

# Bylaws and Policies



**United Way for Jackson & George Counties**

**Revised and Amended: 25 February 2016**

**Approved by Board of Directors: 25 February 2016**

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## UNITED WAY MISSION

**To increase the organized capacity of people to care for one another.**

## UNITED WAY CREDO

People everywhere are endowed with a desire and capacity to care for others. A concerned and caring community organization is needed as a vehicle for people to channel their energies and resources voluntarily to that end. The United Way has evolved as a community process that brings people together to promote individual well-being and social good.

Therefore, we, the volunteers and professionals of United Way, subscribe to these fundamental precepts as a guide to our daily action.

**We believe** that the dignity and worth of every individual should be cherished, protected, and preserved.

**We believe** that we are the stewards of a community process through which all the people can share both in shaping a common vision of a caring community and in transforming that vision into a dynamic reality.

**We believe** that we are strongest when we are most inclusive. We seek to involve every segment of the community in every aspect of our work. We believe that out of that involvement will grow understanding, commitment, and the material support we need.

**We believe** that donors, volunteers, and service providers are the principal stakeholders in our community organization; sensitivity to their needs is essential to the success of the process called United Way.

**We believe** that people who give their time or money to the community should have clear, accurate information about how their resources are put to use.

**We believe** that we must search continuously for new and better ways to meet community needs more fully and economically. We must anticipate and shape change and give the same consideration to new community needs as we give to familiar ones.

**We believe** that we must assess the effectiveness of the programs we support against objective standards, and that we must encourage all voluntary agencies to do the same.

**We believe** that we must strengthen the social bonds that unite us by exercising our responsibility to one another as a community of caring people.

**Bylaws of  
United Way for Jackson & George Counties**

Article I. OFFICES, FISCAL YEAR, ANNUAL MEETING, AND MEMBERSHIP

- A. The name of this corporation shall be United Way for Jackson & George Counties, Mississippi, Inc.
- B. The principal office shall be located at 3510 Magnolia Street, Pascagoula, Mississippi.
- C. Other offices for the transaction of business may be located at such places as the Board of Directors determines.
- D. The corporation's fiscal year shall be the calendar year.
- E. The duly elected members of the Board of Directors shall vote on all affairs of the corporation.
- F. The annual meeting of the Board of Directors shall be held during the first quarter of the subsequent year, at such date, time, and place as the Board of Directors determines. All news media, participating agencies, and the general public shall be encouraged to attend for the purpose of hearing the corporation's Annual Report. Ten (10) days notice shall be provided to the Board of Directors and general public prior to the annual meeting.
- G. A quorum of any meeting of the directors of the corporation shall consist of not less than (15) fifteen members thereof; any action by the majority of those present at such meeting shall be the action of the Board of Directors.
- H. The President, or in his/her absence a Vice-President, shall preside at all such meetings.

Article II. BOARD OF DIRECTORS

- A. The management of all of the affairs, property, and business of the corporation shall be exclusively managed and vested in a Board of Directors, consisting of not more than (50) fifty members, one-third of whom shall be elected each year at the annual meeting. The number of directors shall be set at the annual meeting. The terms of office of the Board of Directors shall be by nomination and election at the annual meeting. Vacancies occurring on the Board of Directors may be filled by the Board for unexpired terms.
- B. Meetings of the Board of Directors shall be held at least quarterly and on call of the President, or in his/her absence, by a Vice-President, providing not less than (3) three days notice of such meeting is given to each director.

- C. **Directors may participate in and act at any meeting of the Board of Directors through the use of a conference telephone or other communications equipment so long as all persons participating in the meeting can communicate with each other concurrently. Telephonic or electronic director participation in a meeting will constitute attendance and presence at the meeting so long as that director can be definitively identified. Participation by electronic means is not intended to replace in-person attendance when possible and practical.**
- D. Any member who fails to attend at least 50 (fifty) percent of the regularly scheduled and/or called meetings of the Board and/or Executive Committee, without just cause, shall be considered for removal from the Board. Such consideration shall be the responsibility of the Executive Committee.
- E. The duties of the Board of Directors shall be:
1. To manage the affairs of the corporation.
  2. To adopt such policies and procedures as may be consistent with the Articles of Incorporation and Bylaws.
  3. To appoint such committees as it may deem expedient for carrying out the objectives of this corporation, and to act upon the recommendations of such committees.
  4. To employ a Chief Executive Officer and to fix his/her salary, and may on occasion determine which employees shall hold their respective offices and further determine their term, powers, and duties.
  5. To give a full and complete report of its activities at the annual meeting of the Directors.
  6. To enter into agreements or contracts with participating or member agencies with such agreements and provisions as the Board of Directors may, in its sole discretion, determine.
  7. To pass such rules, regulations, and procedures as deemed fit in the furtherance of the business of the corporation.
  8. To approve the annual budget.
  9. In general, to do any and all things and acts ordinarily carried out by a Board of Directors that will not be inconsistent with the Charter of this corporation, these Bylaws, or the laws of the State of Mississippi.
- F. Not later than December, the President shall appoint a nominating committee of not fewer than (5) five members of the board to make nominations for the election of directors at the annual meeting of the membership.

Article III. OFFICERS

- A. The officers of the corporation shall be a President (elected for a term of two years), Vice-Presidents for Campaign, Allocations, Communications, Planning, Finance (Treasurer), and a Secretary, all of whom shall be elected for a term of one (1) year, and shall hold office until their successors are duly elected and qualified.

There may also be a President-Elect and a Vice-President-Elect of Campaign who shall both be eligible to serve as members of the Executive Committee for one year prior to their elected terms.

- B. The duties of the officers will be those normally ascribed and incidental to their respective offices.
- C. In addition to the officers herein provided for, the Board of Directors may appoint and elect a Chief Executive Officer, who shall hold office for such term and shall execute such powers and perform such duties as shall be determined, from time to time, by the Board of Directors. The Chief Executive Officer's compensation shall be such an amount as determined by the Board of Directors. Such Chief Executive Officer may be elected Secretary-Treasurer of the corporation and serve in both capacities.
- D. The Board of Directors may require any and all officers or employees to give bond to the corporation with sufficient surety or sureties conditioned to the faithful performance of the duties of their respective offices, to pay for the same from the corporation monies, and to comply with such other conditions as may, from time to time, be required by the Board of Directors.

Article IV. EXECUTIVE COMMITTEE

- A. There shall be an Executive Committee that shall consist of the officers and seven to ten members at large. The Executive Committee shall exercise, between meetings of the Board, all the powers of the Board of Directors and the management of the business of the corporation, excepting the power to fill vacancies, amend bylaws, and such other powers as are prohibited to the committee by law.
- B. The President shall serve as Chairman of the Executive Committee.
- C. The Executive Committee shall meet at the call of the President or Secretary. The quorum shall be (6) six, and action by the majority shall constitute action by the committee, by phone or otherwise, within a reasonable time before such meetings.
- D. The Executive Committee shall keep regular minutes of its proceedings and submit the same for examination and approval at each meeting.

Article V. OTHER COMMITTEES

- A. The President may appoint, subject to approval of the Executive Committee, any or all of the following standing committees and such other committees as may be deemed necessary from time to time. Each of these committees shall consist of such number of members as the Executive Committee and President deem advisable. All acts of such committees shall be subject to approval of the Board of Directors or Executive Committee.
1. The Allocations Committee. This committee shall, on behalf of the givers, oversee the allocations process from United Way to proposed beneficiary agencies or services, and all matters incidental thereto.
  2. **The Public Information (Communications) Committee. This committee shall be responsible for the oversight of all information concerning United Way, development of communications strategies, production of collateral publicity pieces, planning of special events and all matters incidental thereto.**
  3. The Campaign Committee. This committee shall be responsible for the organization, preparation, and conducting of the annual campaign, and all matters incidental thereto.
  4. **The Human Resources Committee. This committee shall be consulted on personnel matters including, but not limited to, hiring, termination and disciplinary matters.**
  5. **The Planning Committee. This committee shall recommend agency or service admissions to United Way, oversee the grants process, review an agency's continued partnership and funding (when necessary) and all matters incidental thereto. This committee shall also be responsible for maintenance of United Way's Policies and Bylaws.**
  6. **The Finance Committee. The Finance Committee is responsible for monitoring and communicating to the board the organization's overall financial health. Duties may include, but are not limited to, budgeting and financial planning, financial reporting, and the creation and monitoring of internal controls and accountability policies.**
- B. All committees shall meet at such time as may be agreed upon by the majority of the members thereof, or upon call of the chairman of the committee.

**Article VI. FISCAL AGENT**

- A. United Way for Jackson & George Counties (UWJGC) shall serve as the fiscal agent for the Moss Point and Ocean Springs Excel by 5 coalitions and such other organizations as approved by the UWJGC board. UWJGC shall have custody of the organizations' funds and securities and shall keep full and accurate accounts of receipts and disbursements. The organizations' books and accounts shall be maintained in accordance with standard accounting procedures. All money and other valuable effects of the organizations shall be deposited by the agent to the credit of the organizations. The agent shall disburse the funds of the organizations, taking vouchers for such disbursements, and shall render to the Steering Committees at their regular meetings or whenever requested an account of the organizations' fiscal condition.**
- B. UWJGC shall maintain a cash receipts and disbursements register to record operating receipts and expenditures and shall each month prepare and submit to the Certification Manager, a statement summarizing operating receipts and expenditures by account classification. All excess revenue paid to the coalitions shall be the sole property of the coalitions, but shall be retained by the Agent and shall be available for use by the coalitions.**
- C. For all expenditures of funds made pursuant to this contract, the Agent shall keep financial records, including invoices, contracts, receipts, vouchers, and other documents sufficient to evidence in proper detail the nature and propriety of the expenditure.**
- D. For contracts with individual consultants, invoices for payment must state that the work performed and invoices are in accordance with the terms of the consultant contract. Furthermore, these invoices must also state the calendar dates and number of hours of each day for which the consultant is requesting compensation.**

**Article VII. AMENDMENTS**

Alterations, amendments, or repeals, in whole or in part, of the bylaws may be made by a majority of the Board of Directors at any regular or special meeting.

**Article VIII. DISSOLUTION**

Upon a dissolution of the corporation, the Board of Directors may, at its discretion, convey all the property and assets of the corporation of every description, existing after payment of its debts or other obligations, to the 501(c)(3) (nonprofit) agencies participating in United Way at the time of dissolution or to a successor organization to the existing corporation.

## **Policies of United Way for Jackson & George Counties**

### Article I. POLICY ON JOINT DIRECTORSHIPS (Voluntary Boards of Directors)

United Way for Jackson & George Counties believes it is essential for voluntary agencies to be governed by active and dynamic community leadership. It is recognized that individual leaders may have multiple interests in functions performed by participating agencies and those individuals may serve simultaneously on both an agency's board and the United Way Board of Directors.

However, the United Way Board of Directors recognizes the potential appearance of a conflict of interest when voting as a United Way director on an issue relative to a participating agency on which the individual also serves as a director. It is the policy of the United Way Board of Directors that an individual exercise his/her right of full discussion when a decision is required relative to an agency on which he/she serves as a director, but shall not vote on decisions directly affecting the participating agency in question.

### Article II. POLICY ON UNITED WAY RESTRICTED RESERVE

**United Way for Jackson & George Counties shall make every effort to maintain a reserve equal to at least one-third of its campaign pledges plus 12 months operating expense for the current year. All available income, including investment income and any other unrestricted funds, shall be used to meet obligations prior to utilizing resources from the restricted fund.**

Before restricted funds may be expended, a two-thirds favorable vote must be obtained from the directors present at a regularly scheduled or special Board of Directors' meeting called in accordance with the United Way bylaws.

The United Way Executive Committee may utilize interest gained from the principal investment to meet obligations if unrestricted funds are not available. They must report this action in full to the Board of Directors at its next meeting.

If economic conditions permit, United Way should periodically increase the principal in the reserve to equal one-third of the current year's campaign pledges. Under the same conditions, interest earned and surplus campaign funds may be used to increase the restricted reserve.

Special gifts may be solicited and received to establish restricted funds for special purposes established by the United Way Board of Directors.

United Way must be audited annually by an independent certified public accountant. **Reserves, annual condition and ongoing financial viability shall be addressed as a separate line item.** The audit must be maintained in the United Way office and access guaranteed to any who wish to review the United Way's financial status.

Article III. POLICY ON SUPPLEMENTAL FUNDRAISING/FINANCING

United Way and all participating member agencies have established the principle of one community-based solicitation annually on behalf of all agencies. It is expected that United Way will be notified of any plans by an agency to conduct a supplemental fundraising program and agreement established on the program to be conducted in accordance with policy.

A. Sale of Merchandise

Occasional sale of merchandise or services by participating agencies is acceptable if:

1. it does not represent an imposition on the purchaser,
2. it is presented for its utility to the user rather than for the benefit of the agency only, and
3. it is priced at about fair market value.

B. Acceptance of Contributions

Acceptance of unsolicited contributions by member agencies is permitted.

C. Supplemental Funding Sources

Funds received from supplemental sources used to increase ongoing operating expenses often cause difficulty if these funds are not expected to continue. United Way cannot assume responsibility to maintain the increased financial requirements in subsequent years unless previously agreed upon.

D. Use of United Way Copyright

It is not acceptable that a United Way member agency permit another organization to use United Way's name in a fundraising campaign without prior approval from the United Way Executive Committee.

E. Capital Fundraising

Capital fundraising projects shall be reviewed with United Way and receive United Way's approval.

F. Fees/Dues

Member agencies are encouraged to charge for direct services rendered (i.e., fees, membership dues) when appropriate and to seek other appropriate sources of support/revenue where feasible, including governmental and foundation grants.

G. Supplemental Fundraising Timetable Restriction

Any agency receiving United Way funding may conduct a supplemental fundraising campaign during the annual United Way drive. The agency must submit a written notice to United Way no less than (30) thirty days prior to the date of the event detailing the reason(s) for the supplemental fundraising campaign and what activities will be a part of the campaign, including dates, times, and locations of events. Agencies are strongly encouraged to avoid scheduling any supplemental fundraising event on days that coincide with United Way campaign events.

H. National Affiliation Fundraising Activities

1. Member agencies and/or programs that are affiliates (chapters, divisions, offices, etc.) of a national organization should not assume their national policies and/or operating procedures relative to fundraising supersede the fundraising policies of United Way.
2. United Way for Jackson & George Counties is autonomous and has no national agreements, written or otherwise, which exempt any national organization and/or its affiliates from local United Way policies.
3. United Way recognizes affiliates cannot mandate national compliance with local United Way policy. However, local affiliates should inform United Way of any and all fundraising activities (including direct mail solicitations) and work cooperatively to resolve any issues that may be caused by, or surface from, the fundraising activity.

Article IV. POLICY AND GUIDELINES FOR CAPITAL CAMPAIGNS

Introduction

United Way recognizes the physical facility of each participating agency is integral to the effectiveness of the agency's programs. It is expected that, from time to time, a given agency may desire to conduct a capital campaign for the purpose of acquiring, constructing, or renovating land and/or physical facilities.

In this area of capital needs, United Way has responsibilities to:

1. Review the agency's capital campaign plan and become knowledgeable of it.
2. Seek to ensure the community is not overtaxed by concurrent capital campaigns.

Article V. OVERALL SOLICITATION POLICY

The United Way for Jackson & George Counties' Board of Directors believes that the most responsible contributors are those who have the opportunity to become informed and involved. The Board further believes that well planned campaigns with an effective communications program, conducted by committed volunteers, will ensure responsive contributors.

While the Board is opposed to pressure as a motivation for giving, it recognizes a responsibility to formally state its beliefs and to then respect freedom of choice as a basic tenet of a democratic society.

With regard to all charitable solicitation efforts, the United Way for Jackson & George Counties' Board of Directors believes:

- A. Giving is a personal matter and a personal decision.
- B. Pressure to give is wrong, unnecessary, and a poor substitute for effective campaigning.
- C. The exertion of pressure to give violates the concept of volunteerism.
- D. Pressure to give is hurtful to both the potential contributor and the cause.
- E. An objective based solely on 100 percent participation can create a perception of pressure, real or implied.
- F. No action that is coercive is acceptable.

Article VI. DONOR DESIGNATIONS POLICY

During each annual United Way campaign, some donors may request to direct their donations to a specific agency or agencies. United Way shall comply, when possible, with all such requests. Designations to United Way member agencies shall be considered first-dollars-in toward meeting the designated agency's operations' deficit as reflected by the annual budget submitted to the United Way Allocations Committee.

United Way recognizes certain inequities may exist among agencies in their abilities to advertise or otherwise promote and communicate their funding needs to the general public; therefore, United Way prohibits any and all personal solicitations and/or public advertisements for donor designations to specific United Way member agencies via the United Way campaign.

Article VII. COMBINED FEDERAL CAMPAIGN (CFC) PARTICIPATION POLICY

United Way member agencies desiring to participate in the annual Combined Federal Campaign (CFC) must meet participation requirements and file independently as an unaffiliated agency.

Article VIII. FINANCIAL SUPPORT POLICIES

A. General Financial Policies

It is essential that all agencies comply with the standards of accounting and financial reporting that have been established and that these financial reports are shared with United Way to provide the basis for determining the extent of need for financial support. All agencies are expected to fully disclose all sources of support/revenue and expenditures. Each agency is expected to do the following:

1. Agencies with annual revenues of \$500,000 or more are required to provide audited financial statements annually. Agencies with annual revenues of \$100,000 – \$499,999 are required to provide either annual CPA “Reviewed” financial statements or audited financial statements every year. Agencies with annual revenues below \$100,000 are required to provide annual financial statements. (United Way may occasionally request an audit of any and all agencies to satisfy financial issues, should such issues arise.)
2. Every agency must file a comprehensive financial report at the end of each month, indicating income and expenses. Basic data should include approved operating budget, monthly expenditures, and cumulative totals. An attachment to the monthly financial statement should contain program service statistics to date. (United Way will furnish forms for these reports upon request.)
3. Agencies must provide all program and financial information requested by the Allocations Committee.

B. Grant Recipient Policies

United Way has been established to provide one federated campaign annually to support human care agencies included in the campaign. United Way and participating agencies must together balance the responsibility to monitor the use of funds entrusted to it and at the same time not interfere with the essential autonomy of United Way and individual participating agencies.

1. United Way expects any agency operating under a government contract to be knowledgeable about the terms of the contract, guidelines, and regulations relative to expenditures, administrative fees owed the funding source(s), etc.
2. United Way cannot be responsible for costs associated with any grant due to mismanagement, violation of the contract, or expenditures made by the agency that are not reimbursable by the funding source.
3. United Way expects the agency's professional staff to fully inform the agency's board of directors of the implications and liabilities associated with any grants or contracts with government agencies or other funding bodies.
4. The agency's board of directors should be aware of any personal liability, if any, relative to the contract in questions.

#### Article IX. PARTICIPATION CLASSIFICATIONS

All organizations admitted into the United Way federation are referred to as member or partner agencies and receive financial support from the proceeds of the annual campaign in such amounts as determined by the volunteer Allocations Committee and approved by the Board of Directors. The maximum funding level for any and all agencies/programs is \$110,000.

##### A. Comprehensive Participation

In this classification, the allocation tends to be either a large dollar amount or a substantial portion of the agency's total expenditure. Agencies in this category generally have physical facilities and year-round services in the Jackson/George County area.

Agencies dependent upon United Way should not increase the annual funding request to United Way by more than 10 percent over the previous year's United Way funding without first scheduling a review meeting with United Way officials to outline the need for increased support and to ascertain if such an increase is a feasible request.

##### B. Grant Participation

An agency in this classification is provided a grant, usually a small amount of money or a small percentage of the agency's total expenditures, that may be awarded to ensure services for a specific geographic area and/or a special segment of the population.

C. Dual Participation

An agency may be in the Comprehensive Participation category for its ongoing operations and in the Grant Participation category to meet the needs of a special program. (The Grant Participation category tends to focus on a specific service area.)

D. Temporary Participation

United Way cannot be expected to replace federal or state grant funds that are withdrawn due to canceled contracts or cutbacks in federal or state funding. However, United Way and the agency in question may mutually discuss and explore all alternatives to reducing or eliminating vital human service programs.

E. Limited Participation

A few organizations either receive a very small allocation from United Way or operate totally outside the community. In these cases, allocations may be paid quarterly or semiannually and a limited amount of reporting to United Way is required of these agencies.

NOTE: Those agencies classified as a Grant or Limited Participation agency shall determine, with United Way, the extent of reporting required during the year. However, all agencies must submit an annual audit or IRS Form 990. The United Way Chief Executive Officer, at his/her discretion, may withhold monthly allocations if the policies adopted by the Board of Directors are not adhered to. The agency may appeal in writing to the United Way Executive Committee for resumption of monthly allocations if payments are withheld due to policy violation.

Article X. SURPLUS OR DEFICIT OPERATIONS

A. Fund Surplus

Agency budgets should reflect a balanced financial picture and the budget should be the basic plan for guiding the fiscal activities of the agency. United Way is usually the “last in” dollar. Additional support/revenue should be used to reduce the need for future United Way support.

B. Fund Deficit

1. United Way shall not assume responsibility for deficits in an agency’s operations nor assume responsibility for total operating deficits in multi-county operations.

2. Most deficits in operating budgets can be anticipated and United Way should be contacted immediately. Depending on available resources and justification, United Way may assist with the deficit to the extent possible. The agency must indicate it is exploring and utilizing all possible resources to reduce the deficit on its own.
3. Efforts will especially be made to assist agencies in deficit situations when, in the judgment of United Way, circumstances were beyond the control of the agency staff and governing authority. The agency's Board of Directors must indicate that it exercised its authority in controlling the events leading to the deficit situation.

Article XI. CAPITAL EXPENDITURES

United Way states that contributions to the annual campaign are not to be used for major equipment items or "brick and mortar." A capital campaign is the normal approach for agencies to secure capital funding. Normal operating income must not be diverted to capital expenses.

Article XII. DEPRECIATION

**When forming budgets, non-cash items, such as depreciation, should not be included in operating net income.**

Article XIII. APPEALS

Notification of the annual allocation is made by written report to member agencies immediately following the United Way Board of Directors' determination of allocations. Any agency may request a conference with United Way to discuss the rationale relative to an allocation.

A. Appeals Criteria

1. If an error was made by United Way in the use of information submitted by the agency, the agency should follow the procedure outlined below.
2. Additional information has become available to the agency that was not available prior to determination of the agency's allocation.

B. Appellant Procedures

1. The president of the appellant agency's board of directors must submit a written request for a conference with United Way officials.

2. The appellant must document in writing the error made by United Way and/or the additional information and the subsequent impact on the agency's financial plan and resulting services.
3. The appellant agency should provide pertinent program and financial material to United Way at least 10 (ten) days prior to United Way meeting with the agency's representative(s).

C. United Way Procedures

1. The Planning Committee will forward its recommendations to the United Way Board of Directors.
2. The President of the United Way Board of Directors shall provide written notification to the appellant agency's board president as to the final outcome of the appeal.

Article XIV. AGENCY REVIEWS

United Way for Jackson & George Counties and individual participating agencies should periodically and cooperatively review the basis for continuing participation and to clarify any and all appropriate matters regarding the current and future relationship between the two bodies.

Article XV. MULTI-YEAR FUNDING OF AGENCIES

A. Primary Consideration

Multi-year funding is a partnership between United Way and its member agencies that is built on a relationship of trust and dedicated to providing critical services to the community.

The guidelines of the program are:

1. The multi-year funding may be based on already vetted or new programs and/or projects.
2. Each agency shall complete a "scorecard" summary of its current state and future state focus and include perspectives on clients, financials, and organization.
3. United Way and each agency shall participate in a collaborative progress review annually.
  - a. Agencies receiving less than 10 percent of their overall funding from United Way shall have (1) one formal meeting and (1) one informal meeting annually.

- b. Agencies where United Way funds only a program shall have (1) one formal meeting and (1) one informal meeting annually.
  - c. Agencies receiving 10 – 50 percent of their overall funding from United Way shall have (1) one formal meeting and (2) two informal meetings annually.
  - d. Agencies receiving 50 percent or more of their overall funding from United Way shall have (2) two formal meetings and one (1) informal meeting annually.
  - e. Any agency with less than (3) three years as a United Way agency or any agency with financial and/or organizational concerns will have more meetings as needed.
- 4. Formal scorecard review meetings shall be held in the first quarter and fourth quarter annually and shall include participation by the executive director and critical staff from each agency, United Way Chief Executive Officer, United Way staff and United Way Board of Directors' representative(s). Informal scorecard review meetings shall be held in the second quarter and third quarter and shall include the same participants as the formal reviews. Board members will be asked to work with one agency during the year and attend all meetings with that agency throughout the year.
  - 5. Any United Way funding increase shall be considered only one time annually and shall be limited to a maximum of 10 percent. This consideration shall take place during the annual allocations process and shall be forwarded to the allocations panel by the formal review panels.
  - 6. At the end of each agency's three year funding cycle, a final formal review with the agency shall be completed prior to the annual allocations process. The United Way panel shall determine whether or not the agency should continue to be supported by United Way. If it is decided that the agency should continue to receive support, the agency will then proceed through the allocations process. The allocations panel may approve an increase in funding not to exceed 30 percent minus any increases the agency may have received during the previous three year funding cycle.

**B. United Way Commitment to Member Agencies**

- 1. United Way shall guide agency leadership through the development of the individual scorecards and shall lead the review process.

2. United Way shall provide leadership to the agencies that focuses on measurable achievements and outcomes and encourages engaged, committed staff and volunteers.
3. United Way shall encourage both positive and constructive feedback from the agencies.
4. United Way shall identify areas of expertise from among its current Board of Directors and shall provide leadership to the agencies from those areas. United Way shall also help identify member and other area agencies that are positioned to mentor and/or assist its member agencies.
5. United Way may assist the agencies in their recruitment of appropriate board members.

## Article XVI. ADMISSION POLICIES

### A. Primary Considerations

United Way, as the central voluntary fundraising and allocation instrument in Jackson and George Counties, has the responsibility to consider the request of any agency for participation and support.

The primary factors to be considered in determining membership are:

1. Community need
2. Ability of agency to provide quality service
3. Willingness of community to support services as provided through United Way
4. Potential ability of United Way to finance services at any given time
5. Cost effectiveness of services to be provided
6. Extent agency duplicates other services

### B. Eligibility Requirements

1. Agencies admitted must be incorporated as a nonprofit organization qualifying for charitable deduction under Section 501(c)(3) of the Internal Revenue Code and be chartered as a nonprofit by the State of Mississippi.

2. Agencies must adhere to a policy of nondiscrimination.
3. An agency's program must be consistent with the general aims and purposes of United Way.

C. Requirements for Admission

1. Volunteer Governance

There must be an unpaid governing board of directors that has control of the agency. The agency's board membership must be broadly representative of the community and conduct its business in accordance with bylaws that provide for regular meetings, quorum requirements, and a specific method of nominations and election of directors and officers.

2. Finance

The agency must be willing to adopt the standards of uniform accounting and reporting acceptable to United Way. It must have and make available to United Way an independent certified audit of its financial operation for the most recent fiscal year or a copy of IRS Form 990.

An agency's annual budget is the key instrument in the United Way agency financial relationship. The agency's annual budget must reflect its program plans and regular financial statements must be provided as requested. The agency must agree to provide United Way with full access to its financial records and procedures.

3. Adherence to United Way Policies

The agency must be willing to abide by those requirements for member agencies as indicated in United Way policies.

D. Admission Inquiries

1. Agencies and/or programs may inquire in regard to admission to United Way at any time of the year.
2. Interested applicants will be required to submit a letter affirming their interest in admission. Letters of interest will be kept on file at United Way for that calendar year only.
3. Eligible agencies with letters of inquiry on file will be officially notified as to when the admission process is opened and will be provided such forms, instructions, and requests for documentation as necessary for admission consideration.

E. Timetable for Admission Applications

1. The deadline for receiving applications shall be the last Friday of February.
2. The United Way Planning Committee shall present its report to the United Way Board no later than the second quarter's Board meeting, unless otherwise determined by the Board.
3. Agencies approved for funding shall be included in the fall campaign of that year, with funding to begin January of the following year, unless otherwise determined by the Board.

F. Procedures for Admission

1. The United Way Planning Committee will conduct its review and such studies and conferences with the applicant agency as are necessary. These procedures shall be scheduled to ensure the final recommendation is made to the United Way Board of Directors preferably no later than their second quarter meeting.
2. The report to the United Way Board shall include any specific conditions of admission and a suggested level of financing for the initial funding period.
3. The applicant agency shall be notified immediately of the decision of the Board.
4. If the applicant agency is admitted, the Allocations Committee shall review its budget and recommend its allocation as part of its regular annual budget review process.
5. If the applicant agency is denied admission, the United Way Board shall communicate the reasons for its decision.

G. Moratoriums on Admissions

1. It shall be determined by the United Way Board of Directors when it is in the best interest of the current member agencies and United Way to impose a moratorium on agency admissions for a given period of time.
2. Such moratoriums on admission of additional agencies and/or programs shall be determined based on United Way's annual fund-raising potential, economic climate in Jackson County and George County, and any and all such influences that may affect United Way's ability to continue to fund its current agencies at a reasonable and adequate level.