

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.
- (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.
- (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.
- (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.
- (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.* * The organization should maintain a copy of the latest Form 990 "Return of Organization Exempt from Income Tax".

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. 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.

Updated: 11/7/11