
2011 PARTNER HANDBOOK



United Way of Asheville and Buncombe County

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UNITED WAY OVERVIEW

United Way brings the community together to advance the common good by focusing on education, income and health – three areas we believe to be the building blocks that must be in place for our community to be successful.

Our goal is to create long-lasting changes that prevent problems from happening in the first place, and together - united - we can all be part of that change and inspire hope for a better tomorrow.

Values

Community focus, compassion, integrity, responsiveness, results

Vision

A strong, caring community

Mission

To strengthen our community by helping people improve their lives and care for one another

Strategies

United Way has three strategies to meet our mission.

- 1) Engage people
- 2) Improve community
- 3) Enhance capacity

Volunteer and Staff Structure

United Way is a volunteer-led organization. The organizational and staffing structure of United Way are subject to change over time. Each volunteer committee is the responsibility of a specified staff person. As an organization with one or more funded programs, you may find it helpful to understand the current committee structure of the United Way (see appendix A and B).

THE COMMUNITY FUND

OVERVIEW

The Community Fund consists of money raised annually by United Way which is undesignated, designated to fields of service, or designated to United Way of Asheville and Buncombe County. Donor designations to specific organizations (including those funded by United Way) are not included in the Community Fund.

The dollars available in the Community Fund are distributed by the Board of Directors of United Way to fund programs that effectively address critical health and human service needs in Buncombe County in the areas of **Education, Income, and Health**. The Community Fund Committee oversees the management of the Community Fund and makes recommendations for funding to the Board of Directors in May.

INVESTMENT PROCESS

The Community Fund is invested through an annual, volunteer-driven program review process. Investment recommendations are made by the knowledgeable community members that serve on the Education, Income, and Health focus area groups. These volunteers review program proposals, pose follow-up questions to programs, discuss the programs, and make investment recommendations to the Community Fund Committee. The Community Fund Committee reviews these recommendations and takes them to the United Way Board of Directors.

Donor designations to funded community partners are handled separately from the competitive grants process that is used to invest Community Fund resources.

PROGRAM INVESTMENTS

United Way invests in programs with results that address the needed improvements identified by the Education, Income, and Health focus area groups. A program is a service or a group of related and supportive services that work together to accomplish specific results for clients. A program must have a separate budget.

Each program is required to establish clear intended results for their clients, demonstrate the success of the program, and measure the improvements realized by the clients served by the program. This information is used to demonstrate the value of the funded programs and to determine the impact of such programs on United Way's identified needed improvements.

WHAT WE WILL DO

FOCUS ON EDUCATION, INCOME, AND HEALTH

United Way uses strategic "road maps" to guide investments in the areas of **Education, Income, and Health**. The results of a community-wide survey, local, state, and national data, information from other United Ways, and the collective knowledge of more than 100 volunteers were used to create these 3 specific plans in the areas of Education Income, and Health (Appendix E).

The plans include a vision statement, barriers that may impede the realization of these visions, and the improvements that are needed to overcome the identified barriers. These plans are used to guide the investments of Community Fund resources.

COMMUNICATE WITH FUNDED PARTNERS

United Way strives to maintain clear, ongoing communication with all organizations with funded programs. We welcome our partners to contact us at any time with questions, concerns, or comments. Beyond the invitation to contact us as needed, we also communicate in the following ways:

Ongoing

United Way staff offer an open-door for communication with our partners throughout the year. Partners are encouraged to contact staff at any time to ask questions, provide updates, or gain clarity on any topic. United Way staff is particularly interested in consulting with partners to discuss their program results and how program results can be best aligned to support United Way's efforts. The United Way staff is dedicated to supporting the success of our partners.

Organization e-mail

The Community Investment Director will send an e-mail twice monthly (on average) to Executive Directors and key program staff. Executive Directors can request that employees be added to this list at any time.

This e-mail will include upcoming training opportunities, fundraisers, job opportunities, funding opportunities, etc. Funded community partners are encouraged to submit information for inclusion in this e-mail. It is suggested that date-specific items be submitted well in advance of any deadlines. All submitted items must be relevant to the larger nonprofit community.

Website

United Way is committed to maintaining an up-to-date website. Funded community partners will receive a username and password that enables them to access the Community Partner Handbook, United Way logos, etc on-line.

Executives Association meeting

The Executive Directors of funded community partners convene quarterly on the second Wednesday of February, May, August, and November from 8:30 – 10:00 a.m. United Way staff attends these meetings as guests of the group. Attendance is voluntary. The agenda for these meetings are set by the chairperson with input from association members.

The chairperson of this committee sits on the United Way Board of Directors.

REVIEW ACCOUNTABILITY

Accountability is measured throughout the year. During the spring funding cycle, Focus Area members review applications to ensure that each organization applying for and receiving program funding meets specific financial and results-based requirements. Organizations with funded programs must submit an audit or certified financial review annually that is reviewed by United Way's Audit Review Team. Programs are also required to submit a Final Results report at the conclusion of each annual funding cycle.

RAISE INVESTMENT FUNDS

United Way conducts an annual community-wide campaign to raise funds to support our Education, Income, and Health goals in Buncombe County. United Way's commitment in fundraising is to set progressive and realistic campaign goals which are based upon current economic factors and community fundraising potential.

The official campaign takes place between mid-August and mid-November. However, United Way strives to remain flexible for participating companies that cannot conduct campaigns during this timeframe.

PROMOTE YOUR SUCCESS

United Way believes that it supports the best health and human service programs available in Buncombe County and makes every effort to communicate the effectiveness and accountability of funded programs to the public. United Way promotes programs year-round through assorted media programs (radio, TV, print, and the web). In addition to these activities, United Way continuously looks for opportunities to link programs with specific companies, groups, and individuals through United Way's 2-1-1 of WNC and HandsOn Asheville-Buncombe.

What We Ask You To Do

As recipients of community funds, organizations operating programs funded by United Way accept a general stewardship responsibility. In order to meet this responsibility, each funded partner must maintain adherence to the **Standards of Excellence** (Appendix C) and the **Contractual Obligations** (Appendix D) at all times.

Programs receiving United Way investments are considered vital in addressing the needed improvements identified by the Education, Income, and Health focus area groups. Partners are expected to clearly demonstrate that their programs provide positive results for their clients that align with one or more specific needed improvements.

KEY POLICIES

NON PROMOTION OF DESIGNATIONS

All individual United Way donors have the option to designate their gifts to any specific health and human service agency with an IRS 501(c)(3) classification. All funded partners agree not to promote designations to their particular programs or organization and agree to promote the United Way Community Fund as the most effective way to help the most people.

The intention behind this policy is to avoid popularity contests among organizations in times of tight dollars and to promote the concept of leveraging one's gift with the gifts of others to make a bigger difference in meeting community needs.

SUPPLEMENTAL FUNDRAISING

Recognizing that United Way funds only a portion of an organization's budget, supplemental fundraising is necessary and encouraged by United Way. There are four basic restrictions on fundraising:

1. **No solicitation of corporate funds for operating expenses.** There are circumstances, however, in which an organization can solicit gifts from specific companies. These circumstances include:
 - Solicitation for capital expenses (see Capital Fundraising below);
 - Solicitation for donation of company products; and
 - Solicitation for sponsorship of specific fund-raising events.
2. **No general community appeal for operating funds.** A general community appeal is one which employs mass media (television, newspaper, radio, zip code mailing, etc.) to request donations. This does not apply to marketing and public relations efforts for special events or other general community education. Annual solicitation letters to an agency's membership lists are acceptable.
3. **No fundraising during the United Way campaign (from August 15 through the first Friday in November), including capital fundraising.** This includes direct mail campaigns to recruit financial sponsors or other donors for fundraising events, but does not pertain to special events and media coverage for events scheduled outside the United Way campaign time frame.
4. **No promotion of designations to the agency** (see Non-Promotion of Designations policy above).

United Way considers all partners' fundraising plans on a case-by-case basis. Requests for exceptions to the restrictions outlined in this policy must be presented in writing to the United Way CEO in a timely manner. Partners must receive approval before engaging in fundraising that might conflict with this policy.

CAPITAL FUNDRAISING

United Way funds are not to be used for capital expenditures (defined as equipment or facilities expenses exceeding \$500). Any nonprofit wishing to conduct a capital fundraising campaign with a goal of over \$100,000 and planning to solicit corporate gifts must apply to the Asheville-Buncombe County

Capital Campaign Board on which United Way is represented. Any organization funded by United Way wishing to undertake a capital campaign of any amount which will include the solicitation of corporate gifts must inform the United Way CEO.

DONOR DESIGNATIONS

Donor designations are pledges or contributions made through the United Way fundraising campaign and directed to a particular nonprofit health and human service organization. Donor designations to funded partners will be handled separately from dollars awarded to a program via the competitive grants process.

THREE-YEAR FUNDING

- To qualify for three-year funding, a program must have a 3-year funding history with United Way and must have received an average score equal to or above **80%** of the total points available on the score sheets during each of the 3 most recent annual program reviews.
- Up to 1/3 of the total dollars in the Community Fund are available for allocation of new three-year grants each year.
- The operating guideline for each Focus Area group to recommend 3-year grants is also 1/3 of available funds, or one program (should a single program request be greater than 1/3 of the funds available to a particular Focus Area).
- Focus Area members will be responsible for voting on which eligible programs should be recommended for three-year funding.

EMERGENCY FUNDS

United Way will consider requests to help cover the costs of specific partner emergencies. Partners may have access to emergency funding through a request for a loan or a grant. Loans are the primary way to access emergency funds. In rare cases, United Way will consider granting emergency

funding which does not have to be repaid. Physical disasters (such as a collapsed roof, flood, fire, etc.), community emergencies, and immediate loss of critical funding sources are examples of emergency situations United Way would consider funding. However, it is difficult to specify in advance the types of emergencies which United Way might fund.

A funded partner may request a loan or grant from United Way's emergency reserve by writing to the CEO. The full board or the executive committee will consider the request and respond to the agency in writing regarding its decision. The following guidelines apply to funded partners requesting use of funds from United Way's reserve account:

- a) Written requests must clearly state the purpose for which funds are being requested, must clearly indicate the amount needed, and must be a request from the organization's Board of Directors with the agency Board Chair's signature.
- b) If funds are loaned, the United Way will work with the organization to determine an appropriate reimbursement schedule to repay funds to the United Way reserve. This schedule must be developed in advance of board consideration for approval. United Way will not loan funds to an organization that cannot demonstrate a level of solvency capable of repaying the loan.
- c) If funds are granted, United Way expects the organization to inform United Way about changing conditions related to the request and to provide a written report upon completion of the project or resolution of the problem for which funds were requested. United Way will not grant funds to an organization which cannot demonstrate a level of solvency capable of adequately managing the grant.

All emergency reserve funds used must be repaid, either by the organization or United Way. Emergency grants or uncollectible loans are ultimately repaid with United Way funds, potentially reducing the total available for Community Fund investments.

COMMUNICATION GUIDELINES FOR COMMUNITY PARTNERS

A clear channel of communication between United Way and our community partners is needed for a solid partnership to be maintained.

Communication Opportunities

After Funding Decisions Have Been Made

- Final investment decisions are made by the United Way Board of Directors at its quarterly meeting on the third Wednesday in May. After the meeting has adjourned, the Community Investment Department staff sends an e-mail to the Executive Director/CEO and Board Chair of each applicant organization providing the funding decision for each program.
- A cover letter and Statement of Agreement (contract) is sent within one week of the May Board meeting to all organizations with one or more programs approved for funding. The letter and contract provide all of the information needed to successfully enter a formal funding partnership with United Way.
- A letter is also sent to organizations that have no programs selected for funding. This letter will provide an overview of the decision process and will serve as official documentation of the funding decision. United Way staff contact information will also be provided.

Questions or Concerns about Funding Decisions

- United Way Board decisions are final. However, all organizations (selected to receive funding or not) that have questions or concerns about funding decisions are encouraged to contact the United Way staff during the 30-day comment period that follows the May Board meeting. This comment period is based on the following guidelines:
 - Executive Directors who wish to gain clarity about why one or more programs were not funded at the level requested should contact the Community Investment Director.
 - Executive Directors that wish to voice a complaint or feel their application(s) did not receive fair consideration should contact the

President/CEO of United Way via telephone within 30 days of receiving notice of United Way's funding decision.

- Based on the concerns presented during the initial phone conversation, either the United Way President/CEO or the Executive Director of the applicant organization can request an in-person meeting to take place.
- If such a meeting occurs, the Executive Director/CEO and Board Chair (or designee) of the applicant organization and United Way must be in attendance.
- The meeting must take place within 30 days of the initial telephone conversation.
- The purpose of the in-person meeting is to gain clarity and to ensure that all perspectives are heard. Funding decisions are final and are not open to appeal.
- All in-person meetings will be summarized and presented at the next meeting of United Way's Community Fund committee, Executive Committee, and Board of Directors to ensure that United Way volunteers are aware of all concerns.
- The United Way CEO and Board Chair will consult with the United Way Executive Committee if they determine next steps of any kind should be considered.

CO-MARKETING GUIDELINES

United Way of Asheville and Buncombe County is pleased to be included when our funded community partners recognize their investors. Appropriate locations may include sponsor/underwriter/investor pages on Web sites and annual reports to the community. In addition, our brand may be used to promote joint projects, events and initiatives in which United Way of Asheville and Buncombe County participates with community partners.

A representative from the partner organization should contact our Marketing and Communications Department for these uses of the name and logo of United Way of Asheville and Buncombe County and its programs for prior approval and specific guidelines.

OTHER RELEVANT INFORMATION

FUNDING DISBURSEMENTS

United Way funds are distributed during a July 1 - June 30 fiscal year. Checks are processed the Thursday of the first week of each month for one-twelfth of the total funding amount. Any deviation from a one-twelfth, monthly payment must be requested in writing to the Community Investment Director of United Way.

OPERATING RESERVES

United Way recommends that organizations with a funded program have operating reserves of at least 3 months. Operating reserves are unrestricted funds – liquid assets such as cash, certificates of deposit or anything that is easily turned into cash less current obligations. This would not include any fixed assets, any pledged assets, and assets anticipated but not received.

Board designated operating reserves enable organizations to absorb and survive unexpected fluctuations in cash flows and emergency operating expenditures. United Way recognizes that each organization must accumulate funds in a way that is consistent with its financial condition and needs and with the organization's objectives.

COMMUNITY COMPLAINTS

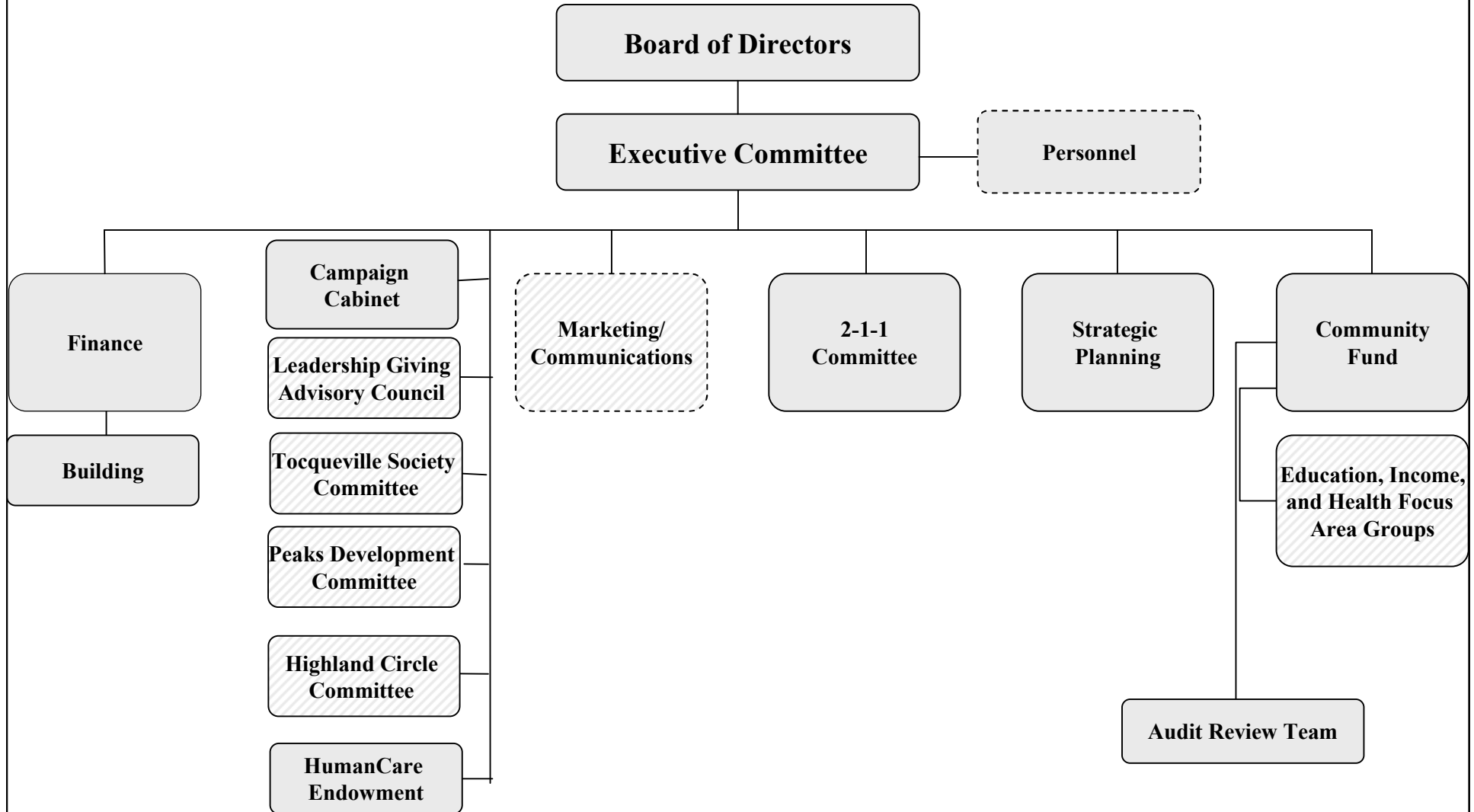
United Way strives to work with funded programs in addressing complaints from the community. Occasionally, United Way receives calls from community residents who have complaints about particular organizations or programs. When this occurs, United Way logs the complaint and encourages the caller to contact the organization's Executive Director or Board Chair to register the complaint. Complaints are kept on file at United Way. When repeated complaints from clients, referral sources, or the general community occur, United Way will pursue a discussion with the organization.

CRISIS COMMUNICATION

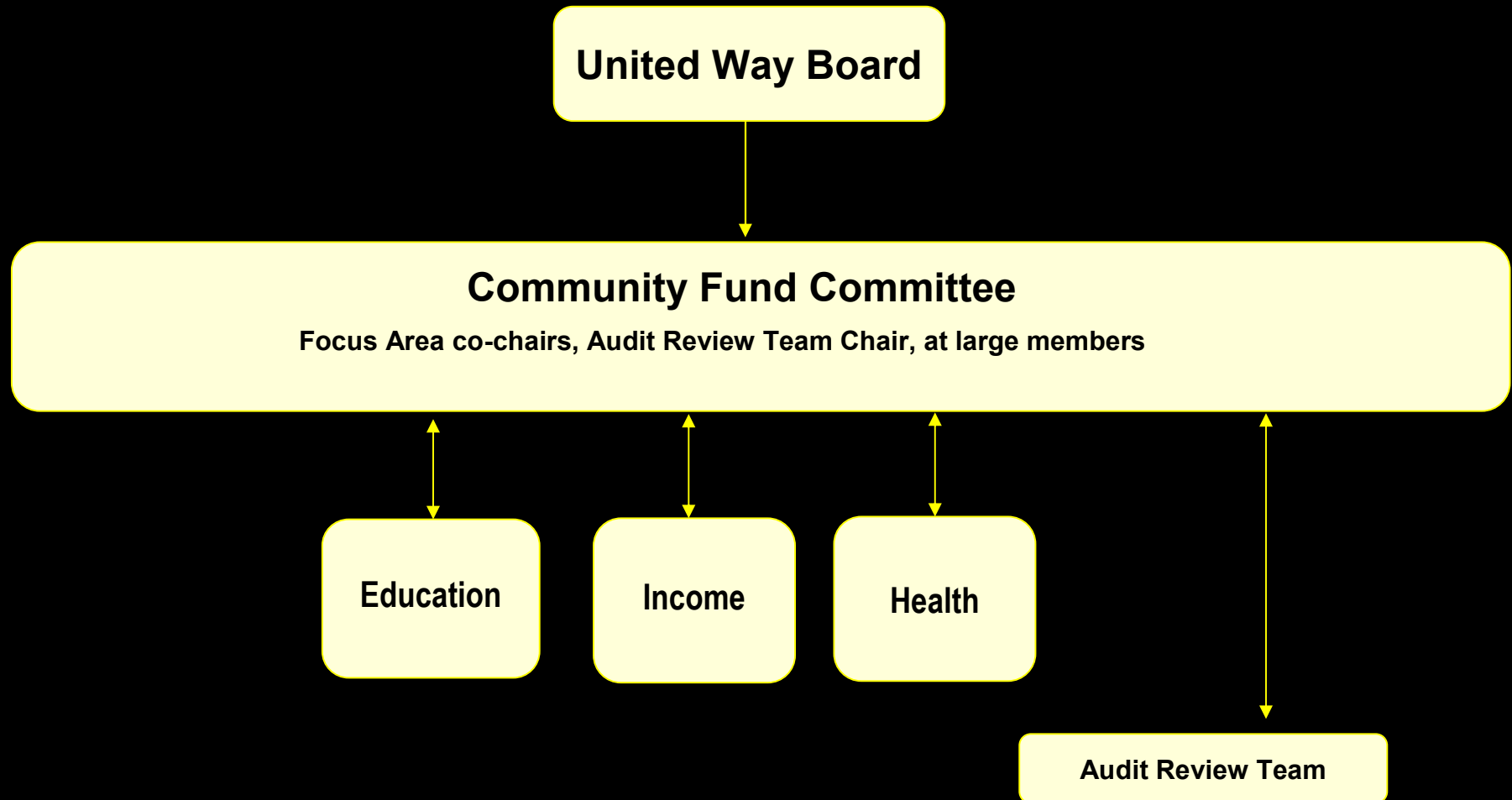
Organizations with programs funded by United Way are recommended to have a crisis communication plan in place. The plan should be developed in conjunction with and approved by the organization's Board of Directors. Should an organization have a crisis situation, United Way may very likely receive calls or inquiries from the media or general public. Therefore, it is strongly recommended that the organization's Executive Director contact the United Way CEO in a crisis situation. Clear messaging is essential to managing a crisis appropriately.

Appendix

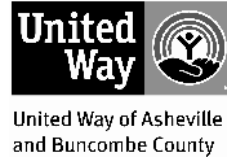
2011 United Way Volunteer Committee Structure



2011 Community Investment Structure



Standards of Excellence for United Way Community Partners



The letter in parenthesis next to each item corresponds to an item on “A Description of Supporting Documentation” that follows. Public institutions that receive funding must meet all applicable standards.

Governance:

1. The organization is incorporated. (A)
2. The organization is exempt from taxation under Section 501(c) (3) of the Internal Revenue Service or is otherwise exempt from taxation and files annually with the North Carolina Department of Human Resources for charitable solicitations licensure. (B, C, & D)
3. The organization volunteer board is governed by bylaws that are reviewed annually and ratified or revised as needed. (E & F)
4. The board meets regularly (at least four times per year), operates with a quorum, and records minutes of all meetings. (G)
5. The organization (if it receives \$25,000 or more in United Way funds or has annual revenues at or above \$350,000) has an independent audit conducted by a Certified Public Accountant or an accountant who is qualified by the NC Board of Accountancy. For organizations not meeting this threshold, the organization is to complete an annual financial review. (H)
6. The board controls the fiscal affairs of the organization, including the development and adoption of an annual budget and written financial policies and procedures. The board also monitors income and expenditures, fully discloses all assets and liabilities, and insures that the use of funds is in accordance with the mission and solicitation materials. (I, J, & K)

Use of Funds:

7. The organization has outlined its goals in a strategic plan. (L)
8. Each program has an annual operating plan with quantifiable outputs and outcomes objectives that specify the results to be achieved during the defined time period. (M)
9. A system is in place to measure progress in achieving results (i.e., meeting output and outcome objectives) and to report progress to the board. (N)
10. The organization has secured certification or accreditation through a local, state, or national affiliate when necessary. (O)

Administration:

11. The organization has insurance coverage commensurate with the risks associated with its programs (e.g., property, general liability, professional liability, fidelity bond, directors’ and officers’ liability, vehicle, etc.). (P)
12. The organization has a non-discrimination policy for its staff, governing body, committees, and services delivered that reflect the organization’s service area. (Q)

13. The staff is sufficiently qualified by training and experience, and job descriptions exist for all staff members that indicate the person to whom the staff member is accountable. (R)
14. The organization has written personnel policies that are board-approved and available to the entire staff. (S)
15. Staff members, including the executive director, are evaluated periodically--at least on an annual basis. (T)
16. To the Board's knowledge, the facilities required for United Way funded programs meet all applicable federal, state, and local requirements, including access, health, fire, and safety codes. (U)

ADOPTED: 11/11/09

A Description of Supporting Documentation for the Standards of Excellence for United Way Community Partners

The following is a list of the supporting documents required. Questions about items required by United Way should be directed to Community Fund staff.

Governance:

- (A) *Articles of Incorporation.* This is the original, founding document for the organization. A copy of this document and any amendments is to be kept on permanent file at United Way.
- (B) *IRS Tax Exemption Determination Letter.* The U.S. Internal Revenue Service provides all 501(c) (3) non-profits with a letter verifying their tax-exempt status. A copy of the most recent determination letter is to be kept on permanent file at United Way.
- (C) *NC Dept. of Revenue Tax Exemption Determination Letter.* The NC Department of Revenue provides all federally recognized 501(c)(3) non-profits with a letter verifying their tax-exempt status. A copy of this letter is to be kept on permanent file at United Way.
- (D) *NC Solicitations License.* State law requires all organizations that raise at least \$25,000 from public solicitations within North Carolina to hold this license. United Way funds, although not raised by the organization directly, count toward the \$25,000 threshold. This license must be renewed annually by the NC Department of Human Resources. An up-to-date copy is to be submitted annually to United Way unless the organization is exempt from licensure, in which case a statement from the organization verifying exemption is to be submitted.
- (E) *Board of Directors membership list.* This list is to include all current members of the organization's governing body, including names, mailing addresses, phone numbers, official titles, and terms of service. An up-to-date copy of this list is to be submitted annually to United Way.
- (F) *By-laws or constitution.** United Way requires the most up-to-date or amended version of these documents to be readily available.
- (G) *Minutes from all board meetings.** United Way requires complete minutes to be kept on file at the organization for all official business conducted at board meetings, which should be held at least quarterly.
- (H) *Financial audit and correspondence to management.* The organization (if it receives \$25,000 or more in United Way funds or has annual revenues at or above \$350,000) has an independent audit conducted by a Certified Public Accountant or an accountant who is qualified by the NC Board of Accountancy. The audit is to be submitted to United Way no later than 6 months after the end of the organization's fiscal year. For organizations who don't meet this threshold, the organization should complete an annual financial statement or provide a compilation of the quarterly financial statements at the end of their fiscal year along with a certification signed by the board president, confirming the annual financial statement was reviewed by the board.
- (I) *Budget report as submitted to board.** United Way requires the organization to complete quarterly financial reports throughout the year. Reports should provide a balance sheet, a statement of activities that includes budgeted line items with year-to-date actuals and budget comparisons, an explanation of significant variances, and a list of any funds available in case of emergency. The organization is to provide a certification that this is being done, signed by the treasurer and board president.

- (J) *Financial policies and procedures.** United Way requires board-approved, written policies and procedures relating to all aspects of organization finances, including staff and volunteer duties as well as board review of budgeting, financial statements, and balance sheets. This information is to be kept on file at the organization.
- (K) *IRS Form 990.* A complete copy of the latest Form 990 "Return of Organization Exempt from Income Tax" is to be submitted annually.

Use of Funds:

- (L) *Long-range plan and solicitation materials.** United Way requires the organization to outline its financial and service goals in a long-range (or strategic) plan. Solicitation materials should explain the use of funds, which should be in accordance with the organization's mission. This information is to be kept on file at the organization.
- (M) *Program Outcomes Information.* This information is required for each funded program as part of the program review process.
- (N) *Report of progress on outcomes as submitted to board.** United Way requires the organization's board be aware a system is in place to measure progress in achieving outcomes objectives.
- (O) *Certification of accreditation from national organization.** If the organization's national organization conducts an accreditation of its chapters or affiliates, the organization is to keep the results of the most recent accreditation process on file.

Administration:

- (P) *Summary of all insurance policies.** United Way requires the organization to have insurance coverage commensurate with the risks associated with its programs (e.g., property, general liability, professional liability, fidelity bond, directors and officers liability, vehicle, etc.). A summary of that coverage is to be on file at the organization.
- (Q) *Non-discrimination policy.* United Way requires all organizations to develop an appropriate policy concerning non-discrimination. The latest version of this policy or statement is to be kept on permanent file at United Way. Organizations should review federal and state laws when developing this document and seek legal assistance, if required, to abide by affirmative action requirements.
- (R) *Job descriptions.** United Way requires that job descriptions, including minimum qualifications, be on file at the organization and available for staff review.
- (S) *Personnel policies.** Written personnel policies must be kept on file at the organization.
- (T) *Sample Performance appraisal form.** United Way requires that all staff members, including the organization executive, undergo a performance evaluation at least once each year. A blank, sample of that form should be on file at the organization.
- (U) *Policies relating to facilities as required by federal, state, and local laws.** United Way requires that facilities required for United Way funded programs meet all applicable local, state, and federal laws including access, health, fire, and safety codes. Such laws might require third-party inspection of compliance with the Americans with Disabilities Act (ADA), policies relating to security, Hazcom, emergencies, infection control, etc. Copies of policies and inspections are to be on file at the organization.

* NOTE: These items may be requested for review by United Way of Asheville and Buncombe County at any time. Organizations are encouraged to keep all standards documentation in a file or notebook that is readily available for this purpose.

Adopted: 11/11/09



United Way of Asheville
and Buncombe County

Contractual Obligations for United Way Community Partners

The following items will be included in the 2011-12 contract for organizations receiving funding for one or more programs from United Way's Community Fund.

- A. The organization will maintain its status as a non-profit charitable organization and conduct its operation in a manner which will not jeopardize the tax deductibility under state and federal law, and the exemption under federal, estate, and gift tax laws.
- B. The organization will meet all applicable items in the "Standards of Excellence for United Way Community Partners" document and provide related supporting documentation as requested in a timely manner.
- C. The organization will support United Way and its annual campaign by conducting a United Way campaign within the organization and participating in campaign-related events.
- D. The organization will submit program proposals on the forms provided and at the times designated.
- E. The organization accepts the funding made for the current year and will operate within the United Way's policies, as outlined in United Way's "Handbook for Funded Community Partners."
- F. The organization assures that funds are used to achieve desired results as outlined in the program proposal.
- G. The organization will provide United Way with audits (or outside financial reviews) and accompanying management letters and other information in the form and at the time designated.
- H. The organization will provide United Way with a year-end report of program outcomes no later than August 15 after the contract year.
- I. The organization will recognize United Way's financial support of its program(s) based on the criteria in the "Co-Marketing Guidelines" document that is provided in the "Handbook for Funded Community Partners."
- J. The organization will keep its program fees and service charges commensurate with the cost of the services rendered, the nature of the program, and the ability of the participant to pay.
- K. The organization will collaborate with other organizations, both private and public, in addressing systemic issues, meeting the needs of the community, preventing unnecessary duplication of services, and promoting high standards of accountability, efficiency and effectiveness.
- L. The organization will advise United Way of contemplated expansions, consolidations, mergers, and other significant changes in funded programs.
- M. The organization will conduct all local fundraising in accordance with United Way's policies.
- N. The organization will list all funded programs with United Way's 2-1-1 and make updates at least annually.
- O. The organization will provide the necessary information to United Way to direct deposit monthly checks.

EDUCATION

Vision: We envision an engaged community where each child develops and succeeds academically, socially, and emotionally.

Barrier #1: Many children are not prepared to enter kindergarten.

Needed Improvements:

- A) Increase high quality, affordable early care and education opportunities for children from birth to kindergarten. *
- B) Enhance families' and caregivers' ability to support the development of children from birth to kindergarten. *
- C) Enhance the community's capacity to identify and address children's developmental vulnerabilities.

Barrier #2: Many children do not move successfully from kindergarten through high school graduation.

Needed Improvements:

- D) Strengthen the social and basic life skills that youth need for success. *
- E) Increase the involvement of families, caregivers and the community in the academic success of all children. *
- F) Increase basic academic skills of children performing below grade level. *

Strategies

Give
Advocate
Volunteer

Barrier #3: The diverse educational needs of children and youth are not met.

Needed Improvements:

- G) Increase adults' awareness of and responsiveness to the impact of cultural variables on education.
- H) Increase diverse educational options for all learners. *

* Tier 1 priority



United Way of Asheville
and Buncombe County

INCOME

Vision: We envision a thriving community working together, fulfilling basic needs, and building economic self-sufficiency for all.

Barrier #1: Many people can not meet their basic needs.

Barrier #2: Many people do not have living wage jobs.

Barrier #3: Many people are not financially stable.

Barrier #4: Many people live in substandard or unaffordable housing.

Needed Improvements:

I) Reduce the stigma associated with public and private basic needs assistance programs.

J) Increase availability and use of public and private services that provide basic needs assistance for people in crisis or with ongoing needs. *

Needed Improvements:

K) Increase the vocational, language and literacy skills of individuals. *

L) Increase the number of workers who earn a living wage. *

Needed Improvements:

M) Increase the capacity of individuals to move out of financial crisis.

N) Increase individuals' skills needed to manage financial resources and build stability.*

Needed Improvements:

O) Increase the awareness of those in need, supporting agencies, and the housing industry about housing regulations, resources, and availability.

P) Maintain existing and increase affordable and safe housing stock for low-income households. *

Q) Increase housing subsidies for low-income households.

Strategies
Give
Advocate
Volunteer

* Tier 1 priority



United Way of Asheville
and Buncombe County

HEALTH

Vision: We envision a safe community where everyone has the knowledge, resources, access and opportunities to be healthy.

Barrier #1: Not all people, homes and communities are safe.

Needed Improvements:

R) Increase the power of individuals and the community to prevent violence and abuse. *

S) Increase the likelihood of recovery for anyone experiencing trauma from violence or abuse. *

T) Reduce the prevalence of unsafe environments in our community.

Barrier #2: Many people do not have quality support for preventive health and wellness.

Needed Improvements:

U) Increase awareness of and opportunities for wellness, prevention, and early detection. *

V) Increase physical activity and healthy eating for children, families, and those at risk of poor health. *

W) Increase supportive networks for seniors and people with disabilities. *

Strategies

Give
Advocate
Volunteer

Barrier #3: Many people do not have quality primary and behavioral health care.

Needed Improvements:

X) Increase community support options to keep people as independent as possible. *

Y) Increase integration of behavioral and primary care services for all.

Z) Increase access to quality primary, behavioral, and dental healthcare regardless of ability to pay. *

* Tier 1 priority



United Way of Asheville and Buncombe County