



United Way of Lane County

Community Investment Handbook

2013 - 2015

United Way of Lane County

OVERVIEW

The Story to Date

United Way of Lane County was organized in 1942 as a federation of agencies for the purpose of raising health and human care funds more efficiently. In the years since then, United Way has undergone many changes to become a catalyst for community change, seeking measurable improvements in key areas such as the rate of school readiness, access to affordable healthcare, and family financial stability. This work is built on a foundation of ongoing support for services essential to the maintenance of basic human needs. In this role, United Way brings all the resources of the community to bear on our highest priority needs and issues.

In a typical year, United Way of Lane County will provide grant award funds to more than 60 health and human service programs and agencies, all of whom provide vital and necessary services to residents of Lane County. United Way also recruits thousands of volunteers each year for service in local agencies and institutions. Three Strategic Goal teams work year-round to change the community conditions that foster human suffering. In 2011, United Way also began building an advocacy structure around its needs assessments and its Community Conversation initiative to give voice to the aspirations and desires around community change.

What Happens Next?

Because of its volunteer nature, United Way is recognized as much more than a funding source. Utilizing the abilities of business, professional and public service leaders in Lane County, United Way assumes a pivotal role in helping to identify, focus resources on, create community engagement around, and help address health and human service needs. United Way is the community table around which all segments of people can gather in a safe and cooperative search for solutions.

In effecting solutions, community members volunteering through United Way benefit from opportunities to exercise management, administration, communication, planning and leadership skills. Also, they reap the benefits of interacting with other Lane County professional and business leaders.

You are warmly invited to join us as we work to make the community we want.

COMMUNITY INVESTMENT HANDBOOK

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GENERAL INFORMATION

Introduction & Welcome to United Way of Lane County

United Way of Lane County is the largest private funder of human care services in our community. In 2010, United Way provided nearly \$4 million in funding to programs and agencies through its Strategic and Basic Needs grant awards and donor designations. We are the leader in identifying and responding to the critical human service issues affecting the quality of life for those in need throughout Lane County. United Way of Lane County is committed to energizing and inspiring people to create meaningful and tangible impact in our community by focusing on improving lives, strengthening communities and producing real, lasting change.

The purpose of this manual is to explain how United Way of Lane County allocates its grant award funds. It is a handbook for United Way volunteers, agency directors and those who seek funding from United Way.

Through the generosity of thousands of donors, the efforts of a multitude of volunteers, and through partnerships with over 60 human service agencies and programs, United Way helps our community care for those who need it most.

Thank you to everyone who helps make this possible.

The Community Investment Process Overview

United Way of Lane County (UWLC) distributes grant award funds through a Strategic Community Impact/Basic Needs Support model. This model guides United Way's financial support of basic health and human services while at the same time pursuing and investing in focused strategies to foster needed systems-change, improve community conditions and challenge the root causes of human suffering in Lane County.

To establish funding priorities, UWLC gathers input from donors, consumers, community leaders, partner agencies, area foundations, UWLC volunteers and the general public. We collect data using various methods including facilitated dialogues with stakeholders from across Lane County, including business and civic leaders, content experts, and staff from agencies funded by United Way. Statistically significant surveys are also used to solicit information about health and human service issues. Secondary studies and related government data reveal important needs trends. Considered together, the findings point United Way toward service priorities that are important to community members and address pressing human needs.

As a result of the statistical needs assessment studies conducted since 1992, and extensive secondary research, United Way has invited dozens of community volunteers to serve on a number of teams to design an overall funding model which focuses on three essential Strategic Goals and five key Basic Needs Categories:

Strategic Goals

- **Education** – Preparing children to succeed in school and life
- **Income** – Moving families from poverty to financial stability
- **Health** – Ensuring people have access to basic healthcare

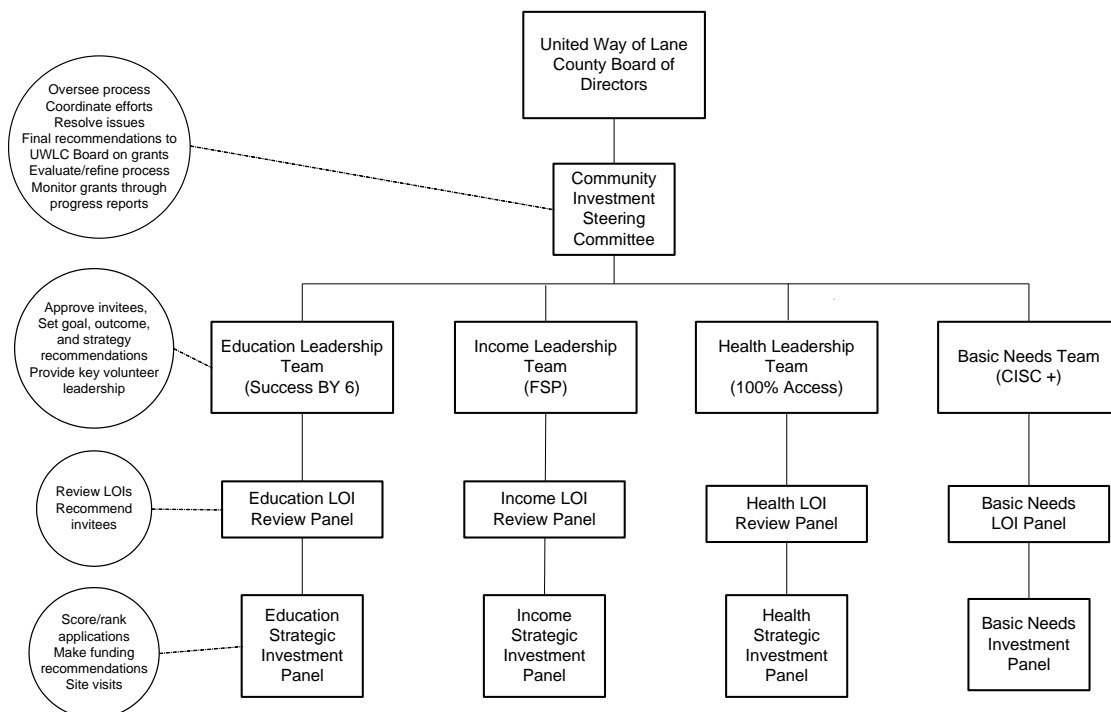
Basic Needs Categories

- **Food** – Hunger relief and nutrition
- **Shelter** – Emergency housing and homelessness prevention
- **Healthcare** – Emergency and basic health services (e.g., medical, mental, dental, substance abuse, and medications)
- **Safety** – Primarily domestic violence and child and elder abuse intervention and prevention
- **Access to Basic Needs** – Information and referral, transportation, advocacy

These represent the foundation for our Strategic and Basic Needs grant funding model for 2013-2015. All grant funds awarded by United Way in the coming cycle will fall into one or more of these eight goals or categories.

To ensure impartiality and fairness, United Way relies on a volunteer-driven oversight, review, and decision making structure to supervise and award its Strategic and Basic Needs grants. The 2013-2015 Community Investment process will use a volunteer-based committee structure that looks like this:

**UNITED WAY OF LANE COUNTY
COMMUNITY INVESTMENT ORGANIZATIONAL CHART**



United Way Strategic Investment Criteria

Strategic Investments are those services with specific related outcomes that help “move the needle” in each of the three Strategic areas. Funding is determined by Strategic Investment Panels that review formal applications and make funding recommendations to the United Way Board. Funding agreements with selected providers incorporate descriptions of specific program outcomes and strategies and identify specific target populations to be served. Interim progress reports are required to maintain funding.

All of United Way’s Strategic Investments will align with the following goals:

Strategic Goals

- **Education** – Preparing children to succeed in school and life
- **Income** – Moving families from poverty to financial stability
- **Health** – Ensuring people have access to basic healthcare

The specific Goals, Outcomes, Strategies, Target Populations, and Preferred Components of service for each Strategic area are listed in Appendix B. These represent a significant part of the criteria that will be used to judge the merit of both the initial LOI submission and the subsequent application for grant funding. **Please read these specifications and scoring criteria carefully**, you will be evaluated on how well you can support the Goals, execute the Strategies, serve the Target Population, and incorporate the Preferred Components into your application.

Basic Needs Investment Criteria

UWLC invests approximately \$800,000 each year in services and agencies that help people with basic needs. Basic Needs services address the needs of families and individuals throughout Lane County who are struggling or in crisis, so that they can stabilize their lives and move toward self-sufficiency. Funding will be directed to leading local agencies that are at the frontlines of helping local families and individuals (below 250% FPL) meet these basic needs:

Basic Needs Categories

- **Food** – Hunger relief and nutrition
- **Shelter** – Emergency housing and homelessness prevention
- **Healthcare** – Emergency and basic health services (e.g., medical, mental, dental, substance abuse, and medications)
- **Safety** – Primarily domestic violence and child and elder abuse intervention and prevention
- **Access to Basic Needs** – Information and referral, transportation, advocacy

Funding is determined by the Community Investment Steering Committee and approved by the Board of Directors. Funding agreements with selected providers incorporate descriptions of specific program goals and measurable outputs, and identify specific target populations to be served. Interim progress reports are required for continued funding.

How to Apply for Strategic Investments

The Strategic Investment funding opportunity is open to organizations in Lane County that provide a tax deduction for charitable donations.

Applicants who, after reviewing the **Strategic Goals and Funding Specifications** within the Strategic areas, believe they have a program which can meet these criteria, may submit a Letter of Intent (LOI) summarizing the program for which they wish to receive Strategic funding. The LOI cover sheet is available at United Way of Lane County and online at www.unitedwaylane.org. The LOI must describe the Strategic area within which the program falls and the specifications the submitter believes the program fulfills. Submitters seeking funding for multiple programs must submit a separate LOI for each program.

LOI Review Panels, comprised of individuals from the UWLC Leadership Teams and other content area experts, will review the LOIs submitted using the scoring criteria. Samples of the scoring forms are available at United Way of Lane County and online at www.unitedwaylane.org. The review panels will then select the individual programs to be invited to submit full applications to United Way for Strategic funding consideration. **Only programs invited to apply through the LOI process will be considered for funding.**

United Way does not anticipate having more money to grant in Strategic Investments that it did in the 2010-2012 cycle.

How to Apply for Basic Needs Investments

Basic Needs funding applications for the 2013-2015 funding cycle will be solicited from nonprofit organizations **by invitation only**. The process will follow a two-step LOI/Full Application process. *Both* steps involve the use of invitations in order to participate. **There will be no open application process for Basic Needs in this funding cycle.**

The list of agencies and programs who will receive a Basic Needs LOI invitation has been developed by a Basic Needs Funding Partner Task Force comprised of individuals from the UWLC Leadership Teams and other content area experts. Programs and agencies currently funded under Basic Needs by United Way are included in the list of agencies being invited to submit an LOI. An invitation does not guarantee Basic Needs funding in the 2013-2015 cycle.

Agencies and programs invited to submit a Basic Needs LOI will find the forms available at United Way of Lane County and online at www.unitedwaylane.org. The Basic Needs LOI can take the form of a request to extend funding for an existing program being funded by United Way, a request for an extension of a currently funded program with a modification in service or funding, or a request for funding for an entirely new or different program.

An LOI Review Panel, comprised of individuals from the UWLC Leadership Teams and other content area experts, will review all the LOIs submitted and select the individual programs to be invited to submit full applications to United Way for Basic Needs funding consideration.

United Way does not anticipate having more money to grant in Basic Needs than it did in the 2010-2012 cycle.

Application and Grant Award Timelines

Funding in most cases will be for a three-year period beginning January 1, 2013, and running to December 31, 2015. Some specific grant awards may be designated for one or two years at the discretion of the Investment Panels. Interim progress reports are required every six months as a condition of continued funding for all grant awards.

40% of United Way's unrestricted donor gifts will be granted through **Strategic** Investments and 60% through **Basic Needs** Investments.

Dates for the Basic Needs and Strategic Funding Process

December 2, 2011	Basic Needs Letters of Intent (LOI) invitees notified <i>(Basic Needs applications are by invitation only)</i>
December 2, 2011	Strategic LOI guidelines issued
December 13 or 15, 2011	Agency training on LOI process for Strategic and Basic Needs funding
January 20, 2012	Deadline for Basic Needs and Strategic LOIs
March 2, 2012	Invitations sent to programs selected to submit Basic Needs and Strategic applications
March 5-16, 2012	Training for those invited to submit Strategic applications
April 2, 2012	On line application process opens
May 7, 2012	Basic Needs and Strategic Investment on-line applications due from invitees
June, 2012	Funding panels complete first review of applications and submit follow up questions to applicants
July, 2012	Site visits scheduled with selected applicants
August 16, 2012	Community Investment Steering Committee determines program and agency recommendations for funding
September 5, 2012	Funding recommendations are approved by the United Way Board of Directors
September 6, 2012	Funding decisions announced
January 1, 2013	Funding distribution begins

Special Opportunities Grants

Capacity building or special initiative grants allow our partners to pursue their missions more effectively and comprehensively. Periodic grants will support a variety of initiatives viewed as

priorities by the UWLC board and its goal-based Leadership Teams. RFPs may include but are not limited to computer hardware and software upgrades; strategic planning; board development; enhanced cultural competency; fund development; grant-writing mentoring; increased volunteerism; staff and volunteer training; and pilot projects. UWLC will release RFPs for special opportunities grants as funds are available.

General Criteria for UWLC Funding

Please remember that Strategic applications for funding will be evaluated using the **Strategic Goals and Funding Specifications** outlined for each Strategic area. This will be the primary basis for scoring all Strategic applications. Please review the sample scoring form for your Strategic Goal Area to clearly understand these specifications. Sample scoring forms are available at United Way of Lane County and online at www.unitedwaylane.org.

Applicants should also consider the following general criteria as they prepare their applications for both Basic Needs and Strategic funding.

- 1. Service Alignment:** Proposed service must fall within the scope of United Way's Basic Needs categories or Strategic interest areas.
- 2. Target population:** Basic Needs investments are focused primarily on families and individuals with incomes at 250% or less of the federal poverty level. Strategic investments may focus on this and other specific demographic characteristics as detailed in the **Strategic Goals and Funding Specifications**.
- 3. Identified Need:** The proposed service must describe the need or problem the service will address. This includes identifying the number and percentage of the general population affected by the need and the ratio of metro, rural, and/or multi-cultural populations affected. Need also identifies how the service aligns with, or is represented in, the United Way Community Needs Assessment or some other authoritative local study.
- 4. Service Goals:** Describes specific and measurable service goals and outlines the system to be used to measure progress toward or achievement of the goal.
- 5. Community return on investment:** Describes the return on United Way's investment. This can include such elements as the measurable cost-effectiveness and efficiency of the service delivery or the leveraging of other financial investments to avoid duplications and increases effectiveness. Describes how the work improves the effectiveness of the human services network in Lane County.
- 6. Organizational capacity:** Describes the ability of the organization to carry out services successfully, efficiently, and sustainably based on current resources (e.g., expertise of staff, diversity of funding streams, board composition and involvement, fiscal and governance systems, facilities, etc.).
- 7. Collaborations:** Describes collaborative or innovative aspects of this service. Include partnerships that meet the comprehensive needs of clients; approach demonstrates systems thinking; enables clients to access a broad range of

services; services leverage existing community resources and access new resources.

- 8. Alignment of Services with Values:** Describes how the services align with United Way of Lane County's values in Integrity, Impact, Volunteerism, Diversity, Inclusiveness, and Community Leadership.

Distribution of Funds

Agencies and programs approved for funding by United Way will receive a notification packet which includes an approval cover letter, a description of the program being funded, the amount of funding to be distributed each year during the three-year cycle, and the amount that will be deposited in the program's or agency's bank account each month.

Agencies and programs will also receive an Agreement for Services contract which must be signed and returned to United Way before payments can begin. Agencies and programs are expected to abide by the conditions and terms of the Agreement for Services as a condition of funding.

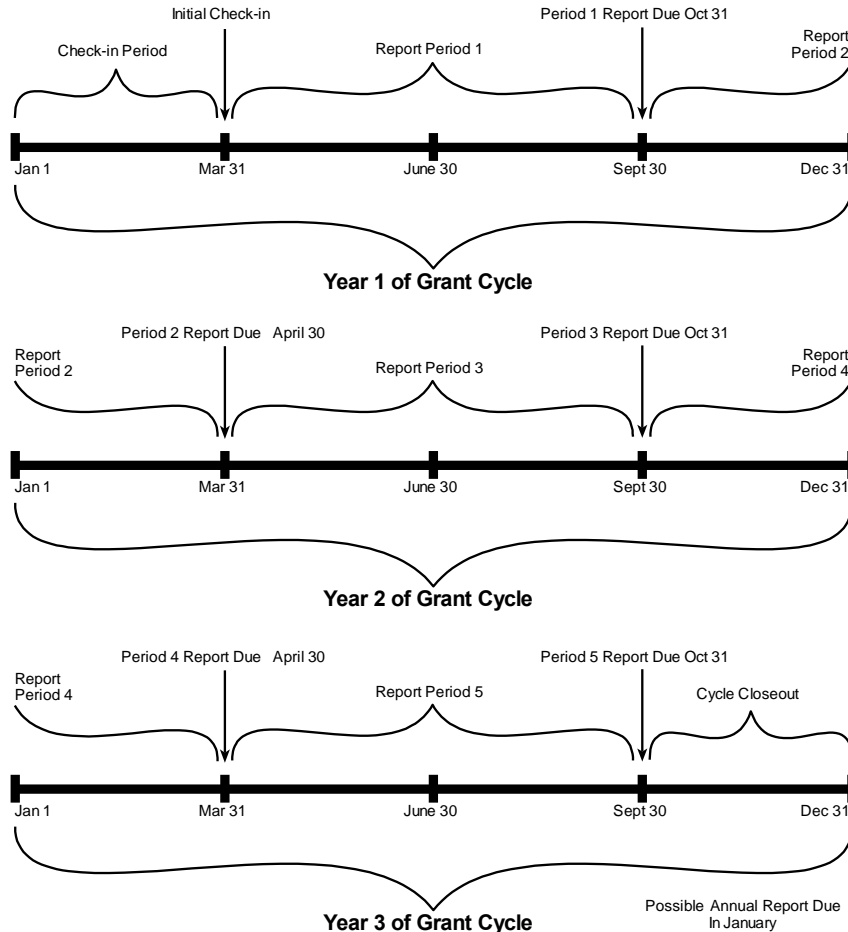
Periodic Progress Reports

As a condition of continued funding during the grant award cycle, all agencies and programs funded through the Community Investment process are required to submit periodic progress reports on their efforts toward achieving their stated program goals and outcomes. These Progress Reports will be reviewed by panels of United Way staff and lead volunteers in the Strategic and Basic Needs areas.

Questions arising out of the review of the periodic progress reports will be forwarded to the agency or program for appropriate answers. In addition to monitoring compliance, information from the periodic progress reports can be used to build community needs assessment reports, provide information for community outreach efforts, and provide data for use in grant applications and funding requests by local agencies.

The following graph outlines the basic structure of the Periodic Progress Report time line. Progress Reports are due 60 days prior to the end of the fiscal and calendar years in order to allow time for adequate review and also to allow time for agencies to correct any deficiencies before the end of the calendar year on which funding is based.

Program Grant Reporting Cycle



Donor Designated Funds

At United Way of Lane County, our donors are our partners. It is important to us that people have the opportunity to give to what they care about. Most people choose to have their gift support all of the agencies and programs funded by United Way, but some donors choose to specify that they want some or all of their money to go to a specific agency or program. Donor designations are provided as a service to those donors who wish to direct their gift to a specific agency or program, to a Strategic goal area, or to the LIVE UNITED fund. Donors may also designate a specific agency or program from which they want to exclude their money.

Designations to United Way agencies are given directly to the agency in a sum that is **separate from and in addition to** any grant awards. Community Investment panels make their funding decision without knowing how much an agency or program receives in donor designations. Agencies may use donor designated funds for any purpose.

Participants in the United Way Funding Process

At each level of the Community Investment process, United Way recruits volunteers to give their time and money to make sure that fair and impartial funding decisions are being made. We also ask that all Community Investment volunteers be donors to United Way so they can act as stewards over their own contributions, as well as those of the community.

United Way Board of Directors

The United Way of Lane County Board of Directors sets the overall direction for funding, approves policy, and authorizes final allocations to all agencies based on the recommendations of the Community Investment Steering Committee and the Strategic and Basic Needs Investment Panels.

Community Investment Steering Committee (CISC)

The Community Investment Steering Committee guides the strategic visioning of the Community Investment process. They work in collaboration with the Strategic and Basic Needs Investment Panels to develop recommendations to the Board of Directors for funding priorities, evaluation criteria, and to make final grant award recommendations.

The Community Investment Steering Committee oversees the planning and implementation of the Community Investment process. This committee develops and manages the timeline; oversees the development and revision of documents and materials relating to the process; facilitates the recruitment of Community Investment volunteers; develops and facilitates process trainings (agency and volunteer); and guides the volunteer Investment Panel review process. The CISC also develops overall funding priorities and evaluation criteria. The CISC also helps guide specialized funding processes (e.g., special grants).

Strategic and Basic Needs Investment Panel

The most important unit in the Community Investment process is the **Investment Panel**. An Investment Panel consists of eight to twelve volunteers, also United Way donors, who review grant applications from agencies or programs and recommend which applications should be funded. The three Strategic areas of Education, Income, and Health as well as Basic Needs each have a separate Investment Panel. Investment Panels often include “content” experts.

United Way Staff

United Way staff serves in a support role to the volunteers on the Investment Panels and the Community Investment Steering Committee. They are not involved in the actual decision-making on any grant applications. Staff coordinate volunteer activities, serve as an information source, and provide assistance and support to Panel Chairs and panel members, but are not participants in either the deliberations or the actual funding decisions.

Agency Financial Reviewers

The Agency Financial Reviewers determine whether an agency or program is suitable to receive funds from United Way of Lane County. The Financial Review assesses the financial stability for both new and currently funded agencies and programs based on audits and financial

statements submitted at the time of their application. Assessments from the Agency Financial Reviewers are included in the information used by the Investment Panels to make their funding decisions.

Appeals Panel

The Appeals Panel is an ad hoc committee convened only as needed, if an agency appeals a funding recommendation. The appeals process is designed to offer the opportunity for a participating agency to correct a potential error in fact in an Investment Panel’s deliberations or recommendations (See the Appeal Policy on page 31).

Community Investment Structure & Process

LIVE UNITED Fund

The LIVE UNITED Fund supports specific services of agencies that address one of the United Way Community Goals (see Community Goals & Priorities in the Appendix). These funds are allocated on a three-year cycle.

Multi-year funding is designed to enable long-range planning by agencies, to provide each agency with a known base of funding, and to reduce the volunteer and staff time spent on annual funding decisions. Multi-year funding also accommodates the periodic review of community needs and, where appropriate, the modification of United Way's priorities used to determine how LIVE UNITED funds are allocated.

Participating agencies may receive funds in either of the following manners:

1. **Agency or Program Funding** - Supports specific agencies or programs. A reasonable portion of management and general expenses is allowed as an acceptable part of the agency's or program's cost of operation. Funds are distributed to agencies on a monthly basis in anticipation of service delivery.
2. **Purchase of Service** - Purchases a set number of units of service at a fixed unit cost. It is generally used when an agency's fiscal and administrative capacity is being closely monitored. Funds are only distributed to an agency after the predefined services have been completed or delivered.

Authority of the Investment Panels

Each Investment Panel will work with the other panels in the process to recommend funding for agencies and programs under their review. The Board of Directors and the Community Investment Steering Committee have determined the total amount of funding available for grant awards and the proportion of funds to be awarded within Basic Needs and within each Strategic Area. These grant awards are set based on United Way's Strategic priorities, current economic data and needs assessments, previous funding levels, campaign receipts, and donor designations within the goal areas.

Each Investment Panel may recommend:

- Approval of funding for an application at the requested level,
- An increase in funding from that requested to accommodate additional services,
- A decrease in funding from that requested,
- Denial of funding for an application at any level,
- A Recommendation that a contingency or special consideration, such as a purchase of service, be set as a condition of approval.

All recommendations to approve or deny an application will be accompanied by a written summary of the panel's specific reasons for their recommendation.

A **Panel Chair** leads each Investment Panel throughout their deliberations. The Chairs are chosen for their ability to lead the panel to a consensus in funding recommendations and to ensure that all programs and agencies being reviewed are given a fair and full opportunity to present their case for funding. The chairs set up panel schedules, set site visits with agency directors, and convey questions from the panel to the agency or program prior to the site visit. In collaboration with United Way staff, the chairs assist in problem-solving and coordinating efforts with their own and with other panels in the process. They also write or approve summary reports for all the applications reviewed by their panel including recommendations for or against funding. Panel Chairs also prepare any recommendations for funding contingencies or limitations on a proposed grant award. These responsibilities may be shared and/or delegated among other panel members as necessary.

Investment Panel Members review, compare, and evaluate all the grant applications within their area. Each panel appoints the following from among their members:

- **Timekeeper:** to monitor time at site visits and to alert panelists and agency presenters regarding time limits.
- **Note Taker:** to note questions/concerns of the panelists for conveyance to agencies prior to site visits; to note key questions or comments of panelists from panel meetings at the conclusion of site visits; to note clear rationale for allocation recommendations at the panel's deliberation meeting.

Panel members also develop follow up questions for agencies and programs, visit each agency or program site, and develop funding recommendations for each agency or program application in their area. Volunteers who are staff or Board members of an agency or program seeking funding may not serve on an Investment Panel that reviews their agency or program application. Agency or program staff may not serve on an Investment Panel in their own goal area (See the Code of Ethics Policy on page 28).

Investment Panel Member Responsibilities

As a volunteer, each Investment Panel member makes financial decisions that will affect many individuals and the services available to them. While United Way understands busy schedules, illness or other emergencies, agencies are not well served if panel members do not take their role seriously and attend all meetings. Information missed at a single meeting may have a great impact on an individual member's funding decisions.

Likewise, the job of the agency or program is to complete the application and attach the supporting materials correctly and help panel members understand the workings of their agency or program and its relevance to United Way's goals and priorities.

Therefore, to be fair to the agencies receiving funds, and to panel members making decisions about those funds, the following ground rules will be followed:

- **Attendance** – Required at every meeting, including trainings and site visits. Please call your panel chair or the staff person assigned to your panel as soon as possible if you have a conflict.

- Training – Sessions are scheduled by leadership team. If it is not possible for you to make the appropriate session, it can be arranged with United Way staff to attend one of the other sessions.
- Site Visits – It is particularly important for panel members to attend and agency members to prepare for all agency site visits, since this will be the time panel members can ask clarifying questions and get a hands-on experience of the services offered by the agencies. If a panel member misses a site visit, he/she may be asked to abstain from voting on the allocation decision for that agency.

Agency Site Visits

The site visit provides panel volunteers an opportunity to experience agency sites first hand. This “in-person” experience is often vital to ensuring a full understanding of the services and agencies and community needs. Site visits will be scheduled with all Strategic funding applicants. The site visit criteria for Basic Needs applicants is currently under development.

Panel members must prepare thoroughly for their site visit. The agency will expect you to have a fundamental knowledge of the agencies assigned to you. Likewise, agency representatives should be prepared to respond to questions and discuss client/agency dynamics. Panel members will review the materials submitted by the agency regarding their services before they make their site visit.

Basic site visits are scheduled for 75 minutes. Each agency is given 30 minutes to provide a tour of their facility and to provide a presentation. The panel will then have 30 minutes to ask questions and 15 minutes to meet alone. If an agency has more than one service in that particular panel, an additional 15 minutes is allowed for each additional service. Time frames must be adhered to in order to keep the group on schedule and to be fair in allotting equal time to each service, so each panel will appoint a timekeeper for the site visits.

Application Questions

Panel members may have questions about the content of the applications they are reviewing. All application questions should be submitted to United Way staff who will forward them to the applicants, who can submit their answers in writing for distribution to the entire panel.

Scoring

Panel members will score all proposals before the site visit using the Basic Needs or Strategic Investment Scoring Form. After the site visits, panel members again score the agency proposal using the same scoring form. Scores can change after the site visits and after any application questions have been answered. These last scoring sheets should be saved in case of agency appeal.

Confidentiality

Any problems or sensitive issues in an agency that may be identified during the Community Investment Process **must not be communicated outside of United Way**. We have a responsibility to the agencies to maintain their confidentiality at all times.

A breach of confidence could result in:

- Damage to the agency's credibility in the community.
- Damage to the agency's trust in United Way and their willingness to be open and honest.
- Damage to United Way's credibility in the community.

Volunteers are also reminded that funding recommendations are confidential until approved by the United Way Board of Directors.

Conflict of Interest Policy

Volunteers serving in the Community Investment Process enter a special relationship with both United Way and agencies and programs funded by United Way. The quality of this relationship requires protection against possible conflict of interest, or the appearance of a conflict of interest.

In order to ensure that the granting of United Way dollars is fair, reasonable, free of personal bias, and reflects the stewardship role that donors have assigned us, volunteers serving on the boards of agencies receiving United Way funding cannot serve on a panel which reviews the agencies with which they are affiliated (Conflicts of Interest are included in the Code of Ethics Policy on page 28).

Individual Funding Decisions

Individual panel members may arrive at different allocation recommendations after looking at the same information submitted by the agencies. This is not surprising as, no matter how uniform a proposal form is, it can be interpreted in many ways. Some issues to consider are:

- Many human service agencies deal with problems that can evoke strong emotions. However, highly emotional presentations do not necessarily mean that one service or agency is of greater value than the other.
- Services presented before each panel compete for a limited amount of revenue. Specific allocations must be made in consideration of community needs, the three Goal areas and priorities, and available funds from the Campaign. Major increases in funding for one service or agency must generally be financed at the expense of another agency. The job of the panels and teams is to balance these decisions through careful deliberations.

Percent of United Way Support

There is no United Way policy or guideline that states a minimum or maximum percentage of an agency or program budget that United Way will finance. Some agencies have access to a wider variety of funding resources than do others. It may be entirely appropriate for United Way to fund 80% of one agency's or program's budget while only representing 5% of another.

Size of Service Provider Budget

United Way should not create disincentives for well-managed organizations that provide efficient and effective services in the community by "penalizing" them for their fund raising

and/or management effectiveness. Conversely, United Way should not create incentives for an organization to appear more “needy” or more dependent upon United Way funding.

Panels are cautioned to avoid creating these disincentives of management effectiveness by “taking” funds from agencies with greater capacity for community fund raising and redistributing them among smaller agency with fewer community fundraising resources.

Appropriate Services

The following areas are *not* appropriate for funding:

1. A service that is primarily intended to address the basic long-term financial and material needs of the general population.
2. A service which addresses a problem so complex and intensive that United Way resources will have little or no impact in achieving meaningful outcomes.
3. Services that focus primarily on religion or politics, or services that require participation in a religious or political activity as a condition of eligibility or service delivery.
4. Services that focus primarily on formal education or the arts (*Although a program which utilizes education or the arts as a tool to achieve a human service Strategic Goal or Strategy may be appropriate*).

Agency Funding

United Way of Lane County provides Basic Needs funding to agencies that deliver essential services in the five categories of Basic Needs service. In contrast, United Way’s Strategic funding is primarily focused on supporting individual programs and services that have the greatest relevance to its Strategic goals and support targeted outcomes within the community. For this reason Strategic Investments reference specific programs and services while Basic Needs Investments can reference both programs and agencies.

Duplication of Services

While it is critical that duplicate effort be minimized, what may on the surface appear to be a duplication of services may in fact be a “network” of services working toward a common goal.

These questions need to be addressed when talking about duplication of services:

1. What are the target populations (i.e. geographic area served, economic level, race, etc.)?
2. What are the utilization rates of the services in question (i.e. have they over-saturated the market)?
3. Are there any cooperative arrangements that exist between the two (or more) agencies?

Measures of Service

Different programs may have different units of measure for service. For example, it may be one client served, one counseling hour, one meal served, one referral call, one camper day, one service hour, etc.

When the unit of measure is people, United Way requires that the number of people being reported represents *unduplicated* individuals receiving direct services. For example, one client receiving three food boxes, or one patient visiting a clinic three times can only count as one, not three individuals. Agencies are welcome to report this kind of measure as three client services, or three patient visits, but do not report it as three clients or three patients. For consistency between applications, all measures of service based on persons must reflect *unduplicated* numbers.

Programs and agencies applying for United Way grant funding must specify in their applications the basis for their units of service and the total number of units they propose to deliver each year. This is particularly important for Basic Needs applications, but may have relevance to Strategic funding applications as well.

Partnerships, Joint Ventures, and Cooperative Efforts

United Way, in its stewardship role for community funds, encourages programs and agencies applying for grant funds to actively seek opportunities to partner with other programs and agencies as a way to increase impact and deliver better services to the community. The application forms for both Basic Needs and Strategic Impact have sections devoted to listing partnership, joint venture, and cooperative opportunities with other programs. These efforts have a positive influence with the Investment Panels and can add points to a prospective applicant's overall score.

Other Funding Sources

When setting funding priorities, United Way considers the role and impact of outside funding sources. United Way should not be the only source of funding for a program and a diversity of funding sources is considered an asset during the application review process.

The United Way Community Investment Process provides for the integration of grant funds with governmental sector or foundation funding to maximize the benefits available to the community and leverage resources used to achieve Strategic and Basic Needs goals.

United Way of Lane County

Key Terms Used in the Application Process

United Way uses a number of terms in its work to define key concepts and explain the scope of its work. Applicants for United Way funding should understand how these terms are used in the context of our Strategic work, and the support we provide to Basic Needs. The ability of programs and agencies to align with these concepts is an important part of the grant award process.

Strategic Goal Areas – Areas of need within the community on which United Way has chosen to focus its efforts in order to achieve desirable goals and accomplish meaningful outcomes. Defined through 20 years of research and study, United Way focuses on achieving positive outcomes in the Strategic Areas of Education, Income, and Health.

Basic Needs – Direct services to clients which meet immediate and foundational needs in survival, health and welfare, and stabilization. United Way’s categories of Basic Needs are identified as Food, Shelter, Healthcare, Safety, and Access to Basic Needs. Ideally, Basic Needs services are aligned with the efforts to achieve larger Strategic Goals.

Goals – The highest level description of a desired condition or state. Goals may not have specific defined measures, but will always reflect the aspirational intentions of those setting the goals. A goal may or not incorporate time parameters, but in the case of United Way, the Strategic Goals in Education, Income, and Health are all set to be met by the year 2020.

Outcomes – A description of the cumulative circumstances that together define the achievement of a goal. Outcomes don’t have to provide specific measures, but they do usually incorporate a time parameter if one hasn’t been specified in an overarching Goal.

Strategies – A basic set of actions that have been developed to achieve a specific outcome. Strategies include a description of the results they plan to achieve and can be measured through the use of metrics or indicators.

Programs/Services – The specific actions that will be used to accomplish Strategies. In some Basic Needs situations, United Way grants its funding to an agency by name rather than to a specific program. United Way still intends for its funding to be directed to the specific parts of the Agency that achieve the defined Outcomes or Strategies.

Program Goals/Outcomes –United Way has identified broad Community Goals and Outcomes in the areas of Education, Income, and Health. Community Goals and Outcomes require the cooperative efforts of many people and programs in order to achieve progress. United Way recognizes that an individual program should also have goals and outcomes which are specific to that program. These are identified as Program Goals or Program Outcomes and can be accomplished by the program using its own resources.

Program Outputs – The specific and measurable units of service that a program or agency will deliver as a part of its funding agreement with United Way. While Strategic Impact programs are encouraged to specify measurable outputs as part of their application, measurable Program Outputs are a required component of all Basic Needs applications.

Strategic Goals and Funding Specifications – A matrix prepared for each of the three Strategic Impact Areas that outlines that Area’s plan for accomplishing its 2020 Goals and Outcomes. Applications for funding in any Strategic Impact Area must align with the Goals, Outcomes, Strategies, and Target Population in that Area.

Target Population – The demographic group identified as the primary focus and beneficiary of either Basic Needs or Strategic Investment funding. For Basic Needs funding, the Target Population includes Lane County families and individuals earning or receiving less than 250% of the Federal Poverty Level and who have immediate survival, welfare, or stabilization needs. Each of the Strategic Areas incorporates a description of their Target Populations in their **Strategic Goals and Funding Specifications** in this handbook.

Preferred Components – The Strategic Goals and Funding Specifications for each Strategic Impact Area also include a description of specific components or elements which, if included, will enhance or improve the outcomes. The ability of a program or agency to incorporate Preferred Components into its application increases its alignment with United Way Goals and improves its competitive standing.

Letter of Intent (LOI) – A summary document which outlines how a program or agency intends to address either the Strategic Goals and Funding Specifications for a Strategic Impact Area or how it will serve the needs within a Basic Needs category. LOIs are the first step in the application process. Strategic Impact LOIs will be accepted from any 501(c)(3) organization that believes it can align with United Way’s Strategic Goals and Funding Specifications. Basic Needs LOIs are only accepted from programs or agencies who have been invited to submit. The LOI is intended to save agencies the work of preparing a full application for a program which does not effectively align with either a Strategic Area or a Basic Needs category.

Grant Award – The amount of United Way undesignated funding being awarded to a program or agency through the competitive Community Investment application process. Grant Awards are for specific programs over a specific time period. Grant Awards are entirely separate from any funds distributed to a program or agency through donor designation.

Grant Award Cycle – The time period over which a United Way Strategic or Basic Needs grant award is intended to provide funds. The current Grant Award Cycle is from July 1, 2010 to December 31, 2012. The next Grant Award Cycle will run from January 1, 2013 to December 31, 2015. Grant Award Cycles which are shorter than three years may be set at the individual discretion of the Investment Panels and approved by the United Way Board of Directors.

United Way of Lane County

STRATEGIC GOALS AND FUNDING SPECIFICATIONS

Strategic Investment Specifications 2013-2015 Education Specifications

- Vision:** All children in Lane County are safe, healthy, cherished and enter school ready to learn.
Action: Preparing children for success in school and life.
Goal(s): By 2020, the majority of children entering public school in Lane County demonstrate basic literacy proficiency and adequate social/emotional development.

For proposals to be considered you must address one (1) or more outcomes, program strategies and the target population listed below. Please make your selection(s) below. Preferred components are not mandatory, but will receive special consideration.

Outcome	Evidence Based Strategies	Target Population(s)	Preferred/Required Components
<input type="checkbox"/> Children entering kindergarten demonstrate age appropriate early literacy/language skills <input type="checkbox"/> Children entering kindergarten demonstrate age appropriate social/emotional development <input type="checkbox"/> Parents understand the importance of their role and have the tools to ensure their child's optimal development	<input type="checkbox"/> Parenting Education Programs that build skills to support early childhood development outcomes. <input type="checkbox"/> Childcare Improvement Programs that build skills and capacity to support early childhood development outcomes. <input type="checkbox"/> Early Learning Programs that build skills to support early childhood development outcomes.	<input type="checkbox"/> Children under age 6 and their families in Lane County	Preferred: <input type="checkbox"/> Services provided for families in the Fairfield/Malabon neighborhood <input type="checkbox"/> Services provided for families in the Brattain/Maple neighborhood <input type="checkbox"/> Services provided in rural communities <input type="checkbox"/> "Baby University"-type project in the Promise Neighborhoods <input type="checkbox"/> Sustainability beyond UWLC funding <input type="checkbox"/> Use of the Ages and Stages Questionnaire <input type="checkbox"/> Use of a common database Required: <input type="checkbox"/> Agency utilization and maintenance of agency profile on 2-1-1 <input type="checkbox"/> Use or promotion of the Parent HelpLine

Strategic Investment Specifications 2013-2015 Income Specifications

- Vision:** Working families and individuals between 100% and 250% of Federal Poverty Level (FPL) become self sufficient.
Action: Moving families from poverty to financial stability.
Goal(s): By 2020, an increase in the % of lower-income working families who are earning greater than 250% of FPL.
 By 2020, an increase in the % of lower-income working families with greater than or equal to three months of emergency savings to cover living expenses.

For proposals to be considered you must address one (1) or more outcomes, target population and program strategies below. Please make your selection(s) below. Preferred components are not mandatory, but will receive special consideration.

Outcome	Evidence Based Strategies	Target Population(s)	Preferred/Required Components
<input type="checkbox"/> Increase high school graduation rates and/or career training certifications among high risk youth	<input type="checkbox"/> Services that enroll and retain youth in career certification or high school graduation <input type="checkbox"/> Youth pregnancy prevention	<input type="checkbox"/> Youth at high risk of a life in poverty	<input type="checkbox"/> Adoption of prosperity center model or practice <input type="checkbox"/> Use of https://www2.prosperityplanner.org/ <input type="checkbox"/> Use of 'Understanding Poverty' trainings for staff and volunteers <input type="checkbox"/> Use of Family Financial Stability Benchmarks or equivalent to track consumer progress (see attached) <input type="checkbox"/> Financial literacy training/education for clients <input type="checkbox"/> Delivery of services in the Promise Neighborhoods Required: <input type="checkbox"/> Agency utilization and maintenance of agency profile on 2-1-1
<input type="checkbox"/> Increased income <input type="checkbox"/> Increased savings and assets <input type="checkbox"/> Increased financial management knowledge and skills	<input type="checkbox"/> Increase use of free tax sites by target population <input type="checkbox"/> Help target population identify and develop family-sustaining career and/or training path <input type="checkbox"/> Enroll target population in affordable financial products and systems including Individual Development Accounts (IDA), homeownership or other savings or asset building strategies, tools and resources <input type="checkbox"/> Increased number of tax site users who open bank accounts or link returns to savings/asset building opportunities <input type="checkbox"/> Financial literacy classes, workshops or coaching that increase financial management skills (may include programs that help reduce debt and improve credit scores) <input type="checkbox"/> Enroll target population in affordable financial services	<input type="checkbox"/> Families and individuals with incomes between 100%- 250% of Federal Poverty Level	

* Note: The FSP Strategic Investment Taskforce recommends reserving ___% of the budgeted strategic funds for training and capacity building
 **Dedicated funds may be available specifically for financially vulnerable women and children

Strategic Investment Specifications 2013-2015

Health Specifications

Vision: A connected system of healthcare that is easily and readily accessible for all residents of Lane County.
Action: Mobilization of the community to ensure people have access to basic healthcare.
Goal(s): By the year 2020, the healthcare needs of Lane County’s most vulnerable residents will be met through the community’s system(s) of care.

For proposals to be considered you must address one (1) or more outcomes, program strategies and the target population listed below. Please make your selection(s) below. Preferred components are not mandatory, but will receive special consideration.

Outcomes	Evidence Based Strategies	Target Population(s)	Preferred/Required Components
<input type="checkbox"/> Vulnerable populations have access to basic healthcare <input type="checkbox"/> Vulnerable populations demonstrate improved health status <input type="checkbox"/> Improved connectivity of health systems	<input type="checkbox"/> Outreach, screening and enrollment of vulnerable populations into mental health, chemical dependency, primary care, reproductive and/or dental health programs <input type="checkbox"/> Connect vulnerable populations to services to improve social determinants of health. <input type="checkbox"/> Intervention with uninsured Emergency Department (ED) users to connect with system of care (primary care, care coordination, etc.) to prevent/intervene in non-emergent use of the ED <input type="checkbox"/> Engage patients in own personal health management, such as enrollment in Chronic Disease Self Management programs <input type="checkbox"/> Utilization of technology solution to track, refer and connect vulnerable populations to care	Vulnerable residents: <input type="checkbox"/> Un- or underinsured <input type="checkbox"/> Complex health needs (complicated chronic conditions, mental illness, chemically dependent, medically fragile)	Preferred: <input type="checkbox"/> Demonstrate effective tracking and referral of clients' medical needs <input type="checkbox"/> Utilization of a common database or tool for tracking clients <input type="checkbox"/> Sustainability beyond UWLC funding Required: <input type="checkbox"/> Agency utilization and maintenance of agency profile on 2-1-1 <input type="checkbox"/> Utilization of self-reported health status survey for all UW funded clients <input type="checkbox"/> Standardization and dissemination of best practices

United Way of Lane County

Community Investment Principles

Community Investment Principles: These principles should guide volunteers in the conduct of the allocations process:

- **Collaborative & Fair**
United Way must support collaborative team efforts between multiple organizations to create solutions (private, public and nonprofits); must coordinate policy and strategic planning across diverse sectors of the community; and ensure that all processes are transparent and accountable.
- **Diverse and Inclusive**
United Way must engage volunteers, neighbors, business, family members, co-workers, associations and communities of faith in improving lives; it must address individuals and families in the context of neighborhoods and communities (services and supports are most effective within capable and engaged neighborhoods and communities); and it must ensure that services and activities serve without prejudice or discriminations, and meet needs across and beyond generational, cultural and social lines.
- **Sustainable**
United Way must work toward community-wide, systemic change; commit itself to a long-term, sustainable effort; and mobilize and leverage all resources (financial, organizational, in-kind and human) to create long-term change.
- **Build Community Capacity**
United Way must build on strengths of individuals, families, organizations, business and neighborhoods; improve and build upon strengths of existing systems and services; and balance needs measurement and reporting with information on community assets.
- **Flexible & Evolutionary**
United Way must adjust as needs surface, not only in accordance with current funding, campaign or volunteer cycles; it must ensure that project funding and volunteer mobilization is accessible year-round; and it must institutionalize learning, innovation and adaptation as key components of our processes.
- **Focus on Results**
United Way must hold its partners and themselves accountable for measurable results; use best practices as the starting point; and keep focus on the specific targets of each Community Goal.
- **Preventive Integration**
United Way must focus its efforts on root causes and preventive strategies, and integrate this approach into every strategy across the continuum.

United Way of Lane County

AGENCY DIRECT FUNDRAISING POLICY

Intent

The intent of this agreement is to adapt current fundraising agreements to the new community impact model and foster a spirit of cooperation within our current system. United Way does not wish to regulate fund raising that has little impact on workplace giving. It is the position of this agreement that, in good faith, agencies will not engage in any development activities that would interfere with United Way's workplace efforts.

Agreement

- Member agencies will dedicate as much staff and volunteer effort as possible, in support of each other, to increase community giving from September to November.

- Agencies agree to grant United Way exclusive rights and leadership of campaigns being organized and scheduled in the workplace.

- Member agencies agree to co-market with all fundraising activities as noted in the agency agreement and clearly identify themselves as a United Way agency.

Effective: March, 2003

United Way of Lane County

DONOR DESIGNATION POLICY

United Way of Lane County conducts an annual, community-wide campaign for the purpose of raising funds and recruiting volunteers. The objective is to increase good will and public involvement and commitment to community goals by addressing high priority health and human care issues in Lane County, Oregon. Donor designations are offered within that context as a service to our donors.

Accepting Donor Designated Gifts

United Way of Lane County will accept donor designated gifts within the framework of the following choices:

- a designation to the Live United Fund
- a designation to a specific action area (Education, Income, Health)
- a designation to a specific eligible organization or another United Way
- a designation to exclude a specific United Way participating agency from receiving any portion of a donor's gift

A donor may designate all or part of their gift.

Eligibility Criteria

Organizations must meet the following criteria to be eligible for receiving designations through the United Way campaign:

- Contributions to the organization must be fully tax deductible to the donor. Specifically excluded in accord with this policy are political campaigns, political action groups, tuition, dues, or other payment for services.
- The organization must be in compliance with all necessary registration and filing requirements for charitable organizations.

United Way reserves the right to review the status of any organization at any time as it relates to eligibility for designations.

Promotion of the Donor Designation Program

Organizations—both United Way participating, as well as non-United Way—are expected to promote the United Way concept when engaged in activities surrounding the campaign. United Way of Lane County reserves the right to deny eligibility for designated funds to any organization that engages in or encourages activities designed to result in direct designations to their own organization through the annual United Way campaign.

Service Fees

United Way will forward designated gifts to specific agencies on a quarterly basis. Payouts will be based on the actual cash collected from donors less a service fee to help cover the fundraising and administrative costs. The amount of the fee is dependent on the amount of the donor's total gift or their employer.

Effective: August, 2010

United Way of Lane County

CODE OF ETHICS POLICY

United Way of Lane County is committed to the highest ethical standards. Based on the unique trust placed in United Way to serve the public good, we have a special obligation to act ethically.

The success of our United Way system and our reputation depend upon the ethical conduct of everyone affiliated with the United Way. Volunteers and staff set an example for each other, the non-profit community, and for partner United Way organizations, by their pursuit of excellence in high standards of performance, professionalism, and ethical conduct.

This United Way Code of Ethics is based on our mission and guided by our core values. (See *Mission, Values & Beliefs*.)

We are mindful that these core values must be clearly articulated, communicated and continuously reinforced.

- 1. PERSONAL AND PROFESSIONAL INTEGRITY.** A personal commitment to integrity in all circumstances benefits each individual, as well as the organization. We therefore:
 - Strive to meet the highest standards of performance, quality, service and achievement in working towards the United Way mission.
 - Communicate honestly and openly and avoid misrepresentation.
 - Promote a working environment where honesty, open communication and minority opinions are valued.
 - Exhibit respect and fairness toward all those with whom we come into contact.
- 2. ACCOUNTABILITY.** United Way is responsible to its stakeholders, which include partner United Way organizations, volunteers, donors and others who have placed faith in United Way. To uphold this trust we:
 - Promote good stewardship of United Way resources, including donor gifts, grants, earned income and other contributions that are used to support community goals and to pay operating expenses.
 - Refrain from using organizational resources for non-United Way purposes.
 - Observe and comply with all laws and regulations affecting United Way.
- 3. SOLICITATIONS AND VOLUNTARY GIVING.** The most responsive contributors are those who have the opportunity to become informed and involved. We therefore:
 - Promote voluntary giving in dealing with donors and organizations.
 - Refrain from any use of coercion in fundraising activities, including predicated professional advancement on response to solicitations.

4. DIVERSITY AND INCLUSIVENESS. United Way is committed to the principle of diversity as reflected in our Values Statement. We therefore:

- Value, champion, and embrace diversity in all aspects of United Way activities and respect others without regard to race, color, religion, creed, age, sex, national origin or ancestry, marital status, veteran status, sexual orientation, or status as a qualified disabled or handicapped individual.

5. CONFLICT OF INTEREST. United Way volunteers and staff must be able to make independent decisions on behalf of this organization without potential influence or perceived influence caused by conflict of interest. Conflict of interest is defined as: Any situation in which an individual's personal or business relationships could conflict, or could give the appearance of conflicting, with the interests of United Way of Lane County or of its member agencies.

Each volunteer or staff member with an actual or perceived conflict of interest shall disclose that conflict to the group considering the matter. In addition, each volunteer and staff member shall:

- Refrain from voting on any issue that creates the potential to confer any financial benefit on the volunteer or staff member or on any entity in which that individual has any significant interest as a stockholder, partner, director, officer, or employee. In such situations, the individual shall immediately disclose his or her interest and shall take no action to influence the decision of the relevant United Way body.
- Disclose his or her membership on the board of any organization funded by United Way of Lane County or any affiliation with that organization prior to a vote on any matter directly relating to that organization. The United Way groups considering the matter shall then have the option of barring the vote of the conflicted individual. Individuals on boards of, or affiliate with, those organizations shall not review any Community Investment requests by that organization. "Affiliation" shall include both professional and personal relationship.
- Avoid any situation where personal and business affiliations or relationship could have, or could give the appearance of having, undue influence on the individual's judgment as to the matters under consideration.

Staff members are included in this policy, even though they have no voting or policy making authority, because of their support of volunteers and the potential they have in influencing policy.

6. CONFIDENTIALITY AND PRIVACY. Confidentiality is a hallmark of professionalism. We therefore:

- Ensure that all information, which is confidential, privileged or non-public, is not disclosed inappropriately.
- Respect the privacy rights of all individuals in the performance of their United Way duties.

7. POLITICAL CONTRIBUTIONS. As a charitable corporation, United Way is prohibited from making contributions to any candidate for public office or to any political committee. We therefore:

- Refrain from making any contributions to any candidate for public office or political committee on behalf of United Way, including the use of United Way facilities for political campaign activities.
- Refrain from making any contributions to any candidate for public office or political committee in a manner that may create the appearance that the contribution is on behalf of United Way.

Guidance and Disclosure

Volunteers, staff and representatives are encouraged to seek guidance from their supervisor, the Executive Director or members of the Internal Operations Committee concerning the interpretation or application of this Code of Ethics. Any known or possible breaches of the Code of Ethics should be disclosed. Staff should contact a supervisor or the Executive Director. Volunteers should contact the Executive Director or a member of the Board or Internal Operations Committee.

Distribution of Policy

This policy shall be distributed at least annually to the members of the group — preferably at the organizational meeting of each committee, subcommittee, or the Board of Directors of United Way of Lane County. In the case of ad hoc committees and Community Investment panels, this policy shall be distributed at the initial meeting of the group.

Effective: June, 2009

United Way of Lane County

COMMUNITY INVESTMENT APPEAL POLICY

Policy

The United Way community investment appeal process is designed to offer the opportunity to a participating agency to correct a potential mistake in the amount of its annual allocation. The appeal must be documented, in writing, within the timeframe and based on the grounds outlined below.

Note: Differences of perceptions or opinions between United Way and a participating agency as to the relative funding priority of a funded program are not generally considered valid grounds for an appeal. It is considered that the open nature of United Way community investment process and committee composition allows agency constituency's ample time to pro-actively affect United Way funding priorities prior to the yearly funding determinations.

Grounds for Appeal

Any United Way participating agency may appeal their annual community investment level under the following specific, documentable circumstances:

1. The agency substantially erred, in matters of fact, during its presentation to the Investment Panel;
2. The United Way Community Investment Panel substantially erred, in matters of fact, in its deliberations as noted in the Fund Distribution Summary report made to the Board of Directors.

Appeal Process

1. Within thirty days after the United Way Board of Directors' actions, the appealing agency president (or his/her volunteer designate) must present in writing, a brief letter to the chairperson of the Community Investment Committee, noting the grounds for appeal and supporting documentation.
2. Within thirty days after receipt of the appealing agency's letter, an informal meeting is required between the following people: President of the appealing agency (or his/her volunteer designate) and executive director, United Way's Community Investment Committee Chairperson, Executive Director and/or Community Investment Director. The purpose of such a meeting would be to (a) explore the basis of a re-hearing to gain a better understanding of the appeals request; (b) answer questions regarding the original fund allocation and possibly unresolved related issues; and (c) advise the agency on additional information as should be provided if the agency wishes to proceed with its appeal.
3. Within fourteen days after the informal meeting, should the agency wish to continue its appeal, the United Way Appeals Committee will meet to hear the appeal. The Appeals Committee will be chaired and comprised of the following United Way Board of Directors and volunteers:
 - one member of the Community Investment Committee, not on the original review panel
 - one member of the original reviewing panel
 - one member of Audit Committee

Note: Members of the Appeals Committee may not be members of the Board of Directors of an appealing agency.

4. The Executive Committee will hear the recommendations of the Appeals Committee and decide upon the appeal at their next regularly scheduled meeting.

Effective: October, 2006

United Way of Lane County

UWLC BUSINESS MODEL

MISSION STATEMENT

Improving lives through the caring power of community.

COMMUNITY GOALS

EDUCATION: Preparing children for success in school and life.

By 2020, the majority of children entering public schools in Lane County demonstrate basic literacy proficiency and adequate social/emotional development.

INCOME: Moving families from poverty to financial stability.

*By 2020, increase the percentage of households between 100% and 200% of the federal poverty level that can pay their bills for at least two months after losing their main source of income.
By 2020, increase the percentage of households that are over 200% of the federal poverty level.*

HEALTH: Ensuring people have access to basic health care.

By 2020, connect an additional 15,000 uninsured or underinsured Lane County residents to a community-based system of health care

STRATEGIC PRIORITIES

- Research and champion local human service priorities.
- Report measurable progress on human service priorities.
- Increase community involvement and resources for those priorities by:
 - building new partnerships and coordinating with others in the human services system,
 - engaging individuals and groups in dialogue, decision-making and action,
 - and diversifying resources available for priority human service needs.
- Focus resources, community organization and public policy advocacy efforts to:
 - increase access to healthcare,
 - champion issues related to the needs of the working poor including the strength of our educational systems (k – university level), affordable housing and a healthy economy,
 - create a unified 211 system serving Lane County,
 - and increase funds available for the local human services system.
- Promote trust of our civic partners and civil community discourse.
- Define a healthy economy from a broad community perspective.

VALUES AND BELIEFS

- **INTEGRITY:** United Way commits itself to being a good steward of our donors' money and our volunteers' time, and to maintaining the highest standards of integrity and openness. We keep our promises. People know it: "United Way makes my caring count."
- **IMPACT:** We make a positive difference in our community and have a measurable impact of enduring consequence. Our efforts improve lives. We are committed to a United Way that is relevant to its people, its community, and the times. We assume responsibility as good stewards and are accountable for quality work and sustainable results.

- **VOLUNTARISM:** Quality volunteer involvement at all levels will assure the future health and vitality of our human care system. The most effective models of service are created and maintained through the leadership of local volunteers.
- **DIVERSITY/INCLUSIVENESS:** United Way believes that respect for and understanding of all cultures, peoples, and lifestyles are central to the spirit of voluntarism and to our mission of helping people care for one another.
- **COMMUNITY LEADERSHIP:** We enable people of all ages and abilities to contribute, to volunteer, and to help improve the lives of others. United Way is a convener, providing a community forum where all people work together to build a more caring community. United Way advocates for lasting changes in community conditions that will improve people's lives.