

B. Council Membership

1. The Council consists of the Chair, the Chair-Elect, the immediate Past Chair and the following: Issue Area Chairs, a Financial Standards Chair, a Financial Standards Chair-Elect, Immediate Past Financial Standards Chair and a maximum of five Members-at-Large.
2. Each Council member has one vote.
3. Term of office will be two years with a maximum of two consecutive terms (up to four years). All terms expire the last day of June. The Chair, with consultation from UWCNM staff and approval of the Executive Committee, must approve renewal of a second term in the April before the first term expires.
4. The Chair serves for one year.
5. Beyond the maximum four years of service, the Chair at his/her discretion may approve an additional term, up to a maximum of two years, due to special circumstances. Examples of special circumstances may include, but are not limited to, the following: higher than expected membership turnover, personal/family emergencies, or current members assuming different roles on the Council.
6. If a member leaves during his/her term, the new member assumes the existing terms; the term does not start anew.

C. Nominating Procedures/Council Recruitment

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1. The Council Chair, Chair-Elect and immediate Past Chair in coordination with UWCNM staff will recommend new Council members and members for officer positions as needed each fiscal year to replace Council members whose terms are ending.
 2. The Council Chair, Chair-Elect and immediate Past Chair will recommend to UWCNM staff for review a prospective new Council Chair-Elect each May. Following approval by the staff, the Council Chair will visit with the volunteer to offer the position of Council Chair-Elect.
 3. UWCNM staff will check with other UW departments to ensure volunteers are not being asked to fill multiple positions.
 4. Desirable qualifications for Council members may include experience with the funding review process, normally acquired through serving as a Panel Chair and demonstrated leadership in the community.
 5. Council members must be donors to UWCNM and will primarily be chosen to represent a wide variety of stakeholders, including all major corporate contributors to UWCNM, the four-county area of central NM and demographics, such as gender, ethnicity, business representation.
 6. Candidates should be visited by the Council Chair, informed of the job and time requirements and agree to serve before being presented to the Council for election.
 7. New Council members will be presented to the entire Council for approval by vote and presented by the Council Chair to the Community Services Group.
 8. UW staff will contact new members with a welcome and information package about the Council and its duties, including the Funding Strategies.
- D. Council Responsibilities
1. Be a UWCNM donor.
 2. Assess the needs of the community every 3-5 years.
 3. Review the Funding Award Agreements and monitor compliance through contingency responses and semi-annual reports.
 4. Meet annually with the Campaign Cabinet, Major Gifts Development Board and the UWCNM Board of Directors.
 5. Serve as the primary volunteer contact with participating agencies, which includes providing accountability and financial viability oversight.
 6. Make recommendations to the UWCNM Board and review Board policy on all issues pertaining to agencies.
- E. Administration
1. The Council meets monthly as needed. If a vote of the Council is needed between scheduled meetings or if a quorum of Council members is not available for a scheduled meeting, information may be circulated to members via email for an electronic vote which will be counted by UWCNM staff and approved by the Council Chair. A report and record of that vote will be made in the following meeting's minutes.
 2. Issue Area Chairs will conduct Grant Negotiation Nights.

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IV. PANEL CHAIR DESCRIPTION AND RESPONSIBILITIES

- A. Be a UWCNM donor.
- B. Panel Chairs, Assistant Panel Chairs and Panel Members serve at the discretion of the Community Impact Council.
- C. Each Panel Chair is responsible for reviewing the Funding Strategies and assigned programs' year-end reports for the prior funding cycle, as well as programs' Award Agreements and mid-year reports for the current funding cycle. Panel Chairs will also review assigned programs' funding proposals.
- D. Panel Chairs will work closely with assigned agencies' directors to accomplish the following:
 1. Review key points of the fund distribution process.
 2. Outline the process, purpose and expectations of the site visits.
 3. Determine and confirm with agencies site visit dates, times, locations and other arrangements. Ensure UWCNM staff has site visit information prior to visits.
 4. Define time parameters of the visits to include the amount of time allotted for the agencies' presentations to the panel.
 5. Share panel members' questions, including those regarding the status of last year's contingencies and recommendations.
 6. Review expectations regarding measurable outcomes.
- E. Panel Chairs will work closely with panel members to accomplish the following:
 1. Make initial contact with panel members as soon as they are assigned.
 - Thank them for volunteering their time
 - Give them a brief overview of the process and tentative dates for meetings
 - Emphasize the importance of attending volunteer training and site visits
 - Gather members' schedules to aid in setting site visit times for maximum panel member participation
 2. Emphasize that before meeting, panel members should read:
 - Volunteer training materials
 - Assigned programs' year-end reports for the prior funding cycle, as well as programs' Award Agreements and mid-year reports for the current funding cycle
 - Assigned programs' funding proposals
 - Grant Application and Site Visit scoring forms
- F. Panel Chairs and Assistant Panel Chairs will represent their panels at the assigned Grant Negotiation Night.
 1. Panel Chairs should obtain funding priorities for reviewed programs from their panels in preparation for Grant Negotiation Nights.
 2. Panels must set both high and low funding recommendations for each program. Because grant requests far exceed funding available, Panel Chairs should be prepared for Grant Negotiation Nights with funding amounts that are even lower than their formal low recommendations. Panels cannot recommend a higher funding amount than the original program request.

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3. During Grant Negotiation Nights, Panel Chairs and Assistant Panel Chairs within each Issue Area will work together with the Issue Area Chair to finalize all funding recommendations for that particular Area.
 4. If called upon to speak to the Community Impact Council during the appeal process, Panel Chairs will present their panels' recommendation discussions.
 5. Panels may also set funding contingencies with deadlines and give recommendations for programs; both will be listed on Award Agreements.
- G. Panel Chairs may be asked to work with UWCNM staff to prepare the Preliminary and Final Award Letters and Award Agreements.

V. PANEL MEMBER DESCRIPTION AND RESPONSIBILITIES

- A. Panel Members serve at the discretion of the Community Impact Council.
- B. Panel Members are responsible for reviewing assigned program proposals and performance-based goals, attending site visits and panel meetings, and with panel, prioritizing funding recommendations and setting contingencies for funding when necessary.
- C. Panel Membership
 1. The total number of panels will be established as needed each funding cycle.
 2. Each panel should consist of a minimum of nine adult members.
 3. Membership will be chosen with the intent of achieving broad-based community donor representation.
 4. Panel members should not serve on panels assigned to review agencies with which they have a direct conflict of interest.
- D. Panel Responsibilities
 1. Be a UWCNM donor.
 2. Panel members will serve as representatives of the UWCNM donor community in recommending distribution of funds.
 3. All panel members are expected to participate actively by attending assigned site visits, reviewing program proposals and training materials and attending panel meetings.
 4. Panel members will evaluate all assigned proposals to ensure that the needs of those most vulnerable are being addressed.
 5. Panel members will only vote on ranges of funding for programs whose agency site visits they actually attended.

VI. TERMINATION OF UWCNM FUNDING

The existence of any one or more of the following conditions may be reason for termination or reduction of UWCNM funding. Termination recommendations may be made to the UWCNM Board by the Executive Committee, Community Fund Grant Review Panel or the Community Impact Council.

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- A. Failure of the funded agency to meet fiscal, management and/or service delivery intent during the grant period. Programs may have contingencies placed upon their funding, which must be answered in the timeframe given (see *Contingency Guidelines* below).
- B. Violation of UWCNM's Non-Discrimination or Social Action Policies.
- C. Significant reduction in agency or program support from sources other than UWCNM with the result that UWCNM's support is insufficient to maintain the agency or program being funded and replacement funds cannot be identified within a reasonable, mutually agreed-upon timeframe.
- D. Failure to adhere to the signed Final Funding Award Agreement.

Guidelines

CAPITAL REQUEST GUIDELINES

- A. Following are guidelines for agencies applying for capital expenses through Community Fund Grants. Panels will use these guidelines in assessing agencies' proposals. All questions related to these guidelines should be directed to the Community Impact Council.
 - 1. Community Fund Grants can NOT be used for:
 - a) Buildings
 - b) Plans
 - c) Construction
 - d) Renovation with a useful life (not *depreciable* life) of more than three years.
 - 2. Additionally, Community Fund Grants can NOT be used for
 - a) Capital equipment, in part or completely, with a useful life (not *depreciable* life) of more than three years
 - b) Any single item worth greater than \$4,000 per item
 - c) Information services equipment. Funding for these items can be requested through the Technology Assistance Fund.
- B. UWCNM requires a straight-line depreciation based on the industry standard for the item.
- C. Any funds granted through the Community Fund Grant process must be expended with the fiscal grant year.

APPEAL GUIDELINES

- A. General Guidelines
 - 1. Each agency has the **right to request** an appeal to the Community Impact Council.

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2. An electronic notice of appeal must be submitted to the UWCNM office within seven (7) calendar days of receipt of official notification of funding.
 3. Within seven (7) calendar days upon receipt of an appeal request, the agency will be notified as to whether or not the Council will hear the appeal at the next Community Impact Council meeting.
 4. If notified of approval for an appeal hearing, the agency's representatives (maximum 3) will make an oral presentation addressing only the appeal criteria at the next Council meeting. The Council will then hear a presentation from the Panel Chair and two members of the Panel.
 5. After each presentation, the agency's representatives and then the Panel Chair and Panel members will be excused. The Council will then consider the appeal and make a recommendation.
 6. Agencies and panel members will be notified electronically of the Council's decision.
- B. Appeal Process
1. Agencies desiring to appeal shall notify by electronic communication the Chair of the Community Impact Council through UWCNM staff. The communication shall set forth the following:
 - a) The name of the agency appealing and the name of the program whose funding recommendation is being appealed.
 - b) The date of the agency's preliminary funding award notification.
 - c) A written statement setting out the agency's argument, according to the Appeal Criteria.
- C. Appeal Criteria
1. An appeal should be based on the following issues or concerns:
 - a) Biased or unfair treatment through the site visit.
 - b) Unresolved issues resulting from the site visit or evident in the Preliminary Funding Award Agreement.
 2. The amount of an agency's funding award or a decrease from the prior year's funding award, including zero funding, is not a basis for an appeal and will not be considered.
- D. Responsibility
1. Decisions of the Community Impact Council shall be by majority vote.
 2. The Chair of the Community Impact Council shall report all funding recommendations to the UWCNM Executive Committee for approval. These approved recommendations will then be submitted to the UWCNM Board for final approval.

REPORT GUIDELINES

- A. Due Dates
1. The mid-year report is due January 15 of the award cycle.
 2. The year-end report is due July 15 following the award cycle.
 3. Reports must be received by the due dates.

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- a. If mid-year report is late or not submitted, payment to agency will be held until report is received.
 - b. If year-end report is late or not submitted, application for funding for the next year may not be considered.
- B. Report Format
1. Reports must be submitted electronically using the format found on the UWCNM website.
 2. All questions in the report must be answered fully. Number of unduplicated clients served must be accurate for the reported period and should reflect the amended number to be served as listed on the Final Funding Award Agreement.
 3. Agencies should ensure that the program name listed on the report is accurate.
 4. The report should reflect only actual numbers and goals achieved in the program for which the agency has received funding.
 5. If half the goals have not been met by mid-year, the narrative must explain why and address how the difference will be made up by the end of the funding cycle.
- C. Review Process
1. When reports are received, staff will make them available to the Community Impact Council members for review. Staff will also advise the Council of delinquent or missing reports.
 2. Issue Area Chairs will review reports for programs in their area.
 3. Staff will be advised of all reports for which the Issue Area Chairs do not find problems or have questions. Staff will then file the report appropriately.
 4. Any reports for which the Issue Area Chairs do have questions will be returned to staff with the questions in writing. Staff will then generate appropriate emails to the agencies, with copies to their board chairs, stating the problems or questions and asking for solutions or other answers within two weeks. Staff will track receipt of these answers and pass them to the appropriate Issue Area Chair for review and follow up, if needed. Staff will file questions and answers with the original reports.
 5. If answers are not supplied by agencies or if the answers still do not resolve the issues, Issue Area Chairs will advise staff on next steps needed.
 6. Reports and answers to questions must be received by their due dates; otherwise payments to agencies will be held until reports or answers are submitted and reviewed.
- D. Other Notification
1. Any contingencies made on a program when funded must be addressed by the given deadline. A review of the status of any contingencies may be addressed in the mid-year or year-end report, if appropriate.
 2. If there is any change in the delivery of the funded program, the agency must notify UWCNM immediately in writing. Changes to the program should not be reported on the mid-year and year-end reports.
 3. Any changes to the board of directors or executive management staff should be reported to UWCNM as soon as possible, but can also be noted on mid-year or year-end reports.

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4. Failure to comply with any of these requirements may result in not only the temporary withholding of a payment, but in loss of funding for the remainder of the year.

AGENCY ADMINISTRATIVE COST GUIDELINES

Following are guidelines for agencies applying for UWCNM Community Fund Grant Funding that have higher than 25% administrative costs. The Community Impact Council can use these guidelines in assessing agencies' administrative costs and determining the agencies' eligibility to apply for funding. All questions related to these guidelines should be directed to the Community Impact Council.

Exceptions to the 25% administrative cost guideline can be considered by the Council. Requesting agencies must provide in writing to the Council:

- 1) An explanation of their admin costs in one of the following circumstances:
 - If an agency is undergoing a major fundraising or capital campaign.
 - If an agency is a recent start-up.
 - If, in the past, the agency has not properly allocated administrative and program expenses and can demonstrate that a CPA has verified the proper allocation of these expenses.

AND

- 2) The agency's written plan to reduce the administrative costs to 25% or less within the agency's next fiscal year.

A subcommittee of the Community Impact Council consisting of the Financial Standards Chair, the Financial Standards Chair Elect, the Immediate Past Financial Standards Chair and the Issue Area Chair under which the agency in question is applying will review requests for exceptions to the 25% administrative cost criterion. Their recommendation will be brought to the entire Council for vote. The Council's decision will be communicated to the agency in question in writing and is final.

CONTINGENCY GUIDELINES

- A. Purpose of Contingencies
 1. Through the Community Allocation Process, Community Fund donors know that volunteers ensure their dollars reach those most vulnerable. An important part of the process is the accountability and responsiveness that volunteers expect from agencies for program funding. Contingencies, mid-year and end-of-year reports help ensure that accountability and responsiveness.
 2. During the grant application review and site visit process, panel members may decide to suggest funding for a program, but with contingencies. Contingencies put controls on the

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- funding; they require an agency to take some action, either within the agency or the program administration, in order to receive or to continue receiving funding.
- B. Setting Contingencies
1. When setting contingencies for programs, panel members should include specific, detailed and substantive requirements.
 2. Each contingency must include a timeframe for compliance. “In the mid-year report” is an acceptable timeframe if that meets the panel’s requirement.
- C. Informing Agencies of Contingencies
1. Only precise contingencies with timeframes will be added to the Final Funding Award Agreements and tracked by the Community Impact Council and UW staff.
 2. Panels may also offer recommendations. These will be included on the Final Funding Award Agreements as such, but they will not be tracked.
- D. Contingency Follow-Up
1. Contingencies will be tracked and agency responses will be recorded and reported by UW staff to the CIC. Contingencies that are not answered by agencies will also be recorded and reported.
 2. When the Final Funding Award Agreements are prepared, UW staff will also prepare a tickler file by due date of all program contingencies.
 3. As agencies respond to contingencies, UW staff will add their responses to the tickler file and to their agency file.
 4. At the monthly CIC meetings, UW staff will present a report to the CIC outlining answered and unanswered contingencies for the previous and upcoming months. Issue Area Chairs will notify agencies of unanswered contingencies, asking for a response within one week.
 5. If an agency does not answer a contingency following notification by the Issue Area Chair, the CIC may decide to withhold funding. The CIC must notify the UW Finance office in writing one week prior to the first day of the month for which funding will be withheld.
 6. Funding may be restarted at the discretion of the CIC once an appropriate answer is received from the agency.



Policies

SOCIAL ACTION POLICY

Our mission is “Helping Those Most Vulnerable.” To fulfill that mission, United Way of Central New Mexico:

- ◆ Helps people by meeting needs
- ◆ Responds to social needs, but does not advocate social change
- ◆ Brings people together to address needs and issues that are supported by the majority of the community

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At UWCNM, we are in the passion building business. We believe that people should be able to direct their donations to those issues and organizations which matter most to them. Yet, within our community and throughout the country there are, and will continue to be, social change issues about which people have a serious division of opinions. To address this dilemma, UWCNM has developed this Social Action Policy. Donors may individually designate their gifts to any nonprofit organization, anywhere in the world. This enables donors to fund their passions, whatever those passions may be. However, with the Community Fund, where donations are a mix of funds from multiple donors, United Way cannot and should not fund programs which side with one set of donors over another.

United Way of Central New Mexico, through its Community Fund, is in the role of meeting existing/emerging needs, not in advocating for or aligning with social change issues. Because some issues are divisive, when agencies/groups in our community deal with emotional social change issues and vie for the public's interest to win support for their view, United Way has a responsibility to clearly step away from that arena. There is a distinct difference between advocating a social change philosophy and evaluating and funding needed critical services. One concerns itself with a judgment as to moral right and wrong, while the other concerns itself only with helping people. United Way's only purpose is to help people.

United Way performs its role by enlisting community support, raising needed funds and then distributing those funds through a local citizen review process to participating charities. For United Way to enter such arenas of controversy would not do justice to United Way's multiple participating charities that depend on United Way to raise funds to support critical services for people in need. Our role is to bring people together to improve our community. To invite controversy into the Community Fund is to risk the very existence of this important fund. Since donors can direct their donations to any nonprofit in the world, it is better to leave the Community Fund to do the work of helping the most vulnerable people in central New Mexico.

The Community Fund is the only service at United Way that is affected by the Social Action Policy. All other services [agency designations, 2-1-1/Information & Referral and services offered by The Center for Nonprofit Excellence, etc.] are available to all central New Mexico nonprofit organizations.

It is United Way's intent to continue to take an aggressive and active leadership role in solving our community's most pressing social service problems. That role is one of facilitation, mediator, fund provider and initiator of new services and solutions. Regardless of individual positions on social change issues which will always be present, United Way invites all to join together in a cooperative effort "To Help Our Community Help Itself" and never allow this United Way to be pulled into any social change controversy that should and must be resolved elsewhere.

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NON-DISCRIMINATION POLICY

United Way of Central New Mexico and agencies receiving UWCNM Community Fund dollars must adhere to laws which provide equal opportunities to all persons regardless of race, color, creed, religion, national origin, gender, age, disability, veteran status, citizenship status and any other protected classification. These laws require equal treatment of employees in recruiting, hiring, training, advancement, compensation, benefits or any other conditions of employment. In addition, the spirit of these laws extend to program services funded by United Way of Central New Mexico's Community Fund.

The Non-Discrimination Policy applies to program services rendered to clients, not program target populations. Logically, no program will be able to serve all populations and must therefore delineate the target population by some defining characteristics. This is not a violation of the Non-Discrimination Policy. Programs that require clients to alter their personal character to receive services are a violation of this policy and cannot, therefore, receive a Community Fund grant.

Glossary of Terms

Most Vulnerable

- A. People who are unable to help themselves and who lack access to and/or knowledge of a comprehensive support network.
- B. Individuals may become "Most Vulnerable" because of an acute event which emotionally, physically and /or financially disables and leaves them unable to engage in a support network.

Issue Area (formerly Priority Focus Area)

- A. An area of emphasis targeting volunteers, staff and financial resources around health and human service community issues most needing attention as determined by UWCNM.
- B. For the 2010-11 funding cycle, these areas are Helping Children and Families Succeed, Increasing Self-Sufficiency, Improving Health and Wellness and Empowering Victims of Violence.
- C. For the 2011-12 funding cycle, these areas will be as follows:
 1. Assisting People with Disabilities
 2. Building Independence
 3. Eliminating Hunger
 4. Preventing Family Violence
 5. Promoting Healthy Lives
 6. Serving Our Seniors
 7. Sheltering Neighbors
 8. Strengthening Families

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9. Supporting Education

Funding Options

- A. Annual Funding – Program funded for one year. Unless otherwise requested and approved, Community Fund grants are disbursed in 12 installments from July to June of the funding cycle.
- B. Emergency Fund Grant – An emergency is defined as an event which threatens an agency’s ability to deliver core services. Only agencies currently receiving grant funding through UWCNM may apply for an Emergency Fund Grant. The process is as follows:
 1. Agencies must fill out an online Emergency Fund Grant request through www.uwcnm.org and submit it to UWCNM.
 2. The Assistant to the President receives Emergency Fund grant requests and sends them electronically to the Community Services Group members. She also copies Community Development on the grant request.
 3. UWCNM staff may discuss the request and/or visit the agency to secure more information for the Community Services Group during the request review process.
 4. The Community Services Group will review the grant request and decide on funding, sending their decision to the Assistant to the President.
 5. The Assistant to the President will notify the agency of the funding decision. If the agency is to receive funding, the Assistant to the President will notify Finance and Community Development.
 6. Community Development will include information about Emergency Fund requests and grants in agency summaries given to allocation panels.
 7. Agencies applying for a Community Fund grant must include any other funds received from UWCNM, including an Emergency Fund Grant, on their application budget form.
 8. If an agency requests an Emergency Fund Grant after submitting a Community Fund grant application, Community Development will share that information with the appropriate allocation panel.
 9. During the site visit and review process, panels may ask agencies about grants requested or received through the Emergency Fund.