



Agency Handbook

▶▶▶ 2022

CONTENTS

IMPORTANT MEMBER AGENCY INFORMATION.....	5
COMMUNITY IMPACT	15
COMMUNITY INITIATIVES AND PROGRAMS.....	17
FINANCE	19
MARKETING & COMMUNICATIONS.....	20
OPERATIONS.....	22
PUBLIC RELATIONS	24
RESOURCE DEVELOPMENT	25



A Message to Our Agencies

Greetings Partner Agencies,

As we count down to United Way of Central Alabama's 100th year, we know that our longevity is largely the result of the life-changing work that you are doing on the ground every day. Thank you for your continued commitment to United Way's mission and the partnership we have forged.

I hope you will find this latest edition of the Partner Agency Handbook useful, as it provides an overview of our corporate departments, key contacts and the valuable services and benefits available to partner agencies. You will also find an explanation of the allocation process, important information about fundraising and guidelines for how partner agencies should represent the United Way brand.

Our overarching goal of building a stronger, more equitable and vibrant community for everyone remains our focus and YOU are the means to that end. We are truly proud to support, and partner with, your organization on this journey. LIVE UNITED.

Sincerely,

A handwritten signature in black ink that reads "Drew Langloh". The signature is written in a cursive, flowing style.

Drew Langloh
President & Chief Executive Officer

Important Member Agency Information

INTRODUCTION

The United Way of Central Alabama and its affiliated agencies must work together to secure the necessary funds needed to maximize the community's support of its voluntary social service organizations. The intent of the United Way of Central Alabama is to be flexible and attentive to the needs of those with whom it works to satisfy the human needs of this area. As a result, this policy is intended to provide a guide to be used by each agency in determining their course of action in relation to fund raising activities. In this context, agencies need to be sensitive to the impact their fundraising efforts have on United Way fund raising.

STATEMENT OF PRINCIPLES

1. All circumstances and contingencies simply cannot be addressed by establishing regulations for agency fundraising.
2. Supporters of agency events, individuals, and corporations must make the decision on whether to support a fundraising effort.
3. The United Way has the responsibility to communicate to agency boards and the corporate community the policy and philosophy that guide agency fund raising activities.
4. Agencies must seek to preserve the effectiveness of the fundraising relationship between the corporate community and the United Way.
5. Agency fund raising should be conducted in a manner that reflects good judgment and common sense. Most often, market factors serve to regulate the conduct of agency fund raisers; however, the possibility exists that the approach will not work as intended and fund raising will be viewed negatively. The United Way will review these situations that arise on a case-by-case basis when they are reported and work with the agency and the company to find a resolution.
6. Specific Agency Fundraising Guidelines are included on the statement of Partner Agency Responsibilities listed on page 4.

PARTNER AGENCY RESPONSIBILITIES

United Way of Central Alabama member agencies agree to:

1. Maintain a responsible management with a board of directors which meets at least quarterly.
2. Abide by the Agency Fund Raising Guidelines
 - a. Agencies may not conduct fund raising efforts between September 1st and Thanksgiving Day.
 - b. Agencies may not campaign for employee contributions since the United Way provides this service on behalf of agencies. With the exception the State Employees Campaign, agencies may not engage in efforts to promote designations of gifts within any payroll deduction campaign.
 - c. Events that involve third-party fund raisers should be sanctioned by the United Way. This includes any group considered by the agency to raise funds in the name of that agency. The United Way and all participating agencies have a vested interest in legitimate events that

provide a reasonable return for the funds given, as well as efforts that are conducted in an ethical manner by reputable fundraising representatives. All interests are considered when the United Way reviews these events or efforts beforehand.

- d. All capital campaigns must be approved beforehand by United Way.
3. Participate annually in the Alabama State Employee Campaign as a member of the United Way Federation.
4. Cooperate with other agencies, both governmental and voluntary, in avoiding duplication of effort and in promoting economy and efficiency in operation.
5. For agencies with revenues exceeding \$250,000, furnish a copy of the annual audit and management letter which complies with the standards set forth in the American Institute of Certified Public Accountants (AICPA) Audit and Accounting Guide, Not-for-Profit Organizations and, if applicable, the federal Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.
6. Annually provide a completed and current IRS Form 990 and board roster (including officers and roll off dates).
7. Identify itself to the community as a United Way agency in every practical way, including informing clients, displaying the United Way logo on its property, offices, stationary, and publications, and ensuring positive media reports acknowledge the United Way affiliation.
8. Provide program budget and service data, including specific outcomes, to the United Way on a periodic basis in a form prescribed by the United Way of Central Alabama, Inc. Board of Directors.
9. Participate in the annual campaign and lend every effort toward making the campaign a complete success. This includes giving to the United Way campaign, being available for tours, accepting campaign organization responsibility and providing volunteers and staff support when requested, maintaining a year-round program of public information and program promotion using publicity and media, and in general assist in all appropriate ways in making the annual campaign fully effective.
10. Make every effort toward full disclosure of information and be responsive to the recommendations of the United Way of Central Alabama, its volunteers, and staff.

ANNUAL AUDIT

As part of the membership agreement, agencies with annual revenue of more than \$100,000 are required to submit their annual audit with their annual allocation request that is due in August of each year. The audit must comply with the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations as set forth in the American Institute of Certified Public Accountants (AICPA) Industry Audit Guide for Audits of Voluntary Health and Welfare Organizations (which includes FASB #116, 117, and 124 as appropriate).

Each year the agency must submit an unqualified audit that includes disclosure of all assets and liabilities and provides an income statement on an accrual accounting basis meeting Standards for Charity Accountability established by the Better Business Bureau.

Audits must be completed within eight months after the end of the fiscal year so they can be submitted to United Way by mid-August. If the agency fiscal year end falls at a time where the mid-August deadline cannot be met, the agency is requested to submit in writing the date the audit can be expected. If the expected date passes and the audit has not been received a follow up call to the agency is made for details.

Complete financial statements should be prepared in conformity with generally accepted accounting principles (GAAP), accompanied by a report of an independent certified public accountant, and reviewed by the board. A GAAP audit requires that:

a statement of functional allocation of expenses should be available and that audits include the auditor's report, notes, and any supplementary schedules.

When appropriate, agencies receiving federal grants, fees and contracts are expected to comply with federal reporting guidelines (e.g., OMB A-133) and make these statements available.

FUNDING ACCOUNTABILITY AND STEWARDSHIP FOR PARTNER AGENCIES

Purpose

Excellence in stewardship over donor dollars is a hallmark of United Way's value proposition in the community. The stewardship function is driven by the Community Impact Department with oversight from the Community Impact Committee of the Board of Directors. United Way and its partners have a vested interest in making certain funds are well used and that donors are confident about UWCA's ability to ensure accountability. This policy establishes the procedures behind the Stewardship Review and the Special Evaluation processes.

Stewardship Review

One of United Way of Central Alabama's functions is to ensure community needs are identified, resources are properly allocated to meet these needs, and allocation agencies have a credible structure to utilize the resources. The Community Impact Department fulfills this role by reviewing partner agencies and program services to ensure they are as accountable as possible. In addition to the annual review each partner agency receives by the Visiting Allocations Team (VAT), each year all United Way partner agencies are required to submit documents as part of an annual stewardship review. The stewardship review schedule and requirements will be communicated to all agencies annually and submitted documents will be reviewed internally by UWCA staff.

The Special Evaluation Process

A sub-committee of Community Impact implements the Special Evaluation Process called the Special Evaluation Committee. This Committee is chaired by the Chair of the Community Impact Committee and may include both members and non-members of the Community Impact Committee. United Way may recommend Special Evaluations of agency partners:

1. If the agency does not satisfy the recommendations included in the VAT report within the specified time frame or submitted stewardship documents warrant a SEC review.
2. If the issues identified require more immediate intervention.
3. In other situations, as deemed necessary by the Allocations or the Community Impact Committees.

The Special Evaluation Committee (SEC) looks strategically at agency relationships with a variety of outcomes at their disposal, up to and including more restricted funding, de-funding, or disassociation. The standard practice for Special Evaluations is as follows:

1. Agencies will be notified in writing when they are selected for Special Evaluation.
2. The Chair of the SEC convenes United Way volunteers to educate them as to the reasons for the Special Evaluation and to review any relevant communications, documentation, or reports from the agency.
3. On behalf of the SEC, United Way staff communicates any subsequent questions to the agency's board and staff leadership.
4. The SEC Chair may choose to request an in-person meeting or meetings with the agency's board and staff leadership.
5. If the SEC deems it necessary and/or appropriate, it may work with agency representatives to develop a formalized plan detailing a time frame in which to implement changes and outlining expected progress to be made. An understanding between both parties about progress reports and possible ramifications of non-compliance should be reached. The results of non-compliance could be:
 - a. Moderately reduced (or level) funding.
 - b. Restricted Allocations— (in whole or in part) with spending limited to support specific programs or functions.
 - c. Contingent Allocation Payouts—with funding only released upon an agency's satisfactory completion of tasks and/or reporting dictated by the SEC.
 - d. More Drastic Allocation Decreases (up to and including de-funding).
 - e. Disassociation.
 - f. Capitated Allocations.
 - g. Other options as recommended by the SEC and the Community Impact Committee.
6. This agreement is communicated in writing to the agency and documented to the agency's file.
7. Agency implementation of recommendations, as well, are documented, reported to, and acknowledged by the United Way.
8. When the SEC concludes its investigation of the issues, it makes a report of its findings and recommendations to the Community Impact Committee, the Executive Committee, and the Board of Directors.
9. Any funding decisions ultimately fall under the purview of the Board of Directors.

STATEMENT ON SECTARIAN AGENCIES

What is a Sectarian Agency?

- The primary goal of a sectarian agency is meeting the needs of a distinctive group of people within a given community. Examples of sectarian agencies include the Jewish Community Center, Catholic Family Services, Jewish Family Services, YMCA, YWCA, United Community Centers (Methodist), and the Salvation Army. Each has a primary mission to develop human services programs which are sensitive to a specific set of religious values.
- According to the Interfaith Consultation on Social Welfare, it is in the best interest of America itself for sectarian groups to fulfill their own social ideals and aspirations through institutions that express their unique value systems.

Why Should United Way Fund Sectarian Agencies?

- United Way was established as a coalition of many sectarian and non-sectarian agencies. These agencies banded together because they understood that when an agency serves a particular group in the community everybody benefits.
- Historically, the agencies in United Way have always been deeply concerned with the needs of the poor, elderly, handicapped, and the disadvantaged. However, problems affect people at all levels, and require a variety of services from many voluntary agencies. United Way recognizes this and seeks to fund services which are sensitive to a wide range of individual needs and values.
- Sectarian groups were among the first to establish and to support United Way and other human service agencies. The initiatives of sectarian agencies are firmly rooted in the American ideal of pluralism, and the realization that many humanitarian efforts are based on religious conviction. Catholic, Jewish and Protestant agencies within United Way represent a drive to address social problems in the context of a special set of values. Where appropriate, a sectarian agency may provide services to persons who are not members of their sectarian community, but these agencies should not be compelled to extend their services beyond members of their groups.
- United Way is the instrument of the total community. The sectarian agencies are part of the community, not separate from it. They represent historic, grass roots interests in communities. Sectarian agencies are ideal examples of religious convictions in action. They are also a primary force in volunteerism.
- It is important that Board members of a sectarian agency be committed to the unique values and purposes of the community it serves. Therefore, it is not uncommon that all or most Board members in these agencies are also members of their respective sectarian groups.
- Community building or making the community a better place in which to live, is an important goal of United Way. Sectarian agencies support community building by addressing the special needs of various groups, by providing a place where cultural exchange can occur, and by providing culturally sensitive services to those in need.

*“The well-being of each group is dependent on the wellbeing of all
– and the well-being of all is dependent upon the well-being of each group.”*

DONOR DESIGNATION POLICY

Purpose and Scope of this Policy

The intent of the Annual United Way Campaign, initiated in Denver, Colorado in the late 1880's, is to have one appeal for many partners. The foresight of those who initiated the Annual Campaign counted on community volunteers to study the current and most pressing needs and allocate the funds accordingly. Keeping the Annual Campaign dollars in a general and unrestricted pool for allocations provides the allocation volunteers the greatest opportunity to meet the most pressing needs.

Over time, many communities have allowed donors to designate, or restrict their gifts, to one or more United Way partners and outside agencies. This practice has diminished the ability of these communities to meet their most pressing needs. Many of these communities recognize that this was the wrong road to travel and have tried, with great difficulty, to curtail this practice.

UWCA has always tried to provide the allocation volunteers with the largest pool of unrestricted dollars and to limit designated or restricted gifts. It is in this spirit that the Board of Directors appointed this Donor Designation Committee to look at the current designation environment and advise the Board of its guidelines on designations going forward.

The policy took effect January 1, 2005.

Policy

1. All designations to UWCA partners and initiatives receiving funding from the allocation process or board designated funds will be treated as "First Dollars In."
2. The minimum gift required for a designation to UWCA partners, affiliates, United Way Initiatives, and special funds will remain at \$25.
3. Designations to outside (501)(c)(3) health and human service agencies will require a \$1,000 gift with a maximum designation of \$500 so that 50% of the gift will remain in the general allocation pool.
4. Gifts received through a Donor Advised Fund cannot be further designated except to UWCA agencies or initiatives. These designations will be treated as "First Dollars In." Designations paid from a Donor Advised Fund will not reflect an individual donor's name on remittances to an agency or initiative.
5. The United Way of Central Alabama will provide in its printed material an explanation of the importance of contributions to the general allocation pool.
6. A committee, designated by the Chairman of the Board of Directors, will be named to determine gift acceptance guidelines as needed.
7. Matching dollars will not be designated to either United Way partners, affiliates, United Way Initiatives, funds or approved outside agencies. They must remain in the general allocation pool.
8. Companies must agree in writing to allow outside designations. If a company has no signed agreement form on file with Resource Development, it will be assumed that the company does not permit designations to outside agencies. Designations to partners, affiliates and United Way Initiatives funds are allowed. The exception to this is a designated gift from a major donor (\$5,000 and above) whose company has fewer than 10 employees and/or the major gifts make up 80% of giving for that company. The company will not be required to have a letter allowing designations on file. All other aspects of the designation policy apply.

9. Principal Gifts (gifts over \$100,000) are to follow the spirit of the designation policy
10. The United Way Global Corporate Leadership (GCL) program enhances a company's ability to impact communities around the world through strategic philanthropic partnerships leveraging United Way's global reach and local leadership in communities worldwide. United Way USA helps companies with a national and global footprint implement their philanthropic goals by increasing employee engagement, furthering corporate social responsibility (CSR) work, and enhancing consumer engagement and brand image in their communities. In the United Way of Central Alabama catchment area there are approximately 65 companies who actively participate in the GCL program. This means the corporate headquarters works with UW GCL Staff to select the level of involvement, timeline, approach and reporting process for its entire footprint and the local United Way serves as the ground agent. The corporate headquarters of that GCL Company makes the decisions on its designation policy and its pledge processing vendor on behalf of all its locations. Examples of GCL companies in our area are AT&T, Publix, and Wells Fargo.

Each Local United Way (LUW) establishes its own donor designation or donor choice policy based on the Board of Directors' recommendations. The United Way of Central Alabama Board of Directors represents the community, and in this capacity believes in the importance of maintaining gifts locally, supporting partner agencies and initiatives and holding an annual allocations process. Through the allocations process, the United Way of Central Alabama counts on more than 600 community volunteers to study the most pressing needs and to allocate the funds raised through the Annual Campaign accordingly. We believe that through this process, United Way adds value to the community and can maintain a certain level of quality control. The United Way of Central Alabama is fully invested in this process but at the same time respects the donor, and thus the Board of Directors has established a policy for outside (non-partner agency) designations:

- The company must inform United Way of Central Alabama that it will allow outside designations.
- The minimum gift accepted for an outside agency is \$1,000 with at least 50% of this gift remaining with United Way to be allocated to its partners.
- Designated agencies must be 501(c)(3) tax-deductible health and human service organizations. This does not include churches, schools, athletic teams, environmental agencies, etc.
- When a pledge made within these guidelines is paid, United Way forwards the payment, minus cost, to the designated organization.

In recent years, many companies with national headquarters and those participating as Global Corporate Leadership (GCL) have increased their utilization of central processing and e-pledging services. These services are managed by other local United Ways or independent pledge processing companies, and they typically process contributions raised by multiple United Ways. They often have different approaches to the handling of donor designated pledges and have differing donor choice options.

In keeping with the various policies, local pledges made through a company utilizing another processor will be counted in the United Way of Central Alabama campaign as "where raised." These dollars are raised by the United Way of Central Alabama, who has built and maintained the relationship with the local company. Results are tabulated by the processor and UWCA receives a report on the pledges made and the detail of designations. As these results are raised in the community, UWCA recognizes the company for its total pledges (including all outside designations).

If a donor chooses to follow the United Way of Central Alabama outside designation policy, he or she will receive credit for the entire gift. For example, if a donor pledges \$10,000 through the processor, he or she

will be recognized as a Tocqueville donor if the donor designates 50% of the gift to United Way and 50% to the chosen organization.

However, if a donor chooses to designate the entire gift to an agency and does not follow the outside designation policy, he or she will not be recognized at the leadership level. This is because the pledge and payment would not meet the established aims of the policy. As referenced above, this donor's designation will be recognized as part of the company's giving results, but the individual donor will not be recognized in any giving category unless the UWCA designation policy is followed.

This policy has been established to provide the donor with designation options while protecting the importance of the allocations process.

Giving Guideline Definitions

1. "First Dollars In" means that designated dollars to a UWCA partner will go into the general allocation pool to be distributed by the allocation process. These dollars will be a part of the allocated dollars to that partner unless the total designations exceed the allocated dollar amount. In that case, the partner will receive the amount of the total designations. Designations to UW Initiatives receiving funds from the allocation process or from board restricted funds will also be treated as "First Dollars In." If total designations received exceed the amount of funds allocated or approved to use from board restricted funds, then the initiative will receive the excess amount as designations.
2. Each designation to a UWCA partner must be at least \$25 but can be more.
3. Each designation to an acceptable (501)(c)(3) must be at least \$500 but can be more.
4. A minimum of 50% of a donor's personal contribution must be left with the UWCA general allocation pool as undesignated, i.e., \$50,000 of a \$100,000 contribution may be designated either to United Way partners or approved outside health and human service agencies. (\$25 minimum to each UWCA partner or \$500 minimum to each outside agency.)
5. All matching dollars must stay with the general fund. This means that any donor's gift that is matched must leave the matching dollar amount as undesignated to the general allocation pool.
6. A United Way Initiative is defined as a Board approved program that has a clearly outlined plan of action with an identified campaign code. (Example: Success by Six, Financial Stability Partnership, 2-1-1).
7. A United Way special fund is defined as a short-term project activated as a response to an emergency that calls for immediate community action. (Example: Community Crisis Fund, Hurricane Katrina Assistance)

Gift Giving Examples

1. A donor contributes \$10,000 and requests a \$5,000 designation divided between several UWCA partners. The donor can do this as long as the \$25 minimum designation is met, and they leave at least 50% in the general allocation pool.
2. A donor contributes \$10,000 and requests a \$5,000 designation to an approved outside agency. The donor can do this as long as the \$25 minimum designation is met, and they leave at least 50% in the general allocation pool.
3. A donor contributes \$1,000 and requests that \$500 be designated to an approved outside agency. The donor can do this. They are leaving 50% of their total contribution to the general allocation pool. They can designate to UWCA partners if each designation meets the \$25 minimum.

ALLOCATIONS PROCESS

Allocation applications are provided to partner agencies in July; applications are due in August.

HOW YOU CAN HELP

- Attend the agency application workshop in June.
- Submit all documents requested.
- Communicate with United Way staff as soon as issues arise, and feel free to ask as many questions as needed.
- Request technical assistance early in the process.
- Establish site visit dates/times as soon as possible.
- Report concerns as soon as they are encountered.
- **Review your allocation request thoroughly to ensure its accuracy prior to submitting it.**
- Ask your board members to lead the agency presentation during the site visit.
- Use your agency site visit as an opportunity to educate Visiting Allocation Team volunteers about how you impact the community.
- Report specific, measurable results and outcomes. Ask UWCA staff for technical assistance if needed.
- Report apparent conflicts of interest in the Visiting Allocation Team (VAT) to UWCA staff.
- Thank the volunteers.
- Remember, allocations are determined based on an agency's alignment with community goals and measurable results. A campaign that exceeds its goal does not automatically result in a higher allocation.

United Way of Central Alabama's allocation system is a volunteer-driven process. It is the responsibility of a volunteer Community Impact Committee, coordinated by the Community Impact Department, and supported by professional staff of the United Way. All agencies submit annual allocation requests that are carefully reviewed by volunteers who help the Community Impact Committee make decisions about which community programs will be a good investment of United Way dollars raised during our campaign. Each year, hundreds of community volunteers are recruited to assist the Community Impact Committee in evaluating the programs and services funded by United Way allocations. These volunteers are divided into Visiting Allocation Teams (VAT's), each of which is assigned to visit and review the applications from a small group of agency partners. Each VAT is comprised of between 20 and 25 volunteers from the community and a chairperson who has typically participated as a VAT member in previous years. Supported by United Way staff, teams are given allocation request information (budgets, client demographic information, program details, and administrative information) from their assigned agencies to review. Team members discuss and evaluate the request, prepare questions for clarification, and visit the team's assigned agencies. After the agency visits, the team discusses its observations and findings in view of the written material and the visit. Team members provide guidance and feedback to the chair for generating a report for the Community Impact Committee, and the following factors are considered in allocating funds to each agency: current community needs, agency capacity, alignment with United Way impact areas, available funding through reported campaign results and overall capacity to affect community change. Community Impact Department staff support the process by coordinating meeting logistics, documenting the outcomes of each team meeting, serving as liaison between the agency and the team, and working with the team chair to prepare final reports.

The Community Impact Committee Chair presents all recommendations to the UWCA Executive Committee and the Board in December. After Board approval, award letters containing anticipated funding amounts are sent to each agency’s Chief Volunteer Officer and Chief Professional Officer, no later than the first week of the new year. Any recommendations generated by the VATs are communicated to agency staff, either verbally or in writing. Community Impact department staff are available to provide technical assistance to address those recommendations.

Any funds designated to an agency through the Alabama State Employees Campaign or individual donors will be included in the agency’s allocation amount. All designations are considered “first dollars in” the allocation. If the designations exceed the amount allocated, the agency will receive all funds above and beyond the allocation.

Following is a brief schedule of the allocation process:

- **June** – Training sessions offered for agency staff.
- **July** - United Way on-line application period opens.
- **August** - Agency allocation requests are due.
- **September** - Visiting Allocation Team volunteers are trained, and meeting dates are set for agency visits.
- **October and November** - VATs review agency allocation applications and make site visits to their assigned agencies.
- **December** - Team Chairs submit reports and recommendations to the Community Impact Committee. The Committee makes funding recommendations to the Board of Directors. Final allocations are approved by the Board of Directors. Allocation award letters are mailed.

Staff Title	Staff Name	Contact
VP Allocations & Grants	Kadie Peters	205.458.2168
Director, Agency Relations and Allocations	Shakeitha Tatum	205.458.2078

COMMUNITY IMPACT

FUNDING: AGENCY ALLOCATIONS

United Way of Central Alabama's allocation system, which provides funds to its partner agencies, is an entirely volunteer-driven process. Partners submit an online allocation application each year that is carefully reviewed by a Visiting Allocation Team (VAT). VAT volunteers help us make decisions about which community programs will be a good investment of United Way dollars raised during our campaign, and they play a vital role in relationships with our member agencies.

Each year, hundreds of community volunteers are recruited to assist the Community Impact Committee in evaluating the programs and services funded by United Way allocations. These volunteers are divided into Visiting Allocation Teams (VAT's), each of which is assigned to visit and review the applications from a small group of agency partners. Each VAT is comprised of between 20 and 25 volunteers from the community and a chairperson who has typically participated as a VAT member in previous years. Supported by United Way staff, chairpersons orient the team to the process and present the team's report to the Community Impact Committee and other team chairs during an Allocations Hearing. The following factors are considered in allocating funds to each agency: current community needs, agency capacity, alignment with United Way impact areas, available funding through reported campaign results and overall capacity to affect community change.

The Community Impact Committee presents all agency allocation recommendations to the Executive Committee for their approval and to the Board of Directors for a vote. Funding, as approved by the Board, is announced to partner agencies at the start of each calendar year.

FUNDING: COLLABORATIVE GRANT-MAKING

For many years, United Way has funded organizations outside its federation through short-term agreements with agencies meeting identified community needs. Beginning in 2014, the Community Impact Committee expanded these efforts through grant-making cycles in strategic areas aligned with the goals of the Bold Goals Coalition. Wherever possible, it is the stated priority of the committee to make awards in collaboration with other funding partners to leverage community dollars and maximize impact. Grants may also be available for specific needs because of an emergency need in the community. Funding recommendations may be presented at any of the quarterly Executive Committee and Board of Directors meetings.

COMMUNITY PLANNING: THE BOLD GOALS COALITION OF CENTRAL ALABAMA

While United Way is committed to long-term support of health and human services delivery organizations in Central Alabama, we recognize the problems our community faces are too large for any one organization to address on its own.

United Way launched the Bold Goals Coalition of Central Alabama in 2013 to provide collaborative space to make a greater impact in our community by examining root causes and aligning existing agendas, mutual interests, and resources. While still serving as the administrative backbone organization of the Coalition and employing staff who organize, facilitate, and maintain momentum among collaborations, United Way is by no means the only player. More than 200 different organizations are currently participating.

Coalition partners share a vision of a thriving, vibrant Central Alabama where everyone enjoys a high quality of life. By directing attention to systemic problems, aligning community-wide agendas, and sharing information and resources, the Coalition is committed to working together to make our region thrive and succeed. To create change, Coalition partners have agreed to look for “upstream” solutions to prevent societal problems wherever possible. Partners have also agreed to utilize common goals and metrics for measuring success on a community level.

Staff Title	Staff Name	Phone #	Email Address
Interim SVP/VP Allocations & Grants	Kadie Peters	205.458.2168	kpeters@uwca.org
Community Impact Allocations and Grants Coordinator	Stephanie Butler	205.251.5131, Ext. 5664	stephanie.butler@uwca.org
Bold Goals Engagement Coordinator	Madeline Cottingham	251.5131, Ext. 5664	madeline.cottingham@uwca.org
Bold Goals Partnership Coordinator	Olivia Hayes	205.251.5131, Ext. 2066	olivia.hayes@uwca.org
Senior Administrative Assistant	Veronica Horton	205.458.2059	vhorton@uwca.org
Tutoring Partnership Coordinator	Minnie Marbury	205.458.2165	minnie.marbury@uwca.org
Community Data Coordinator	Bria McKinney	205.458.3349	bria.mckinney@uwca.org
VP Bold Goals	Ryan Parker	205.458.2063	rparker@uwca.org
Director, Agency Relations and Allocations	Shakeitha Tatum	205.458.2073	statum@uwca.org

Community Initiatives and Programs

Description – United Way of Central Alabama’s slate of in-house direct services programs is known as Community Initiatives. The largest department within the agency, Community Initiatives is composed of over 80 staff positions and served over 70,000 individuals in 2021.

United Way of Central Alabama builds on the organization’s history of addressing critical needs in the community. With involvement from volunteers, partner agencies, government and the public and private sector, United Way assesses and examines emerging needs, builds partner coalitions, and implements strategies to address core issues and strengthen the community.

COMMUNITY INITIATIVES PROGRAMS:

- Community Service Response Center: 2-1-1 Information & Referral Service, Community and Corporate Assistance
- United Way Area Agency on Aging: 1-800-AGE-LINE
- Financial Stability Services, including the VITA Free Tax Preparation program, Family Stability Services, Financial & Housing Education, and the Individual Development Account Matched Savings program
- Meals on Wheels of Central Alabama
- Priority Veteran
- Success by Six and Help Me Grow
- United Way Housing Alliance
- COVID Response Program
- Disaster Recovery

Staff Title	Staff Name	Contact
Senior VP Community Initiatives	Karla Lawrence	205.458.2065
Vice President	Nick Sims	205.458.2166
Vice President	Dana Ullrich	205.458.8963
Vice President	Brooke Smith	205.458.2171
Vice President, Fund Development	Trish Hoover	205.458.2064
Director of Grants Management	Liz Wilson	205.458.2173
Project Coordinator/ Volunteer Coordinator - Interim	Candice Harris	205.458.2057
Administrative Assistant	Caron Mouzon	205.458.2172
Community Services Response Center: 2-1-1 and 1-800-AGE-LINE Director, Community Services Response Center	Jana Huddleston	205.458.2078

Staff Title	Staff Name	Contact
Coordinator, Aging & Disability Resource Center (ADRC)	Morgan Rhodes	205.458.3322
Education Vice President	Nick Sims	205.458.2166
Financial Stability Director, Financial Stability Services	Doug Horst	205.458.8964
Director, United Way Housing Alliance	Kayce Swift	205.458.8963
United Way Meals on Wheels – Jefferson County Director	Becky Wright	205.458.3329
Volunteer Coordinator	Maleia Tortorigi	205.458.2056
Priority Veteran Director	Lula Skowronek	205.458.8920
United Way Area Agency on Aging – Jefferson County Director	Laysea Chasteen	205.458.3321
Community Outreach Disaster Recovery	Brooke Smith	205.458.2171
COVID Response	Waneka Johnson	205.458.5645

FINANCE

WHAT FINANCE DOES

Bookkeeping Services/Data Processing: These services may be available to member agencies provided United Way has the operational capacity to deliver needed services. Services include payroll and accounts payable. The cost for these services is the participating agency's share of operational costs.

Financial Reporting & Fund Distribution

- Agencies receive 1/12 of their allocation monthly and payment is mailed by the 10th of each month or sent via electronic fund transfer (EFT).
- Agencies using our accounting system have expenses paid by United Way and receive credit for 1/12 of their allocation on the first (1st) of every month. Any funds advanced for payment of expenses beyond the thirty (30) day grace period and which exceed the accrued allocation will be charged interest at the prime rate.

Staff Title	Staff Name	Contact
Chief Financial Officer	Chris Smith	205.458.2089
Agency Payroll	Debbie Ward	205.458.2087
Allocation Distributions	Pam Lester	205.458.2085
Agency Accounts Payable	Fran Zinnerman	205.458.2187
Pledge Collections/Agency Designations	Lisa Jett	205.458.2082
Receipting for Gifts	Lisa Jett	205.458.2082
Stock Transactions	Sandy Deason	205.458.2053
Admin Assistant/Finance	Laura Jones	205.458.2092

MARKETING & COMMUNICATIONS

AGENCY-RELATED RESPONSIBILITIES

- Videos/Stories: We are proactive in telling the United Way story, and our partners are a big part of our message. We need video testimonials about agency clients and the benefits of partnership with United Way. You can help by letting us know when clients are willing to tell their story and advocate on our behalf.
- Social Media:
Facebook: United Way of Central Alabama
Linkedin: @UnitedWayofCentralAlabama
Vimeo: United Way of Central Alabama
Twitter: @UNITEDWAYAL
Instagram: @unitedwaycentralal
- Needs and Results: We always strive to illustrate the needs in our community and show the results of our work. Any infographics, stats, or the impact a dollar may have, help us show our value.
- Marketing Materials: We produce various print and digital promotional materials for targeted markets designed to inform our various audiences about how United Way and our partners serve people. Examples include pledge cards, annual report, marketing brochures, training booklets, posters, newsletters, e-communications, PowerPoint presentations, and videos.
- Web Site Management: Visit our web site at uwca.org. Your organization's information is listed on uwca.org/partners, and we like to keep your content current. Let us know if we need to make updates and if you have a website so we can link your site to ours.
- Organizational Special Events: We plan and implement such events as the Annual Meeting, Campaign Kick-offs, Loaned Executives welcome and thank you events. Please support these activities!

IDENTIFY YOUR AGENCY WITH UNITED WAY

- Printed Materials: The United Way Brand is one of the most recognized and respected in the world. This non-profit seal of approval is an asset to any non-profit organization. Your partnership agreement with United Way says that you agree to display the United Way Brand to ensure a unified and consistent identification of the relationship between your agency and United Way. Examples: newsletters, general brochures, e-mail signature, web footer, annual reports, letterhead, posters, invitations, envelopes.
- Examples: websites, newsletters, general brochures, annual reports, letterhead, posters, invitations, envelopes.
- Signs: The United Way logo should be visible somewhere on the exterior and interior of your office or building. Miscellaneous signs, including banners, billboards, etc., are also a great way to show your agency and United Way are working together.
- Logos: Call Marketing and Communications for logos to use in your printed materials.
- Web Sites: Prominently display the United Way logo on your web site and provide a link to United Way's site at www.uwca.org.

Staff Title	Staff Name	Contact
Senior VP Marketing and Communications	Chip Graham	205.458.2040
Director of Outreach Communications	Bryan Chace	205.458.2042
Communications - Graphic Design	Chris Goodson	205.458.2048
Director of Digital Marketing	Michelle Lawley (part-time)	205.458.2039
Administrative and Events Coordinator	Candace O'Neil	205.458.2049
Director of Digital Engagement/ Project Management	Carter Powers	205.458.2041
Digital Content Writer	Irene Richardson	205.458.2037

OPERATIONS

Human Resources: Human Resources (HR) is the function within the organization that focuses on providing direction for employees. HR is an organizational function that deals with issues related to people such as hiring, organizational development, performance, safety, payroll, health insurance and other benefits.

- **Benefits:** Health insurance and life/disability insurance are available through United Way to member agencies. The United Way is committed to bringing more competitive pricing and better benefits to our organization and partners by joining with partners and administering these plans allowing lower costs to participating partners and their employees and increasing benefits to all involved. Agencies participating with PR services are eligible for the Cafeteria 125 Plan and other voluntary benefits.
- **Health Insurance:** United Way administers the self-insured health and dental care plan. The health plan is an all-inclusive plan, which includes health, dental, prescription card, substance abuse and, mental health benefits. Currently two health plans are available: PPO plan and Modified PPO plan. Each plan includes health, dental, vision, and a prescription card. Contact Tamara Calvert, VP of Human Resources at (205) 458-2093 for more information, rates, and open enrollment dates. Currently 30 partners participate in these plans. Participating agencies agree to participate in the plan for a period not less than one year. Upon withdrawal, the participating agency will not be able to adopt, subscribe or participate in the plan until the date that is two years after the withdrawal date state in the withdrawal notice. Any participating agency being readmitted to the plan shall pay a 10% fee as a new agency premium, in addition to the monthly contribution amount for twelve months. Stability in projecting is necessary to keep participants rates competitive year to year.

Grant Fiscal Reporting and Record Keeping: Responsible for fiscal reporting requirements for all governmental and institutional grants. In 2021, UWCA received and managed approximately \$59.5 million.

Grant/Subcontractor Compliance: If the agency is a subcontractor with UWCA, this section is responsible for processing monthly invoices. This section also conducts monitoring visits for fiscal compliance with subcontractors.

eServices: This function of United Way provides online business and data services for both client management and customer relationship database systems. These systems contain modules for online services that include electronic pledging (ePledge), online event registration (iAttend), volunteer registration (eVolunteer), and allocation and grant applications (Community Building). eServices also works in partnership with grants, programs, and initiatives of UWCA to automate data collection functions through software applications to achieve digital client systems.

Information Systems: The Information Systems department manages all technology equipment, network, and software access for UWCA staff and volunteers, including any remote sites. UWCA has the capacity and does host technology as a service for partner agencies and other United Ways. These services include a full suite of managed back-office technologies such as file storage, application hosting and Microsoft 365 access. UWCA Information Systems department currently hosts services for three agencies and one local United Way.

Responsibility for Information Security also falls under the Information Systems department, with an internal Information Security team, which meets quarterly to promote security awareness among staff and implement the company’s Information Security Policy. Annually, the Information Systems department completes an SOC II audit with an external audit firm to monitor and improve the security of UWCA data and its network: complying with industry standards for external penetration testing and vulnerability assessments.

Building Space: Member agencies and community partners may lease space within UWCA’s campus, as space permits. Crisis Center and CentralSix are currently tenants at UWCA. Tenants are charged operational costs based on the cost per square foot of maintaining and operating the building. Rent cost includes electricity, water, heat, cleaning, trash pickup and maintenance; technology costs may be added to rent if applicable.

Building Access: All building access is monitored and restricted using ID Badges. General staff have access to the building from 7am – 7pm, while any staff with after-hours access are required to be approved by their Senior Staff member and Human Resources. The building remains locked during non-business hours. There are 2 public entrances with receptionists (from 7:30 am until 5:00 pm) to ensure all visitors have a legitimate purpose for their visit and are escorted to their destination. Reception and Meeting Services: UWCA offers services performed by a team of receptionists that enable visitors, clients, volunteers, and vendors to feel welcomed and assisted. The receptionist team also receives all calls from the United Way’s main phone line and directs phone calls accordingly. Beyond general customer services duties, other services performed include making meeting room reservations for internal staff, as well as for partner agencies. These duties are all performed while maintaining proper security and compliance procedures. All reception services are shared jointly with Crisis Center and CentralSix, United Way partner agencies located at United Way’s Community Services entrance.

Staff Title	Staff Name	Contact
Executive VP and Chief Operating Officer	Kelly Carlton	205.458.2090
Vice President of Operations	Tyler Lowros	205.458.2084
Human Resource/Benefits Administrator	Tamara Calvert	205.458.2093
Grant Financial Controller	Kyle Bradberry	205.458.2150
Grant Subcontractor Compliance	Matt Houser	205.251.5131 ext. 5652
eServices	Peggy Murphy	205.458.2097
IT Services, Building Information	Doug Goodwin	205.458.2032
Building Space	Kelly Carlton	205.458.2090
Reception and Meeting Services	Tiffany Bailey	205.458.2094
Director, Ryan White Grant	Julie Talley	205.458.2160
Jefferson County Community Service Fund Administrator	Tyler Lowros	205.458.2084

PUBLIC RELATIONS

AGENCY-RELATED ROLES

- **Telling Your Story:** We are proactive in telling the United Way story and we want our allocation partners to be part of our messaging. You can help by suggesting success stories and agency impact content for our website, newsletters, and social media.
- **Needs and Results:** Surveys, studies and reports help us show the need for services. Send us information that you think might help us communicate the need for services and updates on emerging health and human service trends.
- **Crisis Communications:** If you have an agency crisis that you believe will generate disturbing publicity, please contact Samuetta Nesbitt, Senior VP of Public Relations at 205.458.2050 or 205.613.5373 (mobile) as part of your crisis plan. If you do not have a crisis plan, we will help you develop one.
- **Public Relations Consultations:** If you do not have a dedicated public relations staff and you want to bounce an idea off our staff, we are here for assistance, advice, or referrals.
- **IDENTIFY YOUR AGENCY WITH UNITED WAY:**
- **Media Relations:** When talking with the media, mention your affiliation with United Way (such as: partnerships, collaborations, and funding).
- **Community Outreach:** When talking to a group or club, mention your agency as a United Way partner and that part of your funding comes from United Way. Public service opportunities such as health/agency fairs or media sponsored help lines are excellent places to mention your United Way affiliation. Any type of agency meeting is also an excellent way to link your agency with United Way.

Staff Title	Staff Name	Contact
Senior VP Public Relations	Samuetta P. Nesbitt	205.458.2050
Public Relations Specialist	Vacant	205.458.2045

RESOURCE DEVELOPMENT

Resource Development at United Way is a year-round activity. Through Workplace Campaign, Major Gifts, Individual Giving, Legacy Giving Divisions and United Way Hands On, UWCA gives donors and volunteers the opportunity to improve the quality of life for all people in all communities. United Way implements workplace campaigns in the summer months beginning in June and in September until the first week in December. Campaigns optimize annual giving and philanthropy in the community giving to over 80 health and human service partners. Resource Development engages over 3,000 volunteers during the campaign and other fund and friend raising activities. In 2021, the Annual Campaign of United Way raised over \$36,250,000 for its agency partners, direct services, and programs.

WORKPLACE CAMPAIGNS

The Pacesetter Campaign is held during the summer months and the General Campaign begins in September and runs through November. Thousands of organizations of all sizes are solicited annually. Payroll deduction makes up 72% of campaign funds. Campaign success depends on the active participation by everyone in the community. Donors give because they believe their contributions make a difference. Led by a campaign chairperson and a cabinet of volunteers, CEOs visits enlist support through an annual pledge drive, engagement in volunteer activities, leadership giving, and agency tours and speakers.

HOW YOU CAN HELP

- Support ALL agencies in the federation by running a workplace campaign
- Appoint a top staff leader to coordinate your campaign and send this person to United Way training.
- Run a model campaign in your agency. Include tours, speakers, video, payroll deduction, and leadership giving. Promote giving.
- Identify your association with United Way in all media.
- Participate in the speaker’s bureau.
- Conduct tours of your agency for employee groups.
- Lend a staff member to serve as a loaned executive. The benefits of the Loaned Executive Program include leadership development, team building, enhanced speaking skills, and strengthened professional skills.
- Recruit clients to give testimonials about your agency.
- Provide client statistics for campaign communications.
- Participate in agency fairs by creating and staffing a visual display.
- Abide by the United Way fund raising policy –The fundraising blackout period is from the kickoff in September to Thanksgiving in November.
- Encourage Board Members and volunteers to conduct and advocate for the United Way Employee Campaign in their workplace.

Staff Title	Staff Name	Contact
Senior VP Resource Development	John Martin	205.458.2011
Senior Administrative Assistant	Rita Ward-Maxwell	205.458.2009
Vice President of Campaign	Bob Boylan	205.458.2015

MAJOR GIFTS AND INDIVIDUAL GIVING

The Major Gifts and Individual Giving divisions work within the Campaign timeframe and throughout the year to assist individual donors in meeting their philanthropic goals. The Major Gifts team focuses on donors who contribute \$10,000+ annually to United Way. The Individual Giving division works with those that give \$1,000+ annually.

HOW YOU CAN HELP

- Be knowledgeable about leadership levels and the matching programs.
- Participate in leadership campaigns as a speaker.
- Promote leadership giving in your organization.

Staff Title	Staff Name	Contact
Vice President Major Gifts	Caroline Bolvig	205.458.2038
Director of Individual Giving	Jacob Gordon	205.458.2046
Major Gifts Administrative Assistant	Robin Dezarn	205.458.2036

LEGACY GIFTS

The Legacy Gifts Division works annually to build the endowment.

Legacy Giving uses a variety of philanthropic strategies that help donors provide for needs in the community while advancing their own financial and personal objectives. It maintains long-term relationships with donors, volunteers, loaned executives, and advocates. It celebrates the philanthropist in all of us. Gifts may be a current or deferred gift and may result in significant tax benefits. The purpose is to leave a legacy that touches lives well into the future.

HOW YOU CAN HELP

- Consider a planned gift to United Way to endow your gift and benefit the community far into the future.
- Encourage your board, volunteers, and staff to consider making provisions in their will or estate plans for a gift to United Way.
- Identify Diamond Donors, people giving 25 or more years to United Way, and begin a Diamond Donor program in partnership with United Way staff.

Staff Title	Staff Name	Contact
Vice President Legacy Gifts	Maggie McDonald	205.458.2038
Legacy Gifts Officer	Liz Edwards	205.458.2027
Legacy Gifts Administrative Assistant	Robin Dezarn	205.458.2036

UNITED WAY HANDS ON (uWHO)

United Way Hands On was established in 1998 with the goal of making volunteering accessible to everyone. uWHO's mission is to connect individuals to meaningful volunteer opportunities to improve their community. Through use of an online database, Hands on Birmingham is the area leader for volunteer recruitment and management, coordinating thousands of volunteers for such events as the MLK Day of Service and Project Homeless Connect, as well as episodic volunteer opportunities for individuals, families, civic groups, and companies. uWHO also collaborates with corporate volunteer groups to plan and implement group volunteer events, such as days of caring. Projects take place in office settings, in neighborhoods, schools and at agencies.

HOW YOU CAN HELP

- Agencies with volunteer-friendly projects are encouraged to list their activities with uWHO on the Involve platform. Contact the director for more information

Staff Title	Staff Name	Contact
Executive Director, UW Hands On	Benga Harrison	205.458.8930

Our Mission: To increase the organized capacity of people to care for one another and to improve their community.



**United Way
of Central Alabama, Inc.**

www.uwca.org
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P.O. Box 320189
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205.251.5131

We are an organization you can trust.



19 consecutive years

