

# United Way of Sarnia-Lambton

## Policy Manual



November 19, 2004

# **2003 United Way of Sarnia-Lambton Policy Manual**

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## **GENERAL PHILOSOPHY**

### **PURPOSE OF THE MANUAL**

To consolidate the Policies, as set by the Board of Directors of the United Way of Sarnia-Lambton ("The Corporation" or "The United Way") regarding the fulfillment of the United Way in achieving its mandate.

### **AMENDMENT**

Any change by way of addition or deletion to the policies and procedures outlined in this manual must be made by way of motion to the Board of Directors and approved in accordance with the by-laws of the United Way of Sarnia-Lambton. This Policy Manual will be updated on a regular basis.

### **THE UNITED WAY GOAL**

The goal of the United Way is to provide the means by which a cross section of citizens and agencies, governmental and voluntary, may join in a community-wide effort to deliver efficient human service programs effectively related to existing and emerging community needs. (Standards of Excellence.)

### **UNITED WAY OF SARNIA-LAMBTON CORE BUSINESS STRATEGIES**

The United Way of Sarnia-Lambton has focused its efforts on its two core businesses; Resource Development, (amended April 2004), and the Community Investment Process. The United Way will not provide any direct service other than those contained within its core business strategy; ie: Outcomes Training, Day of Caring, etc.

The United Way philosophy is that if a need for service exists in Sarnia-Lambton, the United Way of Sarnia-Lambton may fund the service, but not provide or administer it. The United Way may tender the community to locate a service provider. A recent example would include the Youth Tendered Program for the youth programs at both Our House and Friendship House.

**THE UNITED WAY OF SARNIA-LAMBTON MANDATE** (as revised April 2004)

*To generate resources enabling the  
Community to respond to Human Care  
Priorities in Sarnia-Lambton and to measure and  
improve the effectiveness of these invested resources*

**UNITED WAY OF SARNIA-LAMBTON OBJECTIVES**

**FUNDRAISING**

To be the leader; the pacesetter in the community

**COMMUNITY INVESTMENTS (ALLOCATIONS)**

To reflect the Customer and Community Needs

**BOARD/ADMINISTRATION**

To generate the most money for community services as possible in an effective and low cost  
manner

**RESOURCE ISSUES**

To provide direct and indirect services to our community reflective of the mandate stated  
above

## **SECTION 1**

### **BASIC ORGANIZATION**

"The United Way believes that volunteer creativity and ingenuity multiply the value of the dollars available to the voluntary sector"

### **STANDARDS OF EXCELLENCE**

#### **A MEMBERS OF UNITED WAY OF SARNIA-LAMBTON**

1. Any individual over the age of twenty-one years or any corporation or unincorporated association paying the minimum sum of one dollar, receipt of which is issued by the Corporation, shall become a Member of the Corporation until the end of the calendar year following the date of the receipt.
2. Any corporation or unincorporated association which is a Member of the Corporation may, by written designation filed with the secretary of the Corporation, nominate a representative to attend Member meetings of the Corporation and to vote on behalf of the Corporation or unincorporated association, for so long as they are Members. No one person may represent more than one Corporation or unincorporated association.
3. In addition, the Directors of the Corporation may by resolution admit others to membership effective the date specified in the resolution and for the period fixed by the resolution.
4. The interest of a Member in the Corporation shall not be transferable and shall cease on death or when the period of membership expires or by resignation or otherwise in accordance with the bylaws of the Corporation. Any Member may resign from membership on notice in writing to the Corporation.

#### **B. BOARD OF DIRECTORS**

##### **1 COMPOSITION**

To be made up of 12 elected members and 3 appointed members from the community representing Lambton County.

The three appointed members are Campaign Chair, Community Investment Chair, and the Labour Relations Chair.

## **2 TERMS OF OFFICE**

Unless serving on the Executive Committee at the end of a total consecutive term of six years, a Board Member would have to retire from the Board for at least one year. If a Member of the Executive Committee, the Member may continue to serve but may not exceed a consecutive Board term of more than 10 years.

Annually, each Board Member will be asked to submit their intentions regarding whether or not they wish to remain on the Board and commit to another one year term.

## **3 ELECTION AND VACANCIES**

The election of the Board of Directors may be by a show of hands unless any Member demands a ballot. The members of the Corporation may be by resolution passed by at least two thirds of the votes cast at a general meeting of which notice specifying the intention to pass such resolution has been given, remove any Director before the expiration of his/her term of office and may by a majority of the votes cast at that meeting elect any person in their stead for the remainder of the term.

Vacancies on the Board of Directors, however caused, may, so long as a quorum of Directors remain in office, be filled by the Directors from among the qualified members of the Corporation if they shall see fit to do so (any Director so appointed to hold office for the remainder of the term of the Director vacating office). Otherwise such vacancy shall be filled at the next annual meeting of the members at which Directors are elected but if there is not a quorum of Directors, the remaining Directors shall forthwith call a meeting of the members to fill the vacancies. If the number of Directors is increased between the terms, a vacancy or vacancies to the number of the authorized increase shall thereby be deemed to have occurred which may be filled in the manner above provided.

## **4 CONFLICT OF INTEREST**

### **INTRODUCTION**

The policy on conflict of interest applies legally to employees, directors and other volunteers of the United Way of Sarnia-Lambton.

### **DEFINITION**

Conflict of interest is a broad term used to describe situations where the actions, choices, or personal circumstances of directors, other volunteers, or employees, actually or potentially place their private, personal or other interests, in competition with or in opposition, to those of the United Way of Sarnia-Lambton.

## **UNCLEAR SITUATIONS**

Individuals, who are uncertain about whether or not their personal circumstances create a conflict, are urged to obtain clarification as appropriate from the President, or the Executive Director of the United Way. Either the President or Executive Director may consult with the Executive Committee or any others on the Board if he/she deems it necessary.

## **RECOMMENDED PRECAUTIONS**

As a United Way of Sarnia-Lambton Board Member, other volunteer, or employee, you are required to:

- a) Refrain from using his/her position or knowledge for personal gain, for the gain of his/her family or friends, or for the gain of another organization he/she may be involved with.
- b) Avoid being interested, directly or indirectly, in any manner whatsoever, in any contract, lease, concession or other agreement to or in which the United Way of Sarnia-Lambton is a party or has an interest.
- c) Refrain from doing business with, or soliciting business from, the United Way of Sarnia-Lambton.
- d) Consider whether or not his/her position in another organization (including both commercial or non-profit organizations) conflicts or competes with his/her role in the United Way of Sarnia-Lambton and/or whether or not the aims and objectives of the other organizations are in conflict or competition with those of the United Way of Sarnia-Lambton.
- e) Report any actual or potential conflict as appropriate to the President or Executive Director. This pertains to any conflict, however marginal from which personal or family benefit might be or might be seen to be derived. This also applies to any situation in which conflict or competition with outside affiliation might occur or be seen to occur. Any conflict or potential conflict should be brought to the attention of the Board. The individual must refrain from voting on any issue in which the conflict arises.

## **DISIPLINARY ACTION**

An employee, Board Member or volunteer may be dismissed for failure to:

- \* Disclose a conflict, or
- \* Take appropriate remedial action as directed by the President or Executive Committee.

### **Some cases may warrant civil or criminal proceedings.**

Only the Board of Directors has the authority to determine the course of action to resolve any conflict of interest.

## **5 QUORUM**

Five Directors shall constitute a quorum for the transaction of business. (Meetings of the Board of Directors and of the Executive Committee outside of Ontario.) No formal notice of any such meeting shall be necessary if all the Directors are present or if those absent have signified their consent to the meeting being held in their absence. The President or a Vice-President or any two Directors may convene a meeting of the Directors at any time and the Secretary, by direction of the President or a Vice-President or any two Directors shall convene a meeting of Directors. Notice of any such meeting shall be delivered, telephoned or telegraphed to each Director not less than one day before the meeting is to take place. The statement of the Secretary or President that notice has been given pursuant to this by-law shall be sufficient and conclusive evidence of the giving of such notice. The Board may appoint a day or days in any month or months for regular meetings at an hour to be named and of such regular meeting, no notice need be sent. A Directors' meeting may also be held without notice immediately following the Annual General Meeting of the Corporation. The Directors may consider or transact any business either special or general at any meeting of the Board.

## **6 VOTING**

A majority shall decide questions arising at any meeting of Directors. In case of an equality of votes the President, in addition to the original vote, may cast a second vote. The First Vice-President or such other Director as the Board may from time to time appoint for that purpose may perform the President's duties.

## **7 POWERS OF THE BOARD OF DIRECTORS**

The Directors of the Corporation may appoint an Executive Committee from among their number and may delegate to such Executive Committee all powers of the Board of Directors between meetings of the Board of Directors.

The Directors of the Corporation may from time to time appoint such other committees from amongst their number or from the members of the Corporation and may prescribe their duties.

The Executive Committee and any other committee, so appointed by the Board of Directors, may meet for the transaction of business, adjourn and otherwise regulate their meetings, as they think fit. Until otherwise determined by the Board of Directors, three members of a committee shall be a quorum. Questions arising at any, meeting of a committee shall be decided by a majority of votes and in case of an equality of votes the chair shall have a second or casting vote.

For a more detailed description of the Roles and Responsibilities of Board Members, please refer to Appendix A

## **8. PROTECTION OF DIRECTORS**

Every Director or Officer of the Corporation or other person who has acted on behalf of the Corporation, and their heirs, executors and administrators, and estate are, indemnified and saved harmless, out of the funds of the Corporation, from and against;

- a) All costs, charges and expenses, sustained or incurred in or about any action, suit or proceeding which is brought, commenced or prosecuted against them for or in respect of any act, deed, matter or thing whatsoever made, done or permitted by him in or about the execution of the duties of his office or in respect of any such Liability; except such costs, charges or expenses occasioned.
- b) All other costs, charges and expenses which he sustains or incurs in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by his own willful neglect or default.

9 **FINANCIAL**

No Director or Officer of the Corporation shall be liable for the acts, receipts, neglects or defaults of any other Director or Officer or employee or for joining in any receipt or act for conformity or for any loss, damage or expense happening to the Corporation through the insufficiency or deficiency of title to any property acquired by order of the Board of Directors for or on behalf of the Corporation or for the insufficiency or deficiency of any security in or upon which any of the moneys of or belonging to the Corporation shall be placed out or invested or for any loss or damage arising from the bankruptcy, insolvency or tortuous act of any person, firm or Corporation with whom or which any moneys, securities or effects shall, be lodged or deposited or for any other loss, damage or misfortune whatever which may happen in the execution or supposed execution of the duties of his respective office or trust or in relation thereto unless the same shall happen by or through his own, willful act or his own will find default.

C. **OFFICERS OF THE CORPORATION**

As per Letters Patent Dated October 11, 1957
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For a more detailed description of the Roles and Responsibilities of Board Members, including the Officers of the Corporation, please refer to Appendix A.

1. The Officers of the Corporation shall consist of a President, a First Vice-President, one or more other Vice-Presidents, an Honorary Secretary, an Honorary Treasurer, a Secretary and a Treasurer to be elected or appointed annually by the Directors. The Board of Directors appoints the Treasurer. None of the Officers except the President and the Vice-Presidents need be a Member of the Board of Directors. The same people, who may act as the Secretary-Treasurer may at the discretion of the Directors, hold the offices of Secretary and Treasurer. The Directors may appoint Officers and agents as necessary to perform such duties as prescribed by the Directors.

For a more detailed description of the Roles and responsibilities of Board Members, including those of the Executive Committee, please refer to Appendix A.

2. All officers shall be subject to removal by resolution of the Board of Directors at any time with or without cause.
3. In the case of the absence or inability to act of the President, the first Vice-President or any other Officer of the Corporation, the Directors may delegate all or any of the powers of such officer to any other Officer or to any Director for the time being, provided that a majority of the board of Directors concurs therein.
4. The President shall preside at all meetings of the members of the Corporation and of the Board of Directors. The President shall also be charged with the general management and supervision of the affairs and operations of the Corporation. The President shall sign all instruments which require the President's signature and shall perform all duties incident to the office and shall have such other powers and duties as may from time to time be assigned to him/her by the Directors.

**The President is responsible for organizing the following meetings:**

- (a) Orientation and Training for Board members.
  - (b) Policy and Planning Session, to set Direction and action for the Board and to review the Boards past year's performance.
  - (c) Executive Committee meets as required.
  - (d) Evaluation of the Executive Director' Job Performance on an annual basis.
5. The First Vice-President shall be vested with all the powers and shall perform all the duties of the President in the absence or disability, or the refusal to act of the President. The Second Vice President, if any, shall have such powers and duties as may, from time to time, be assigned by the Directors and shall have a vote at all Board meetings.
6. The Secretary shall supervise the recording secretary of all Board meetings, shall have charge of the minute books of the Corporation and the documents and registers required by the OBCA and shall perform such other duties, as the Board of Directors require.
7. The Treasurer shall have the care and custody of the funds and securities of the Corporation and shall deposit the same in the name of the Corporation in such banks or with such depositories as the Board of Directors may direct and shall perform such other duties as the Directors require. The Board may bond the Treasurer for the faithful performance of duties.
8. If any one or more of the offices of the President, Vice-Presidents, Secretary or Treasurer shall become vacant, the Directors by resolution may elect or appoint an Officer to fill the vacancy.

## **D POWERS OF THE EXECUTIVE DIRECTOR**

The Executive Director of the Corporation may administer the affairs of the Corporation in all things including contracts which the Corporation may lawfully enter into and may exercise all such other powers, acts, and things as the Corporation is authorized to exercise and do so in accordance within the policy set by the Board of Directors, and the annual budget as set by the Board of Directors.

The Executive Director is expressly empowered to purchase, lease or otherwise acquire, sell, exchange, or otherwise dispose of assets/equipment used in the daily operations of the United Way of Sarnia-Lambton. The Executive Director manages the day to day operation of the United Way of Sarnia-Lambton consistent to the Direction, Policies and Donor Bill of Rights as approved by the Board of Directors.

The Board of Directors may delegate a specific task to the Executive Director.

For a more detailed description of the Roles and Responsibilities of the Executive Director, and other Senior Staff, please refer to Appendix A.

## **POWERS OF THE BOARD OF DIRECTORS**

The Board of Directors is empowered to purchase, lease, or otherwise dispose of shares, stocks, warrants, options and other securities, lands, buildings and/or other property, movable or immovable, real or personal, or any right or interest owned by the Corporation for such consideration and on such terms and conditions as they may deem advisable in accordance within the policy set by the Board of Directors, and the annual budget set by the Board of Directors.

## UNITED WAY OF SARNIA-LAMBTON LIAISON DIRECTOR POLICY

### **Liaison Director Policy**

**May 1, 2001**

Liaison Directors are assigned in June of each year for only those agencies expected to be reviewed that fall. The Liaison Director will keep agencies aware of all necessary dates, and assist the agency – if required – with the preparation of the program proposal(s) as outlined in the Outcomes Manual (including defining needs statements, goals, objectives, and measurements); with the program budget, and through the panel review process etc. The Liaison Director will act as a communications link between the agency and the United Way.

#### **Timetable:**

**By May 30 of each year:** United Way Board Members will notify the United Way of any possible conflicts of interest they might have toward an agency.

**Each June Board Meeting:** Liaison Directors will be assigned at the June Board meeting of each year.

**By June 30 of each year:** All agencies to be reviewed will be notified of who the Liaison Director will be and will be encouraged to contact their Liaison Director.

**By September 15 of each year:** Communication would have been conducted between the Liaison Director and the agency, (perhaps the Liaison Director needed to contact the agency). The agency will once again be reminded of the key dates for the fall Community Investment Process including the September 15th Submission Deadline, and the October 31 Budget Deadline, and of the consequences should any of these dates be missed. The Liaison Director will have offered to assist in any way needed by the agency through this process.

**Winter of each year:** After the final Community Investment decisions are made, the Liaison Director will co-sign the Business Contracts which clearly outlines the commitments between the United Way and the Funded Agency. The term of the Liaison Director assignment will formally conclude with the signing of the Business Contracts.

The Liaison Director is encouraged to attend the agency Annual General Meeting; a Board Meeting of the agency, or any other function the agency may choose to have a representative from United Way present.

## **ROLE OF LIAISON DIRECTOR IN THE OUTCOME MEASUREMENT PROCESS**

Revised June 2001

The Liaison Director will:

- Take orientation training, if possible, with the Agency where he/she is the liaison.
- Support the Agency if the Agency is having difficulty with any part of the Outcome Measurement Process and will assist the Agency staff/volunteers by contacting United Way staff.
- Reaffirm the decision of the Board of Directors that participation in the process is mandatory for funding.
- Notify the Chair of the United Way Board or staff, as soon as possible, if unable to continue being a Liaison Director. It is imperative that the Agencies have the on-going support from the Liaison Director, who is available to them during Community Investment process.
- Will attend the orientation sessions for panel members in the review process.
- Will attend the Agency visit and Budget review.

When Liaison Directors interact with Agencies, no statement made should be construed as an official position of the United Way of Sarnia-Lambton as the Board can only express that position.

## **Personnel**

### **Application for Employment**

Applications for employment for all positions, other than Executive Director, shall be made in writing to the Executive Director, who shall have the responsibility for hiring. Applications for the position of Executive Director shall be made in writing to the Chair of an appointed Selection Committee. The Executive Director shall be hired by the Board of Directors. Employment for all positions shall be confirmed by a letter or contract stating the conditions of employment.

### **Probationary Period**

Unless otherwise stated in a contract, the first six months of employment shall be considered a probationary period for all employed. During this period, employment may be terminated at will by either the employee or the Executive Director. After this period, termination of the employment shall be subject to the conditions of this policy (see Termination of Employment), and the employee shall be deemed to be a regular employee from the date of employment.

### **Employees other than Full-time**

1. Occasional Employment; Occasional or temporary staff may be employed by the hour, day, or week. Such employees will not qualify to receive employee benefits beyond statutory requirements.
2. Part-time Regular Employment: When such employment is for 24 hours or less per week, the employee shall not be eligible for other than statutory benefits. When such employment is more than 24 hours per week on the yearly average, the employee's benefits shall be governed by the collective agreement.
3. Other Employees: Other employees who may be employed by the United Way of Sarnia-Lambton include grant employees, project personnel, and students whose salary and benefits shall be determined by contract with the individual or by agreement with the Grant Provider.

### **Hours of work**

Hours of work and overtime shall be determined in accordance with a contract or agreement with the Executive Director under which the employee is engaged for services.

### **General working conditions**

The current contract in place with the Energy, Chemical and Paperworkers, Union, local 65 shall provide direction of conditions of work including statutory Holidays, Vacations, expense allowance, etc, unless covered by personal contracts as maybe the case with management staff at the United Way of Sarnia-Lambton

## **Termination of Employment**

**Resignation:** An employee resigning from the Corporation shall so advise the Executive Director in writing. Notice periods shall be governed by the employees contract or agreements.

**Dismissal:** All termination notice requirements shall be defined by the Employment Standards Act or the dismissed employee's contract or agreement. All terminations shall be made by the Executive Director. The Executive Director may consult with the Executive Committee or Outside legal counsel.

**Retirement:** The normal retirement age shall be 65 years and this shall be implemented at the discretion of the Board.

## **Annual Performance Appraisals, Goal Setting, Career Counselling**

This is a section of an Adhoc Committee report that covers the Performance Management processes of Performance Appraisals and Performance Reviews and the career Counseling process of Developmental Dialogues. This policy was approved by the United Way of Sarnia-Lambton Board of Directors on June 8, 2000.

## **PERFORMANCE MANAGEMENT PROCESSES**

The staff HR Management processes will initially be between the President with the Executive Director; and then between the Executive Director with the Community Investment Director and the Campaign & Finance Director.

The basis for the Performance Management processes is the Board approved ( 1st Quarter) annual United Way of Sarnia-Lambton Outcomes Evaluation and Business Plan.

Key, mutually agreed upon, longer term Program Outcome Goals and annual Program Outcome Objectives, would be developed annually, in the 1st Quarter, for the selected jobs, with Program Outcome Objective Measures/Indicators for the Campaign & the Community Investment Programs.

Job performance is subsequently measured one year later, on the basis of the actual Program Outcome Measures/Indicators for the agreed to Program Outcome Goals & Objectives.

## **PERFORMANCE APPRAISALS**

Performance Appraisals are brief statements of an individual's results achieved in the last 12 months, measured against the Program Outcome Objective Measures/Indicators mutually agreed upon one year previously.

Results should summarize the overall quality of performance, which individual Program Outcome Objectives were achieved, and which were not achieved. The circumstances under which an Objective was not achieved should be noted.

### **PERFORMANCE REVIEWS**

Performance Reviews are really short progress reviews. They provide an opportunity to monitor progress, & make changes, additions, or deletions in the Program Outcome Objectives, if appropriate. Performance Reviews should be done at least once a year during the 12 months, or as required. Any important items covered in the Performance Review should be noted.

### **CAREER COUNSELLING**

Staff Career Counselling Developmental Dialogues are done annually with all full time staff. The President does the Career Counselling with the Executive Director, followed by the Executive Director with the other full time staff.

### **DEVELOPMENTAL DIALOGUES**

The annual 1st Quarter Developmental Dialogue is an opportunity for the Executive Director & full time staff members to mutually identify those parts of the job where more training, instruction, or information would make the job easier to do. More effective job performance should be the benefit.

### **SALARY ADMINISTRATION AND RANGES**

The Human Resource Management issues indicated above will be used to determine salary adjustments for Management Staff at the United Way of Sarnia-Lambton. The current salary range, by way of motion shall be updated annually based on both the Consumer Price Index, and the United Way of Canada Salary Survey, (completed every two years). In addition, the existing ranges shall be adjusted once the United Way of Sarnia-Lambton becomes a Metro III United Way when its total campaign exceeds the \$2,000,000 mark as defined by United Way of Canada.

## **UNITED WAY OF SARNIA- LAMBTON**

### **DONOR BILL OF RIGHTS**

#### **Approved by Board of Directors, 1995.**

1. To be informed of the way the United Way of Sarnia-Lambton intends to use donated resources, and its capacity to use donations effectively.
2. To be informed of the identity of those serving on the United Way of Sarnia-Lambton Board and to expect the Board to exercise prudent judgement on its stewardship responsibilities.
3. To have reasonable access to United Way of Sarnia-Lambton's most recent audited financial statements.
4. To be assured their gifts will be used for the purposes for which they were intended.
5. To receive appropriate acknowledgement and recognition.
6. To be assured that information about them and their donation is handled with respect and with complete confidentiality.
7. To expect that all relationships with donors will be professional in nature.
8. To be informed about the exact relationship between the person(s) soliciting donations and the United Way of Sarnia-Lambton.
9. To have the right to expect that the United Way of Sarnia-Lambton will not share or sell mailing lists on which their name appears.
10. To feel free to ask questions when making a donation to receive prompt, truthful, and forthright answers.

## **PRIVACY POLICY**

As a result of expected Government legislation, this area is expected to be expanded in the future. It is anticipated that once draft legislation becomes law, business, Commercial, and charitable organizations similar to, and including the United Way may have just six months to comply. This legislation may have a profound effect on how the United Way currently does its business. As such, the Donor Option policy has been changed to reflect anticipated changes, as have the addition of the following policies and how the United Way, and its Website may be affected.

### **Personal Employee Passwords**

Effective June 1, 2002, staff at the United Way will not show or share any of their personal passwords to computers, voice mail, etc with any other staff, volunteers, etc. without the expressed consent of the Executive Director.

### **United Way of Sarnia-Lambton Website July 13, 2001**

The United Way of Sarnia-Lambton is aware of the concern about the privacy and use of any personal information. With this in mind, we have created the following General Privacy Policy. With respect to personal Privacy Policy, please refer to the Statement of Principles of Donor Rights, which can be found on the United Way found on page 16,

### **Our General Website Privacy Policy**

#### **Information Collected**

The United Way of Sarnia-Lambton will only collect personally identifiable information that is voluntarily submitted to us. If an individual becomes a United Way of Sarnia-Lambton Donor, Canada Customs and Revenue Agency obligates the United Way of Sarnia-Lambton of its use. The United Way of Sarnia-Lambton is required to comply with all Federal and Provincial legislation regarding the use and maintenance of such Donor Information.

The United Way of Sarnia-Lambton Site; [www.theunitedway.on.ca](http://www.theunitedway.on.ca) will not require a visitor to disclose more information than is reasonably necessary to participate in an activity on the Site as a condition of such participation.

As with most Websites, certain non-personal identifiable information is recorded by standard operation of our server. Such information may include: the name of the ISP from which a visitor accesses the internet; the date and time a visitor entered our Site, to where the visitor goes after leaving this Site. This information may be used to measure and monitor the use of our site and to improve its content. Data, which would personally identify a visitor, is known only when voluntarily submitted.

### **Cookies**

Cookies are small pieces of information stored on our computer which may be used to access information relating to past use of the Site. The United Way of Sarnia-Lambton through its Website does not currently use “cookie technology”. However, we may use an outside advertising company to display advertisements on our Site. This may include the links to some of our various supporters or contributors who, among other things, makes this Site possible. These outside companies may use cookies. These companies may receive and use cookies placed by certain links displayed on our Site. The United Way of Sarnia-Lambton does not have access to information that would confirm the use of cookies by these companies. Most Internet browsers include preference settings that allow visitors to be notified, and control whether cookies are transferred to their computers. Please review your browser’s documentation or “help” feature for more information on that functionality.

### **Security**

The United Way of Sarnia-Lambton Website uses industry standard security measures to protect against loss, misuse and alteration of the information under our control. While there is no such thing as “Perfect Security” on the Internet, we will try our best to make sure that your transmissions to and from the Site are kept secure.

### **Encryption**

The United Way of Sarnia-Lambton Website, [www.theunitedway.on.ca](http://www.theunitedway.on.ca), is NOT a secured Site whereby 128 bit encryption is used. As such, the United Way of Sarnia-Lambton DOES NOT RECOMMEND users to provide over this Site, specific financial information such as bank account numbers, Credit Card numbers, etc. Any users wishing to support the United Way financially and would like to use this Site as a vehicle to facilitate your donations, we ask that you simply provide your name and contact information so that we may contact you, to process your donation in a more personal, and traditional face to face basis.

### **Other Websites and Links found on the United Way of Sarnia-Lambton Site**

The content of the United Way of Sarnia-Lambton Site is designed for family use. In addition to our own content, we also provide links to various other Internet locations for a variety of reasons. We are not responsible for the privacy of those other Sites.

### **Access; Correct; Update**

Because this Site does not maintain any personally identifiable information that would require ongoing review or updating by visitors or the United Way on this Site, there is nothing for visitors to access, correct, or update.

### **Disclaimer**

#### **United Way of Sarnia-Lambton Website**

**July 13, 2001**

The United Way of Sarnia-Lambton Website – [www.theunitedway.on.ca](http://www.theunitedway.on.ca), is provided to you by the United Way of Sarnia-Lambton “as is”. The United Way of Sarnia-Lambton uses its best efforts to maintain the Site, but is not responsible for the results of any defects that may be found to exist in the United Way of Sarnia-Lambton Site, or any lost profits or other consequential damages that may result from such defects. You should not assume that the United Way Website is completely error free or that it will be suitable for the particular purpose that you have in mind when using it.

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## **NON-DISCRIMINATION POLICY**

The United Way of Sarnia-Lambton is very proud of its long history of community capacity building and its non-discrimination of any body in need.

The United Way strongly believes that no one in need of programs or services shall be denied services regardless of religion, sex, creed, colour, etc. As well, the United Way of Sarnia-Lambton closely monitors its agencies to ensure they too conform and subscribe, as does the United Way of Sarnia-Lambton, to the provisions of the Charter of Rights, the Declaration of Human Rights, and the Ontario Human Rights Code.

The United Way of Sarnia-Lambton has historically, and will continue to be made up of a cross representation of the community we serve and fully expect our Funded Agencies to be non-discriminatory.

## **United Way Logo and Graphics Standards**

*“The Service Marks, UNITED WAY (the Logotype), and the Helping Hand Symbol (the Symbol), have been designed to convey the United Way system as a contemporary organization, sensitive to the changing needs to our society. To graphically depict the intent of the organization, a human figure was placed at the center of the Symbol, supported by a helping hand beneath a rainbow, symbolic of the hope and promise that are made possible because of United Way. It is a strong and compelling graphic device, instantly identifying of a United Way Member Organization or of a United Way Funded or designated agency.”*

.....United Way of Canada.



**The Symbol**

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**United Way**

**The Logotype**

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**The Service Marks**

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The Symbol, The Logotype, and/or the Service Marks can only be used with the expressed approval of the United Way of Sarnia-Lambton. All use of the logo MUST adhere to the United Way of Canada guidelines and Graphics standards as stated in the Graphics Standard document and Trademark rules.

***A complete United Way of Canada manual pertaining to graphics standards and use of the copyright is available at the United Way of Sarnia-Lambton. The United Way of Sarnia-Lambton strongly advises any organization/supporter who may be in doubt about the use of the United Way graphics, to please obtain a copy of the manual.***

## **COMMUNICATIONS POLICY**

### **SPECIAL EVENT MEDIA POLICY**

1. Special events will not be deemed exclusive to any one (1) media company.
2. Information regarding what one media company is providing at a special event will be a matter of public record and may be communicated to other media companies prior to the date of the event.
3. Each media company will be limited to one (1) company vehicle at special events. Location of such a vehicle to be determined on a first come first serve basis.
4. All special event tickets, posters or other promotional materials will be printed without, specifically naming any media company as the sponsor of the event.
5. Live remotes/cut-ins are permitted and welcomed at special events but all promotional materials will be restricted to the broadcast booth, if two (2) or more broadcast companies have remotes planned, they will be accommodated.

## SPECIAL EVENTS POLICY

1. Every special event must have a fundraising component.
2. Organization of a special event should focus on a first-class activity at minimal or no cost to the United Way. Events with no outlay to generate funds are preferred.
3. Full plans (including financial outlines) for special events must be submitted to and approved by the Campaign Cabinet and Board of Directors at least 6 weeks prior to the event; if sponsored by an outside organization
4. Events approved by United Way will be promoted as "United Way and " \_\_\_\_\_ " present" and the use of the United Way logo will be permitted for advertising and decor purposes. The use of the United Way logo must first be approved by the United Way of Sarnia-Lambton and will be consistent with the Guidelines as provided by the United Way/Centraide Canada. See *Trademark* for more information
5. Events not receiving approval by United Way may advertise that "all proceeds will go to the United Way" but must not use the United Way logo in any fashion or indicate authorization for the event by United Way.
6. A full financial report of expenses and income must be submitted to the Board of Directors within 10 days of completion of every authorized special event; if sponsored by an outside sponsor.
7. Special Events occurring during the annual campaign should be targeted towards sectors of the population that do not otherwise generate large campaign revenue. Events of a community-wide nature should be scheduled towards the end of or outside of, the annual campaign.

## **United Way Investment Policy**

Updated October 29, 2002

Peter Thomas, Treasurer presented to the Board (on October 29, 2002) a revised policy regarding the investments by the United Way. This policy addresses both the Wes Thompson Endowment fund, and the general investments of the United Way. The policy is consistent with the philosophy of the United Way to maximize return, but consider safety and security of the capital, which is vital.

- **Investments may be in any amount so long as it does not inhibit cash flow.**
- **Investments may be made in the following:**
  - **Deposits backed 100% by the Government of Canada or the Government of one of the provinces of Canada;**
  - **Canadian corporate bonds with a rating of AAA- or higher;**
  - **Deposits with a Canadian chartered bank;**
  - **Deposits with a financially stable credit union in Ontario up to the \$100,000 insured limit of the Deposit Insurance Corporation of Ontario.**
- **Investments must be less than 184 days, except those funds invested in the Wes Thompson Endowment Fund. Investments in the Wes Thompson Endowment Fund may not exceed five years unless authorized by the Board of Directors.**

**The goal of the investments at the United Way of Sarnia-Lambton is to maximize the return on investment in as safe an investment vehicle as possible.**

## **CROSS PROMOTIONAL ACTIVITIES UNITED WAY OF SARNIA-LAMBTON**

Approved September 1994

As the United Way of Sarnia-Lambton enters the next millennium and more and more campaign revenue are raised through Cross Promotional Activity. The following policy was enacted to govern such activities.

- No door to door sales/soliciting.
- No telephone sales/soliciting.
- The direct benefit to United Way must be made clear to potential donors/purchasers.
- Use of the United Way logo in ads/posters etc. must be pre-Approved and is to be consistent to the specifications as outlined by United Way/Centraide Canada.
- The event is ethical in nature and fits with United Way values.
- Budgets, including cash flow projections, must be disclosed to United Way Executive Director with respect to items specifically printed and sold for United Way and third party benefits, i.e. Coupon Books must be approved by Executive Director. The Executive Director may consult with any Board member, Cabinet member, etc. before making a decision. The Executive Director also will take into account its relationship to "competing" companies who have been long time contributors. Each will be judged on its own merit.
- All activities be reviewed and evaluated following the Campaign.
- All activities must fit with Canada Customs/Revenue Agency, (CCRA) guidelines and be consistent with all Federal and Provincial law including CCRA taxation laws.

## **WES THOMPSON ENDOWMENT FUND AND THE VISION 20/25 INITIATIVE**

The Wes Thompson Endowment Fund was first set up by the United Way in the mid 1980s. Its plan then, and remains today, is to grow on an annual basis with interest and investment revenue to be used to offset the Administration and Fundraising costs of the United Way of Sarnia-Lambton.

In late 1998, the Board of Directors endorsed the existing policies and put great emphasis on its growth and refers to the project as the *Vision 20/25 Initiative*.

The following polices relate to the Wes Thompson and Vision 20/25 Initiative:

- That the principle is never used for day to day operations, Community Investment purposes, or purposes other than for investment.
- That only the interest, or revenue earned in each year, is used to reduce the United Way of Sarnia-Lambton Fundraising and Administration expenses for the following year.
- That any funds returned to the United Way by way of any agency for reasons such as program surplus, penalty, or other, be put into the Wes Thompson Endowment fund so that all Funded Agencies can benefit for eternity as Administration and Fundraising costs are lowered.
- That 30 percent of any year-end surplus by the United Way of Sarnia-Lambton be put in to the endowment fund. (This to be reviewed annually by both the Treasurer and United Way Board).
- That any funds received by the United Way of Sarnia-Lambton as a result of Donor Directed gifts, endowments, and other Planned Giving initiatives are put into the endowment fund and will not be included as campaign funds and therefore counted as part of the campaign.
- That the United Way of Sarnia-Lambton Board may turn over management of the Fund to a third party for financial management with the expectation of increased revenues from the fund as a result of pooling our funds for greater leverage.

## **SECTION 2**

### **POLICY FOR COMMUNITY INVESTMENTS TO AGENCIES**

#### **FUNDED AGENCY STATEMENT OF PARTICIPATION**

##### **PURPOSE**

The Funded Agency Statement of Participation serves as a set of mutual expectations for the United Way and each of its Funded Agencies.

##### **FUNDED AGENCIES SHALL:**

1. Promote good will with the United Way and give support to the objectives of the United Way. The Funded Agency should be and appear to be politically non-partisan in accordance with the C.C.R.A. regulations and guidelines and neither favour or campaign for political parties or candidates.
2. Be supportive of the United Way's concepts and policies as set out in the United Way's Operations and Policy Manuals and the Funded Agency Agreements.
3. Be incorporated and registered as a charitable organization under the Canada Income Tax Act.
4. Be involved directly in the provision of a social, health, community or related service and which serves first and foremost the citizens of the City of Sarnia and the County of Lambton.
5. Provide a service, which is meeting a vital community need, and is consistent with the policies of the United Way. It must be demonstrated that the service can be more appropriately and economically provided by the Funded Agency in question rather than another agency. The service must give high priority to the needs of the "disadvantaged", rather than to persons with adequate personal and financial resources. Disadvantaged is defined as those facing physical, mental, emotional, social or economic hardships.
6. Conform and subscribe to the provisions of the Charter of Rights, the Declaration of Human Rights, and the Ontario Human Rights Code.
7. Agree to seek out all possible areas of government support. Those programs, which are the responsibility of government or the voluntary sector, apart from the United Way, must be clearly identified. It is not the intent that the United Way dollars be used to meet tax dollar responsibilities or those which are the responsibility of other timing bodies.

8. Agree to clearly identify itself as a United Way Funded Agency by prominently displaying a United Way logo at the Agency's building/offices, by appropriate wording and/or logo in all printed materials, publicity and media releases.
9. Agree to advocate maximum community support for the United Way and the United Way campaign, and encourage undesignated donations from its staff and members to the United Way Campaign.
10. Have visible continuity and permanence in the community and demonstrate the ability to attract the support of the community.
11. Demonstrate the ability to effectively use volunteers in the delivery of service.
12. Have members of the Board of Directors of the Funded Agency who serve in a voluntary capacity, and are responsible for policy, planning, priority-setting, service evaluation, adoption and regular monitoring of its operating budget. The Board must be responsible to the community for the efficient management of funds received from the community. The Board of Directors shall be elected annually, by members at large, at a meeting open to the public and shall meet at least four times a year.
13. Have a voting membership representative of the community it serves.
14. Have an approved statement of personnel policy in regard to the organization's staff. Personnel practice must provide for and encourage the participation of staff in the planning and policy-making functions of the organization.
15. Conduct planning and evaluation on an on-going basis. It should engage in long-range planning (3-5 years) and also have an orderly plan for a periodic evaluation in light of current needs and in terms of its stated purpose, goals and relations with other organizations in the field.
16. Must sign, prior to each funding term, a that outlines the basic expectations of both the United Way of Sarnia-Lambton, and the Funded Agency.
17. Make an annual accounting of all financial matters in the form of audited financial statements, or other such statement as agreed to by the United Way, available to the public and send the United Way on an annual basis.
18. Consult with the United Way should an amendment of provided services be proposed, as any alterations in services may effect United Way Investments.
19. The Covering Letter in the Budget Submission Forms requires the signature of the Liaison Director, as well as the Executive Director and the Chairperson/President of the Agency Board.

1. Business Contract
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### **THE UNITED WAY SHALL:**

1. Maintain responsible management by a volunteer Board of Directors elected as representatives of the citizens of Sarnia-Lambton, which shall meet at least six times each year.
2. Conduct a United Way Campaign annually to meet the United Way funding needs of its Funded Agencies.
3. Invest in Funded Agency's services, as approved by the United Way and administered by Funded Agencies on the basis of program budgets submitted, in a manner that best serves the needs in the community that are appropriate for voluntary support.
4. Disburse designated funds to eligible charitable organizations in accordance with the donor option policies of The United Way.
5. Work with Funded Agencies, government bodies and other community agencies, to prevent unwarranted duplication of effort and to promote effective service, efficiency and economy of administration in order to maximize the contribution of independent agencies which have a particular ability to respond directly to a community need.
6. Provide an appeal procedure to permit reconsideration of a Community Investment decision provided the Funded Agency's Board of Directors authorizes the appeal.
7. Assist in promoting community understanding of Funded Agency services.
8. Maintain regular books of accounts and annually make available to citizens of Sarnia-Lambton a detailed financial statement, duly audited.
9. Conduct, in co-operation with Funded Agencies, the evaluation of the services provided to ensure the best possible satisfaction of the community's needs.
10. Maintain a reserve fund to be administered by the Board of Directors; any accumulated income thereof may be used to assist in emergencies and other special needs.
11. In the event a Funded Agency is considered to fall seriously short of the criteria for membership, the Board of Directors shall recommend the agreement between the United Way and the organization be terminated.
12. Not be expected to consider the timing of services initiated by government and other funders.
13. Give financial support to organizations meeting all the necessary membership requirements and this financial support is to be applied towards meeting operations budget requirements only.

## **UNITED WAY DOES NOT FUND CAPITAL REQUESTS**

The following principles are based on this broad statement of philosophy:

1. Community Investment decisions will be based upon clearly articulated criteria for evaluating the Funded Agency's capability and competence to provide needed human services.
2. It is the responsibility of the Community Investment Committee, upon recommendations from the Review Panels, to evaluate each Funded Agency's performance, in relation to the information provided by the agency, including outcomes of all programs.
3. The United Way places responsibility on each Funded Agency for its own effective and efficient operation. It is the responsibility of the agency to demonstrate its performance by providing the Review Panels, and the Community Investment Committee, with information relevant to the Community Investment criteria.
4. The Community Investment Process (as well as funding arrangements) will recognize both the autonomy of each Funded Agency in managing its internal affairs and the responsibility of the United Way to be accountable to donors and the community at large for the beneficial use of funds contributed to the United Way for this purpose.
5. Where problems are identified in any Funded Agency's operations, the aim of United Way is to help Funded Agencies improve their management capability and level of service to the community.

## **COMMUNITY INVESTMENT PANEL**

### **PHILOSOPHY**

Funded Agencies, which receive United Way funds, must demonstrate the value derived from these funds. This will include clearly defined objectives, with outcomes based on mutually agreed upon measurements. Panel members represent the Sarnia-Lambton Community and their approval of Funded Agency programs and costs is essential to a successful fundraising campaign.

### **COMPOSITION**

The Review Panels are composed of between six and eight members, one of whom is a United Way Director, (normally the Funded Agency Liaison Director), and the other members from the community at large. The Chair and Vice-Chair of each panel is a Member from the community at large. The United Way Director does not have a vote on the final Community Investment recommendation made by the Panel.

### **PANEL SELECTION**

Panel members are recruited from a cross-section of the community. They bring to the Panel accounting/financial skills, business/management skills, labour viewpoints, professional or voluntary involvement in social services, sensitivity to the operation of voluntary agencies, and awareness of community problems and needs. While panel members may not have an in-depth understanding of the agencies they review, they bring a particular interest or expertise to the task.

### **FUNCTIONS**

1. To review thoroughly the programs and budget pertaining to Funded Agency services funded by the United Way of Sarnia-Lambton.
2. To meet and discuss the above, with representatives from Funded Agencies with reference to need/effectiveness/efficiency/management/community support and financial management of these services to the community.
3. To recommend to The United Way Community Investment Committee support levels for Funded Agencies and/or their programs and services supported by United Way funds.

The need for panel members will be publicly advertised annually if insufficient qualified persons have not volunteered. The panel members will be appointed, at least one month prior to the first review, to provide time for orientation. The orientation session is to be held a month before the budget review process. Substitutes appointed after the regular session will be given separate orientation.

**At least one training session will be held for orientation, which will include:**

- (a) The purpose of program budget reviews;
- (b) Function and duties of review panel;
- (c) Relationship between agency and the United Way;
- (d) United Way funding and Community Investment policies;
- (e) Budget submission forms;
- (f) Procedures of the Program Budget Review;
- (g) Specific information of the services to be reviewed;
- (h) The treatment of designated contributions made under the Donor Option Program.

**EXPECTATIONS OF EACH FUNDED AGENCY?**

Each Funded Agency must educate the panel about its programs, operations, goals and objectives, and measurements and outcomes. At the conclusion of the meeting, the panel members have a good understanding of the work of the agency and are able to make recommendations that are fair and helpful to the Agency and the United Way.

**INFORMATION AND SUGGESTIONS**

1. The budget package provides much information but is not intended to be all-inclusive. Written supplementary information may be submitted with the budget submission, e.g. reports, program info.
2. Panel members receive copies of the agency submission, recent reports, audited financial statements, service reviews conducted by the agency or its affiliates, last year's panel report, the agency response, and a United Way staff report.
3. Panels are instructed to understand the agency's services before looking at the financial information. The examination of the budget should be last on the agenda.
4. Agency Board Members should attend the program and budget presentations. This does not preclude staff participation since their knowledge of the detail of the agency's operation is important.
5. Highlight your agency's work through such things as a slide presentation, and/or a tour. Agency tours should be arranged prior to a panel meeting where feasible and worthwhile. You may have done your presentation many times before but remember it will be new to many panel members!

6. Attempt to give the panel a good understanding of:

- purpose and objectives of the Programs.
- need being addressed.
- target population.
- client population.
- services and activities.
- evaluation methods.
- program results.
- impacts and outcomes, cohesion with other community programs and future directions.

7. No agency is without difficulties. Share your successes and failures. Discuss plans for improvement. Engage the panel in exploring solutions to problems you are facing.

**STANDARDS OF ACCOUNTING AND FINANCIAL REPORTING**  
**FOR VOLUNTARY ORGANIZATIONS**

**OBJECTIVES**

1. Good accounting standards will benefit a voluntary organization in improved planning and better budget control.
2. Improved financial reporting will disclose the financial position and operating result of an organization in a uniform and readable way so that they may be understood by the donors, the general public and government agencies.

**APPLICABILITY**

The recommended standards are intended to apply to items that have a material effect on the operating results or the financial position of an organization. Volunteer organizations that perform a single service function may retain a simple and unsophisticated accounting system and yet conform to the standards.

It is recognized that some of the suggestions for disclosure in financial reporting will not be applicable to smaller organizations.

**ACCOUNTING STANDARDS**

The accounting system should provide proper control for management and be able to produce informative groupings for financial reporting. The accounting standards recommended are as follows:

- (a) **THE ACCRUAL BASIS OF ACCOUNTING** should be used for all financial reporting. Under this method all support from the general public is recorded at the time it is pledged; revenue is recorded when earned and expenses are recorded when incurred. Accrual accounting does not necessarily require that an organization change its customary method of bookkeeping, because for smaller organizations, the accounts can be adjusted for preparation of annual financial statements. Reporting financial transactions for the year on the receipts and disbursements basis is not acceptable as this merely discloses the change in the bank balances during the year, not necessarily the results of the operations for the year.
- (b) **FUND ACCOUNTING** should be used where it is appropriate to segregate the accounts into categories for Operation Section, Property and Equipment, endowments and Trusts and Held in Custody for Others. Fund accounting means the use of accounting procedures in which a self-balancing group of accounts is provided for each category.

- (c) **FUNCTIONAL DISTRIBUTION** of expenses should be used when an agency performs more than one function or activity. In addition to recording expenses by type of expense, such as salaries, printing and telephone, they should be allocated by programs, fund-raising and administrative activities.  
Such a distribution will aid the Board and management to review its budget and assess whether the Expenses are effective in terms of value received. It will also give more meaningful information for financial reporting.
- (d) **RELATED ACTIVITIES** that are intended to be self supporting, such as camp operations, cafeteria operations or sale of pamphlets should be recorded in a separate group of accounts. If the related activities are major undertakings in relation to the total activities of the organization, the financial transactions should be disclosed in a separate agreement.

## **UNITED WAY ADMISSION PROCEDURES**

The United Way will admit as Funded Agencies only those organizations, which meet a proven need in the community.

The United Way accepts as one indicator of fulfillment of this requirement the viable operation of the service in the community for two years prior to the date of application for admission as a United Way agency. This provision does not apply for application to the Venture Grant Program Fund, or Bridging Fund.

1. Applicants will be requested to provide The United Way with the following documents and information for financial support in the following year:
  - (a) Date of Incorporation
  - (b) Constitution and By-Laws
  - (c) Charitable Organization Registration No./Business Number
  - (d) Board of Directors
  - (e) Copy of most recent audited statement
  - (f) Completion of Admission application providing information on:
    - (1) Profile of Organization
    - (2) Source and Disposition of funds
    - (3) Programs and Accomplishments including clearly defined Goals and Objectives
    - (4) Organization
    - (5) Staff and Volunteers
    - (6) Immediate Needs
    - (7) Functional Budget for Proposed Service(s)
    - (8) Future plan
    - (9) Identification of community Impacts, and Outcomes of the programs
    - (10) Solid measurements to evaluate the programs relative to its goal and objectives
2. Community Investment Committee Representatives of the United Way will meet with the agency applying for annualized funding. They will take their recommendation to the Board of Directors, who then vote on their findings. The agency will receive written notice of The United Way's decision, expeditiously.
3. If successful, the agency will undergo the Review Panel process and such recommendations from the Panel will be reviewed by the Community Investment Committee with ultimate responsibility lying with the Board of Directors.
4. The amount of money invested by United Way will depend on approval of the agency's submission by the Agency Board of Directors and the success of the United Way campaign.
5. The agency has first received Venture Grant Funding in the past.

## UNITED WAY RESERVES

### 1. DEFINITION

Reserves are those funds reported in the liability section of the Balance Sheet and are sometimes called "Residual Equity". Donor restricted funds are excluded and are identified as legacies, bequests and memorials and are available for future use at the discretion of the Board.

### 2. POLICY

To establish and maintain a sum unencumbered and uncommitted at a level relative to:

- (a) The amount committed to funding programs of Funded Agencies
- (b) To the cost of administration of The United Way
- (c) To the amount raised in the annual campaign
- (d) To any emergency needs as may be determined from time to time by the Board of Directors

### 3. PURPOSE, RATIONALE

The reasons for establishing and maintaining reserves are:

- To provide a necessary and reasonable amount of working funds to financially operate the organization.
- To provide funds to help stabilize a level of community investment or a level of increased investment to Funded Agencies when events affect the source and application of fund revenue.
- To provide funds to meet unexpected organizational needs.
- To provide funds to meet emergency needs of Funded Agencies.
- To provide a sum to make up a deficiency in the campaign, either in results or collection experience.

### 4. SOURCE

Reserves will be born from the cumulative excess of support and other revenues over expenditures (operations).

### 5. AMOUNT

The amount of reserves will total not more than the combination of four months of current Community Investment to Funded Agencies and other funding programs, plus four months of total operating costs of all United Way operations.

## **6. MAINTENANCE**

The status of reserves will be calculated at the end of the fiscal year. Any reserves in excess of the target will be or may be used as a source of funds, along with all other sources for the next year's agency Community Investments and operating expenses. Any deficiency in the reserves will be supplemented from funds in the following year(s) depending upon the amount of the deficiency and according to the following schedule:

Three per cent of each goal will be allocated to reserves if needed. The allocation to reserves will be the first funding eliminated in the event of a campaign shortfall.

At the end of each fiscal year, the deficiency will be recalculated and the maintenance plan adjusted accordingly.

## VENTURE GRANT PROGRAM

Updated  
April 2004

The United Way of Sarnia-Lambton will commit a minimum of five (5) per cent of the gross campaign achievement (including the total money raised through the Donor Option Program for non-funded agencies) for the Venture Grant Program.

### TYPES OF PROJECTS SUPPORTED

1. New Services: Start up funds to carry a new service through the development stages while a permanent funding base is sought.
2. Services not previously funded by the United Way: Any eligible service provider may apply for Venture Grant funding for a specific program.
3. Service providers that meet United Way criteria and are interested in applying for Funded Agency Status for on-going program funding, must first be funded for a *minimum of one year* through the Venture Grant Program. **(Receipt of Venture Grant funds does not guarantee on-going program funding).**

### ELIGIBILITY REQUIREMENTS

- 1) Funding is available to Community Service providers throughout Lambton County whose services fit within some or all of the United Way current funding priorities.
- 2) The statement of the specific community need must be clearly established based on United Way's program funding policies.
- 3) Projects must have clear and concise plans detailing what is to be provided and how it is to be accomplished utilizing the Program Outcome Evaluation Method outlined in the proposal.
- 4) Program Outcome Measures/Indicators need to be identified to measure Program Outcomes/Impacts. The tools that will be utilized to measure what change has or will occur as well as how people have or will benefit from having the program available must be clearly stated.
- 5) Projects are eligible for one year of funding; up to three years.
- 6) The maximum funding a program can receive is \$30,000 annually.

## **EXPECTATIONS OF FUNDED PROJECTS**

1. To discuss with the United Way at least two Program Outcome Measures/Indicators the Service Provider proposes to use. This will be agreed upon by both the United Way and the Service Provider as well as the time for, and method of assessment or evaluation.
2. To follow through on the proposal as outlined at the time of acceptance.
3. To use funds for Operating purposes only.
4. To provide both program and budget information as required by United Way.
5. To publicly display the United Way Logo on all promotional materials for the program funded through the Venture Grant Program in order to strengthen public identification of both the United Way and the service provided.

## **APPLICATION PROCEDURE**

1. Applicants should first discuss the project with United Way C.I.D.. At this time the application procedure will be explained if the proposed project appears to qualify.
2. Applicants will be requested to complete a Venture Grant application form.
3. The Community Investment Committee will review the application, and then make a recommendation to the United Way Board. The Community Investment Committee may assign persons they deem necessary to first review the submission for the information of the Community Investment Committee and/or Board.
4. The Board makes the final decision, and will then inform the applicant.

## **MAXIMUM SIZE OF GRANT AND TERM**

February 2002

The maximum funding a program can receive through the Venture Grant Program is \$30,000 annually. A program can be funded through the United Way of Sarnia-Lambton Venture Grant Program for a maximum of three years..

## **COMMUNITY RESPONSE GRANTS**

The United Way has established a Community Response Grant to support meritorious services that would not otherwise have access to United Way funds, and may find themselves in an emergency situation. The Executive Director has discretion over this fund and can make funding decisions as outlined below.

It is further recommended that Community Response Grants be unrestricted by any program or organizational eligibility criteria, and that Grants be limited only by dollar value and the total dollars disbursed under the program in any one year. The components of the grants program are:

### **1. ELIGIBILITY**

Community Response Grants may be awarded to any needy organization in Lambton County except:

- (a) Funded Agencies of the United Way.
- (b) Organizations presently in receipt of Venture Grant Funds.

### **2. SIZE OF THE COMMUNITY RESPONSE GRANTS FUND**

#### **Community Response Grant Policy. May 8, 2001**

To amend the Community Response Grant Policy as follows: The Maximum amount of funding the Executive Director can make is \$2000 for each application or emergency – up from \$500; increase the maximum limit for the Board from \$2,000 to \$3,000; and to amend the total available in the fund to .5 per cent of the campaign accumulative.

Therefore, each January, the Board shall set aside the funds necessary to equal .5 per cent of the reported campaign achievement.

### **3. PUBLICITY**

It is expected that the United Way would publicly announce each funding decision to local media and this information may be used in any campaign promotional or informational tools.

The Executive Director will inform Board Members of each funding decision made at the following regularly scheduled Board Meeting.

## FUNDING POLICIES

### COMMUNITY INVESTMENT COMMITTEE PRE-APPROVAL

**Approved November 2001.**

The Community Investment Committee is authorized to approve Community Investment applications to a maximum of \$2,000 per priority, (to a maximum of \$10,000 for any one application that clearly addresses all five United Way funding Priorities). The Committee is expected to report to the Board of Directors at the next regularly scheduled Board Meeting all Community Investments granted.

### AGENCY BUDGET DEADLINE

All Funded Agencies that are to be reviewed, **must** have their program application completed and delivered to the United Way by **September 15**, and the budget submissions completed and delivered to the United Way of Sarnia-Lambton by **October 31** of that year. Because of the very tight timelines, **the United Way will NOT accept** any agency budget submissions after that October 31 date and as such, that agency will not be reviewed for funding that fall for funding beginning April 1 of the following year.

### GOVERNMENT FUNDING ELIGIBILITY

Statutory government timing is available for many services or portions thereof. The United Way will not duplicate this funding.

Assistance will be provided to obtain the funding from the appropriate authority or to seek increased funding allowance as required.

### MAXIMUM SIZE OF INVESTMENTS PER PROGRAM/AGENCY

**Approved April, 2002**

No one ***Funded Program*** will receive more than 7.5% of the total available for investment and that no one ***Funded Agency*** will receive more than 15% of the total available for investment. (Keep in mind that the dollar value of those percentages will grow as the total available for investment to Funded Agencies grows).

The Counselling Program of the Family Counselling Centre is “grandfathered” in at 13% and the Family Counselling Centre itself will be “grandfathered” at 17.5%.

## **FOOD, CLOTHING AND SHELTER**

The philosophy of the United Way is that the General Welfare Assistance Act, administered throughout the County of Lambton and financed through tax dollars, is providing for basic human needs of food, clothing and shelter for individuals and families who cannot provide for themselves. The expenditure of scarce United Way dollars for food, clothing and shelter is a costly duplication of what our tax dollars are providing. **(However, the United Way of Sarnia-Lambton realizes the new realities and has funded such programs in our community and will be open to such proposals presented by local, community Groups where a vital community need exists.)**

## **COMMUNITY RESPONSE**

Individual short-term emergency assistance may be considered for timing.

## **MEDICAL RESEARCH**

The United Way does not fund medical research. Funds raised in Lambton County must be used to provide tangible programs and services in Lambton.

## **SHELTERED WORKSHOPS**

The United Way does not fund sheltered workshops.

## **RESIDENTIAL TREATMENT SERVICES FOR CHILDREN**

Children in treatment under the age of 16 are eligible for government funding and so are not eligible for United Way funds. However, presently the United Way provides funds for the care of some local young adolescent females under the age of 16 through the funding of the Community Girls' Home and emergency care of children through the Women's Interval Home.

## **PLANNED PARENTHOOD AND ABORTION COUNSELLING**

At present, both in Sarnia-Lambton and North America generally, there is one service area where there are profound divisions in the community; where organizations or programs whose exclusive or primary purposes are services which involve deeply held moral, religious and social values, it is not possible to balance community differences by supporting these services representing differing view points.

The United Way of Sarnia-Lambton therefore takes the position that United Way funds are not available in support of such programs, or activities of organizations whose exclusive or primary purposes are services, education and counseling related to sexuality, sexual activity, birth control and abortion.

## **FUNDS LEAVING LAMBTON COUNTY**

United Way is a local agency and it is expected that funds invested will directly benefit local residents. Agencies with National/Provincial affiliations can expect that funds earmarked to leave the local area must be well justified in order to be supported by United Way. These funds, if any, must be on an equitable basis with other communities.

## **GRANT TERMINATIONS**

Agencies must recognize that programs, which are funded through municipal, provincial an/or federal grants, have a limited life.

United Way will not assume the funding on these programs in whole or part unless they result in services, which are accepted for funding through normal application procedures.

## **DEFINITIONS OF PRIORITIES** – April 2004

An agency will only qualify as targeting a United Way Priority if 50% or more of the clients, or expected clients, fit that priority.

## **APPEALS POLICY AND PROCEDURES**

### **Updated November 15, 2004**

It was unanimously approved by the United Way of Sarnia-Lambton that as of November 15, 2004, there will no longer be an appeals process at the United Way of Sarnia-Lambton.

All regularly funded agencies have been notified on November 19, 2004.

## **REQUESTS FOR SUPPLEMENTARY FUNDING**

United Way encourages Funded Agencies to budget accurately to avoid surpluses or deficits. It is understood that agencies do not always have control over factors which influence their budgets, and, on occasion, a projected deficit may arise through no fault of the agency. For this reason, the United Way will consider requests for supplementary funding. Supplementary funding will not normally be made to support services of agencies which are not currently being funded by United Way

In reviewing a request for supplementary funding, the United Way Board of Directors will take into account the following considerations:

1. Whether the agency had control over the factors creating the financial shortage.
2. Whether the Funded Agency could reasonably anticipate the need for supplementary or additional funds.
3. Whether the need for additional funds was caused by an unanticipated increase in community need.
4. Whether the agency may reasonably be expected to obtain funding from other sources, such as Provincial or National affiliate organizations, governments, its own reserves, etc.
5. Whether approval of additional funds will affect the agency budget submission and United Way Community Investment in succeeding years.
6. The United Way having the necessary financial resources to increase the funding level.

An agency requesting supplementary funding should first discuss the situation with United Way staff. This should be done at the first sign of a problem. A request for additional funding outlining the reason for the shortfall should be directed to the Community Investment Director. The United Way Board of Directors gives approval for supplementary funding.

## **CHANGES IN SERVICE**

Funded Agencies must apply United Way funds to services approved for funding by the United Way.

## **OPERATING SURPLUSES**

Surpluses achieved in the Operating Account through efficient financial management or by a reasonable increase in income through sources other than Government support on a retroactive or non-designated basis may be retained by a Funded Agency provided that:

1. The amount of the surplus is transferred in the year in which it occurs to a "Reserve Fund".
2. The Reserve Fund is designed to meet subsequent operating deficits and/or the acquisition, replacement and renovation of physical facilities and other substantial fixed assets. Reserve funds must not leave the community.
3. The annual audited statement reflects the current transfer from the Operating Account and the cumulative total in the Reserve Fund, if any.
4. The United Way be advised of any changes made in transfers in or out of the Reserve Fund.

A surplus achieved as a result of increased government support on a retroactive basis and/or which has not been approved by the appropriate ministry or department for retention for a specific purpose, i.e. capital expenses, special projects or programs, etc., or any other major financial windfall not necessarily related to government is subject to return to The United Way. The existence of a "Reserve Fund" may affect the organizations' recommended Community Investment for the subsequent year.

## **DEFICITS**

The United Way does not fund deficits. Where agencies have special or emergency circumstances, an appeal may be made for assistance from the Reserve Fund. The agencies have a responsibility to budget carefully and operate within the funds available.

## **CAPITAL EXPENDITURES**

### **A NON-CAPITAL EQUIPMENT**

Any replacement equipment item valued at \$500 or a new equipment item at \$300 or less is considered as a non-capital item for inclusion in an agency's operating budget. No detailed information or special approval is required for United Way financial support of these items.

### **B CAPITAL EQUIPMENT**

Any replacement equipment valued over \$500 or a new equipment item valued at over \$300 is considered as capital equipment. Items, which United Way is requested to fund, in whole or in part, will be detailed in the budget, specifying the item, cost, use, and alternatives considered.

## **C MAJOR MAINTENANCE OR RENOVATIONS**

Agencies are required to give United Way advanced notice of probable major maintenance requirements.

The United Way will not financially participate, except through operating cost contributions, in the acquisition of additions or new agency facilities. Funds required for such purposes must be acquired by agencies through fundraising activities as outlined in the policy statement on Supplementary Fundraising or through a capital campaign approved by the United Way Board.

When requesting United Way approval for a capital campaign, agencies will provide an estimate of operating costs, and United Way's projected share of these expenses for the new facility. Approval of an agency capital campaign for new or additional facilities does not necessarily imply a long-term commitment on the part of the United Way for operational support of such facilities.

United Way will not usually consider mortgage costs as those for operations. Special consideration may, however, be given when the cost of purchase is more favorable than renting. Should the United Way agree to share in mortgage costs, it is an expectation the United Way would recoup a share of the equity in the facility equal to its contribution to principal payments in the event of dissolution of the agency.

## **D EMERGENCY REPAIRS**

Should the agency be faced with an emergency repair, which it is unable to finance through its operating budget or assets, the United Way may be approached for assistance. Such help would likely take the form of a loan.

## **E GENERAL CONSIDERATIONS**

1. United Way funds would be available only for capital expenditures related to services currently receiving operating funds from the United Way. The cost of an item essential to several services (i.e. a new roof) would have its cost allocated to various services.
2. Agencies covered by legislation - e.g. Charitable Institutions Act, Children's Institution Act, Day Nurseries Act, etc., should make full use of the capital projects provisions of these acts.
3. Agencies are expected to make full use of bequests, legacies, trust, and surplus funds available to them for capital projects.
4. Depreciation on buildings or equipment will not be funded by United Way.
5. An agency wanting to alter its maintenance or capital acquisition from those presented in the approved United Way budget should consult with the United Way of such changes and request confirmation.

## **FIXED ASSETS**

United Way Operating Policies provide that since United Way funds operating costs only, neither depreciation on fixed assets nor amounts transferred to reserves for replacement of fixed assets can be charged to operating budgets.

## **SUPPLEMENTARY FUNDRAISING**

### **GENERAL PRINCIPLES**

The underlying concept of United Way is that of a single, federated campaign.

Successful federation depends on the establishment and maintenance of mutual confidence. A general fundraising campaign conducted by a participating organization would therefore be in violation of this basic premise. An organization's independent fundraising activities, when appropriate and responsibly managed can make friends, raise significant sums, and actually strengthen the entire federation. The United Way encourages:

- Payment of fees for service where the assessment of ability to pay is consistent with the nature of the service offered.
- Approved membership programs.
- Other approved project fundraising efforts.

All Funded Agencies must advise the United Way of all supplementary fundraising projects and membership programs, at least a month before their launching, for information purposes and to assure that there will be no contravention of United Way policy and agency agreements. If not, United Way may levy a financial penalty on the offending agency.

### **FUNDRAISING THROUGH MEMBERSHIP PROGRAM**

Membership programs can be a source of strength to individual organizations and to the entire community service structure, e.g. membership fees for those who participate in and benefit from the services, parents of participating members, board and committee members and others who give money to organizations and interested people who wish to affiliate themselves with particular organizations because of personal convictions as to the importance of the agency programs and services.

Membership should be limited to persons selected for their interest in the organization's program and who, in return for their membership, will participate in the organization's program and receive regular communications about the organization, attend meetings, participate in programs, etc.

The membership fee should be clearly distinguished from a general contribution to the organization.

The extent to which privileges are given within various categories of membership rests with the individual organization.

Prior to any solicitation of memberships, a plan must be submitted in writing to and approval received in written form, from the United Way.

The organization should acknowledge its participation in the United Way and at no time should the memberships be solicited on the grounds that the United Way has failed to meet the budget approved or requirements of the organization.

Organizations must not conduct community-wide "membership" campaigns where participation in their organization's program is incidental and the amount of money raised is the primary interest. When membership programs are aimed at Corporations or individuals that are not themselves vitally interested in membership or the privileges of an organization, or "for any object other than the individuals personal interest in the organization, they cease to be membership programs and are only financial campaigns. The latter are harmful to the purposes of the United Way and will not be approved.

### **OTHER FUNDRAISING**

Project fundraising efforts by participating organizations, meeting the policy requirements below, are permissible without approval of the United Way. However, the United Way should be notified in writing in advance of each such activity so that it can provide interpretation to the public of:

- (a) Direct payment of reasonable fees by participants or recipients of service.
- (b) Allocations from public monies.
- (c) Allocations from foundations.
- (d) Bequests, endowments, legacies and memorials, and programs to encourage such gifts.
- (e) Unsolicited gifts.
- (f) Benefits, bazaars, fashion shows and sales of greeting cards, food products and other useful articles.

### **INCOME RECEIVED**

Income from membership programs or project fundraising activities is normally considered as operating income for the year in which it is received unless recognized in writing by the United Way as being for a specific, non-recurring purpose. Likewise, interest earned on such funds is considered operating income.

The annual budget request to the United Way must reveal the total amount of supplementary income anticipated during the subsequent year, and all supplementary income actually received must be reported in the annual accounts.

## **ETHICAL FUNDRAISING**

Funded Agencies must not solicit business or industrial organizations or their employee groups, to request supplementary funds. Funded Agencies undertaking unapproved supplementary fundraising will have the total amount so raised deducted from their United Way investment. This constraint is to protect our donors from a multiplicity of appeals. The United Way will not unreasonably withhold approval of fundraising projects, and it is expected that approval, when given, will enhance independent fundraising.

## **CAPITAL CAMPAIGNS**

The following policy is intended to promote the mutual co-operation and respect of the United Way and its Funded Agencies while protecting the autonomy of those agencies. Moreover, it is hoped this policy will enhance an individual agency's opportunities for successful fulfillment of its capital fundraising objectives and ensure optimum use of limited community resources in the delivery of human services.

A capital campaign is defined as:

***Any campaign that involves a public fundraising event for new land or buildings, renovations to existing buildings, or the acquisition of a major asset.***

The United Way may assist Funded Agencies conducting capital campaigns by:

- Establishing a mechanism to coordinate the number of capital campaigns undertaken in a given year by Funded Agencies.
- Providing adequate information to the community regarding the campaigns when called upon to do so.

Funded Agencies conducting capital campaigns must:

- Notify United Way of such campaigns.
- Not hold such campaigns or any other unapproved Fundraising activity concurrently with the United Way annual campaign. (September 1 through to November 30 of each year).
- Clearly define the capital nature of the project and explain it to the community.

## **PROJECT FUNDRAISING**

If, in any given year, supplementary income from project fundraising exceeds the budgeted amount, the organization may apply to the United Way for approval to retain the excess for an extended specified period provided:

1. The organization has no deficit on its total operation after application of such funds.
2. The United Way has approved the use for which the excess funds are intended.
3. The organization agrees in writing to use the funds to reduce its United Way funding if, at the end of the approved period, the funds or a portion thereof, remain unused.
4. Such funds are not used to expand services for which future United Way funds may be required.

## **TIMING**

It is NOT acceptable for Funded Agencies to conduct Fundraising activities of any kind from September 1 through to November 30 of each year, with the exception of Bingos, Nevada Tickets, and those rare events that are deemed grandfathered such as the Big Sisters Show and Sale, and the Scouts Appledays. It is imperative that during the duration of the United Way campaign, Funded Agencies show "mutual confidence" that the United Way Campaign shall be successful in raising the required funds necessary to meet the obligations of agency funding made during the review process. Therefore, agencies should not conduct fundraising activities during the United Way campaign.

Agencies who conduct such activities during the United Way campaign not only reflect a "lack of mutual confidence" in the United Way, but put the United Way in the position of directly competing with agencies for the same charitable dollars. Such a situation is unacceptable to the public who each year give so generously.

Any agency wishing to conduct any type of fundraising activity during the period of September 1 and November 30, must have the approval of the United Way Board of Directors.

Without such approval, any agency conducting a fundraising activity during the above mentioned time period, may have any such monies raised deducted from their funding amount, or some other penalty, as determined by the United Way of Sarnia-Lambton. This does not apply to any funds raised through the conducting of regularly scheduled Bingos or other approved activities.

## **BINGOS**

In view of the enormous dependence United Way agencies have on the conducting of Bingos as a source of Supplementary Income; and in view of the fact that such conducting of Bingos is part of a continuous 12 month plan to raise Supplementary Income; the United Way will recognize such events as an acceptable form of supplementary fundraising and in doing so will not penalize the allocations given to those agencies who conduct Bingos during the United Way campaign period.

It is understood the United Way recognizes the conducting of Bingos during the United Way campaign as an "exception" to accepted policy that agencies refrain from conducting supplementary fundraising activities during the United Way Campaign.

The United Way will ensure that monies donated to its annual campaign from the proceeds of Bingos will not be used as part of annual funding to the Salvation Army or the John Howard Society; thus respecting these agencies' policy with regards to gambling.

## **NEVADA TICKETS**

"Nevada" tickets, like Bingos, are permitted as an acceptable form of supplementary fundraising during traditional campaign months.

## **UNITED WAY INVOLVEMENT IN GAMING ACTIVITIES**

The United Way will not apply to the Trillium Foundation for any funding that in any way will benefit the campaign. Donors have made it very clear that United Way's involvement in Bingos, Nevada tickets, and other raffles is viewed very differently than receiving gaming revenue from such sources as Casino or Slot activities. The United Way does, however, encourage local community organizations to apply for any gaming revenues from the Province of Ontario.

The United Way will be involved in, subject to Federal, Provincial, and Municipal legislation, Bingos, Break-open tickets, and raffles.

## **TERMINATION OF AFFILIATION WITH UNITED WAY**

United Way funding to a Funded Agency may be terminated in three ways:

1. The Funded Agency may request the termination of United Way funding.
2. The Funded Agency and The United Way Board of Directors may come to a mutual agreement to terminate the funding arrangement.
3. The United Way Board of Directors in its annual review of an agency may decide that it wishes to terminate the funding arrangement with that agency for any number of reasons consistent with the policies of the United Way of Sarnia-Lambton.

### **Should the association between The United Way and any agency be terminated the following procedures will apply:**

1. Notification in writing must be given to the other party at least six months prior to the severance; except in the case of disbanding. Termination will normally take effect at the end of the United Way fiscal year (December 31). This should allow time for financial adjustments.
2. The United Way and the agency to announce the termination and the effective date thereof will issue a joint public statement.
3. An effort will be made by both parties to maintain positive public relations for their mutual benefit.
4. The agency will not conduct a fundraising campaign at the time of the annual United Way campaign. The first independent campaign will officially state the termination date of The United Way affiliation.
5. Reapplication to join the United Way will be considered on the same basis as that of any new service.

## **DONOR OPTION**

Updated February 19, 2002 Please note that the Donor Option Policy has been updated to reflect expected Privacy Legislation to be tabled by the Provincial Government in 2002. Further changes to the policy may be required.

### **POSITIVE DESIGNATION TO FUNDED AGENCIES**

Designations to Funded Agencies are considered "First Money's In" meaning the donation is part of their annual investment amount unless the total designation to the agency is greater than the value of the allocations. In this case, the agency would get the greater of the two amounts. Please note that Funded Agencies may opt to request \$1 from the United Way of Sarnia-Lambton and expect to receive in that case the total designated amount. This will save both the United Way and the particular Funded Agency time going through the Community Investment process. Please note that the Funded Agency is still expected to sign a Business Contract and honour all other expectations of a Funded Agency.

In the cases where an agency requests \$1, the United Way will guarantee that the agency will receive a minimum of \$2,000.

**Beginning with the 2002 Campaign, United Way Funded Agencies WILL NOT receive a list identifying donors and addresses as a result of new privacy legislation expected.**

### **NEGATIVE DESIGNATIONS TO FUNDED AGENCIES**

The grand total of all negative designations make up a pool of dollars (Negative Designations Pool) to be kept separate from the pool of dollars for Investment purposes. (The General Community Investment Pool). Once the Community Investment process has been completed, each agency's share of the "General Community Investment pool" is calculated. The agency receives the same share of the "Negative Designations" pool less the amount it was negatively designated. This additional money is paid out to the agencies in addition to their approved Community Investment level. Once again, agencies do not receive a list of donors who negatively designated to them, only a total.

### **POSITIVE DESIGNATIONS TO NON-FUNDED AGENCIES**

Pledge donations directed to non-Funded Agencies are paid out in full to the agencies three times per year with the first payment usually in April, second installments in September, and the final payment in February of the following year. No administration fee is charged, however, only the money collected will be forwarded to the agency. (The United Way will not "guarantee" the pledges). Agencies can also expect, if designated, cash contributions to be sent with the first quarterly payment in April from the immediate past campaign.

**Beginning with the 2002 campaign, Non-Funded Agencies, as a result of pending government privacy legislation, WILL NOT be given donor's names, addresses, or other identifying information.**

**ELIGIBILITY:**

All recipient non-Funded Agencies must be recognized by Canada Customs, Revenue Agency (CCRA) as a charitable organization and possess a valid registration number. Recipient agencies are required to report to the United Way the registration number, as it is required by the United Way to meet existing CCRA guidelines.

The United Way maintains a list of all past and current charitable organizations.

**MINIMUM DONOR OPTION DONATION AMOUNT**

Any individual donor may utilize the Donor Option Program to designate all or part of his/her donation. However, in an effort to achieve greater cost efficiency, United Way will NOT ACCEPT OR ACKNOWLEDGE Donor Option designations in amounts of donations less than \$10. Therefore, \$10 is considered a minimum contribution to be designated.

**NON-FUNDED AGENCY BECOMES A FUNDED AGENCY**

In the case when a non-Funded Agency becomes a Funded Agency they will be allocated funds at the next annual allocation of campaign funds.

**FUNDED AGENCY BECOMES NON-FUNDED AGENCY**

In the case when a Funded Agency becomes a non-Funded Agency, the agency will receive the total amount designated positively to it from the previous or current campaign. Negative Designations do not come into effect as the agency's percentage of the "General Allocations Pool" is zero.

## Appendix A

## Board Member Roles and Responsibilities

Revised: January 1, 2002

### General:

The United Way of Sarnia-Lambton Board of Directors is comprised of 15 Volunteer Directors. Listed below is an overview of the roles and responsibilities of the United Way of Sarnia-Lambton Board of Directors. It has been estimated that in a typical year, a Volunteer Board Member might expect to commit 40 to 60 hours per year while on the Board.

### Role:

- The Director has a fiduciary responsibility for the overall financial performance and viability of the United Way of Sarnia-Lambton.
- The Director's responsibilities are more strategic and visionary in nature.
- The role of the Board of Directors is to set local United Way investment and administration policy, and to give final approval for a variety of Sarnia-Lambton initiatives including investment decisions within the many funding programs available.
- The Board of Directors approves the Three-year Strategic Plan and the annual Business Plan while reviewing the annual Performance Report to ensure annual goals and objectives have been realized.
- It is not the duty of the Directors to approve or to be involved in the day to day running of the United Way of Sarnia-Lambton.
- The Directors are expected to be familiar with all United Way of Sarnia-Lambton Policies and Procedures, and to conduct themselves in accordance with such policies, including Conflict of Interest guidelines, attendance, etc.

### Commitments:

United Way of Sarnia-Lambton Board Members are expected to attend the following events:

- Monthly Board Meetings (currently 6 times per year; two hours in length).
- The Annual General Meeting (usually in March or April each year).
- Orientation and Training for new Board Members (provided as required).
- Additional Training Sessions i.e.: Outcomes Measures Workshop in the Spring of each year, and the Panel/Community Investment Training in the Fall of each year.
- Any additional Board Meetings that might be called from time to time as required.
- Various Campaign Special Events.
- To act as a Liaison Director to a Funded Agency when required.

The Volunteer Board Member shall from time to time be asked to speak on the behalf of the United Way at company campaign rallies, bring greetings on behalf of the United Way, etc. The Director is also expected to promote and support the United Way Campaign and its activities throughout the community.

## **President's Roles and Responsibilities.**

### **General:**

The United Way of Sarnia-Lambton President manages the 15 member Board of Directors. Listed below is an overview of the roles and responsibilities of the United Way of Sarnia-Lambton Volunteer President. It has been estimated that in a typical year, a Volunteer President might expect to commit 80 to 160 hours per year.

### **Role:**

- The President has the absolute fiduciary responsibility for the overall financial performance and viability of the United Way of Sarnia-Lambton.
- The President shall speak on behalf of the United Way Board of Directors when required.
- The President ensures the Board Meeting minutes and agendas are prepared for each Board Meeting and works very closely with the Executive Director in this and other capacities.
- The President helps set the strategic direction of the United Way. Tools include the annual Business Plan and the regular President's Report at Board meetings.
- While it is not the duty of the President to approve or to be involved in the day to day running of the United Way of Sarnia-Lambton, the President does conduct the annual Performance Appraisal on the Executive Director based upon clearly established goals and objectives.
- The President is expected to be familiar with all United Way of Sarnia-Lambton Policies and Procedures, and to conduct him or herself in accordance with such policies, including Conflict of Interest guidelines, attendance, etc.

### **Commitments:**

United Way of Sarnia-Lambton President is expected to attend the following events:

- Monthly Board Meetings (currently 6 times per year; two hours in length).
- The Annual General Meeting (usually in March or April each year).
- Orientation and Training for new Board Members (provided as required).
- Additional Training Sessions when required such as: Outcomes Measures Workshop in the Spring of each year, and the Panel/Community Investment Training in the Fall of each year.
- Any additional Board Meetings that might be called from time to time as required.
- Various Campaign Special Events, such as the Corporate Power Breakfast.

The President is also expected to promote and support the United Way Campaign and its activities throughout the community.

## **Executive Committee Members Roles and Responsibilities, Vice President**

### **General:**

The United Way of Sarnia-Lambton Executive Committee is made up of the President, the two Vice Presidents, the Treasurer, and two Members at Large. The President and the two vice Presidents will be elected annually following the Annual General Meeting by the Board. The Treasurer and the two members at large will be appointed by the Board following the Annual General Meeting. Typically, the two Members at large will be the Campaign Chair, and the Community Investment Chair. The Executive Committee does not meet often and so it would be expected that the estimated time commitment in typical year might expect to be 10 to 20 hours per year in addition to the Board of Director's time commitment.

### **Role:**

- Either of the two Vice Presidents shall speak on behalf of the United Way Board of Directors in the absence of the President as required.
- Either of the two Vice Presidents may act in the position of the President should he or she be unable to do so either in a temporary or more longer term.

### **Commitments:**

United Way of Sarnia-Lambton Vice Presidents are expected to attend the following events:

- Monthly Board Meetings (currently 6 times per year; two hours in length).
- The Annual General Meeting (usually in March or April each year).
- Orientation and Training for new Board Members (provided as required).
- Any additional Board Meetings that might be called from time to time as required.
- Various Campaign Special Events such as the Corporate Power Breakfast.
- Attend Executive Committee Meetings as called by the President.

The Vice Presidents are also expected to promote and support the United Way Campaign and its activities throughout the community. He or she may be required to speak on behalf of the United Way at various campaign rallies or other informational presentations.

## **Treasurer's Roles and Responsibilities.**

### **General:**

The United Way of Sarnia-Lambton Treasurer is appointed from the 15 member Board of Directors by way of Board Motion at the Board Meeting following the Annual General Meeting. Listed below is an overview of the roles and responsibilities of the United Way of Sarnia-Lambton Volunteer Treasurer. It has been estimated that in a typical year, a Volunteer Treasurer might expect to commit 20 to 40 hours per year in addition to the Board of Director's time commitment.

### **Role:**

- The Treasurer is responsible for the overall financial performance and viability of the United Way of Sarnia-Lambton.
- The Treasurer shall speak on behalf of the United Way Board of Directors on Financial matters as required.
- The Treasurer ensures the annual audit, and other CCRA rules are met at the United Way of Sarnia-Lambton.
- The Treasurer reports the final audit at the Annual General Meeting.
- The Treasurer ensures the annual budgeting process takes place and is required to report to the Board of Directors the financial health of the United Way as required..
- The Treasurer is responsible for assisting staff when required such as to assist in the investing decisions, and auditing process, and makes recommendations to the Board of Directors on various financial and investment policies.

### **Commitments:**

United Way of Sarnia-Lambton Treasurer is expected to attend the following events:

- Monthly Board Meetings (currently 6 times per year; two hours in length).
- The Annual General Meeting (usually in March or April each year).
- Orientation and Training for new Board Members (provided as required).
- Any additional Board Meetings that might be called from time to time as required.
- Various Campaign Special Events such as the Corporate Power Breakfast.
- The Treasurer will also be called upon from time to time to assist any Funded Agency who the United Way Board feels is in need of some financial advice, or to ensure the United Way Community Investment is properly used and not mis-managed.

The Director is also expected to promote and support the United Way Campaign and its activities throughout the community. He or she may be required to speak on behalf of the United Way at various campaign rallies or other informational presentations.

## **Campaign Chair Roles and Responsibilities.**

### **General:**

The United Way of Sarnia-Lambton Campaign Chair recruits and manages the Campaign Cabinet. Listed below is an overview of the roles and responsibilities of the United Way of Sarnia-Lambton Volunteer Campaign Chair. It has been estimated that in a typical year, a Volunteer Campaign Chair might expect to commit 150 hours per year, or more, in addition to the time required to attend the regularly scheduled Board Meetings and Executive Committee meetings.

### **Role:**

- Recruits the Campaign Cabinet.
- The Campaign Chair shall speak on behalf of the United Way Campaign when required. This would include media reports, Annual Meetings, and a variety of other events.
- The Campaign Chair shall work closely with United Way staff in the planning, development, and implementation of the annual campaign.
- The Campaign Chair will on a regular basis update the Board on the Campaign progress including any issues of concern.
- The Campaign Chair will hold and attend regular Campaign Cabinet Meetings and ensure agendas, etc are prepared in advance of the meetings.
- The Campaign Chair is expected to be familiar with all United Way of Sarnia-Lambton Policies and Procedures, and to conduct him or herself in accordance with such policies, including Conflict of Interest guidelines, attendance, etc.

### **Commitments:**

United Way of Sarnia-Lambton Campaign Chair is expected to attend the following events:

- Monthly Board Meetings (currently 6 times per year; two hours in length).
- Campaign Power Breakfast in the spring of each year.
- Annual campaign critique sessions with the Campaign Cabinet and/or the Loaned Representatives.
- The Annual General Meeting (usually in March or April each year).
- Orientation and Training for new Board Members (provided as required).
- Additional Training Sessions when required such as: Outcomes Measures Workshop in the Spring of each year, and the Panel/Community Investment Training in the Fall of each year.
- Any additional Board Meetings that might be called from time to time as required.
- Various Campaign Special Events and inplant rallies, etc.

## **Community Investment Chair Roles and Responsibilities.**

### **General:**

The United Way of Sarnia-Lambton Community Investment Chair recruits and manages the Community Investment Committee and is involved to a lesser extent in recruiting the Citizen Review Panels. Listed below is an overview of the roles and responsibilities of the United Way of Sarnia-Lambton Volunteer Community Investment Chair. It has been estimated that in a typical year, a Volunteer Community Investment Chair might expect to commit 80 to 100 hours per year in addition to the time required to attend the regularly scheduled Board Meetings and Executive Committee meetings.

### **Role:**

- Recruits the Community Investment Committee.
- The Community Investment Chair shall speak on behalf of the United Way Community Investment activities when required. This would include media reports, Annual Meetings, and a variety of other events.
- The Community Investment Chair shall work closely with United Way staff in the planning, development, and implementation of the annual Community Investment Process.
- The Community Investment Chair will on a regular basis update the Board on the Community Investment progress, including any issues of concern, and make funding recommendations as required.
- The Community Investment Chair will hold and attend regular Community Investment Committee Meetings and ensure agendas, etc are prepared in advance of the meetings.
- The Community Investment Chair is expected to be familiar with all United Way of Sarnia-Lambton Policies and Procedures, and to conduct him or herself in accordance with such policies, including Conflict of Interest guidelines, attendance, etc.

### **Commitments:**

United Way of Sarnia-Lambton Community Investment Chair is expected to attend the following events:

- Monthly Board Meetings (currently 6 times per year; two hours in length).
- Campaign Power Breakfast in the spring of each year.
- The Annual General Meeting (usually in March or April each year).
- Orientation and Training for new Board Members (provided as required).
- Additional Training Sessions when required such as: Outcomes Measures Workshop in the Spring of each year, and the Panel/Community Investment Training in the Fall of each year.
- Any additional Board or Executive Committee Meetings that might be called from time to time as required.

## **Executive Director; United Way of Sarnia-Lambton** **Responsibilities**

It is expected that the Executive Director will manage the day to day operations of the United Way consistent with the mandate, guidelines, operational policies and applicable laws, and objectives as defined by the Board of Directors of the United Way of Sarnia-Lambton and is responsible for overseeing and managing all operations of the United Way of Sarnia-Lambton.

The Executive Director leads the staff team in all operations and considers the rights, and privileges of the United Way of Sarnia-Lambton customers. He leads an environment that encourages donors, volunteers, and potential investors to feel welcome, and receive the answers to the questions and concerns they may have. The Executive Director fully supports the philosophy of providing the very best in Customer Service to United Way customers.

The Executive Director works with the volunteer Board of Directors, and specifically reports to and is accountable to the Board President. At the United Way of Sarnia-Lambton, the Executive Director shall work with a variety of Board Members for a specific purpose such as the Campaign Chair, the Community Investment Chair, and the Treasurer, etc. The Executive Director supports the Board and its requirements.

The Executive Director is involved with the two core programs of the United Way; the Raising of Funds as cost efficiently as possible, and the Investment of Funds as effectively as possible. While staff has specific responsibility in these programs, it is the Executive Director that provides leadership, support, and direction to meeting the programs' objectives and outcomes.

The Executive Director is free to utilize creative means in arriving at the United Way's Goals and Objectives. The Executive Director will periodically review operations to identify other, more cost efficient or effective methods of achieving the United Way of Sarnia-Lambton Goals and Objectives. These would include, but not limited to the use of technological advancements, improved training for staff and volunteers, recruitment, etc.

The Executive Director will work with the board, specifically the Board President, and will be accessible to the local media to speak on behalf of the United Way on issues that affect the United Way in its ability to conduct its two core programs. The Executive Director routinely will speak on behalf of the United Way in terms of negotiating, promoting, and other such requirements consistent to the United Way Goals and Objectives and as well as the understanding and the communications of the United Way Board and President, both internally, and externally.

The Executive Director is required to attend Board Meetings and will make recommendations to the Board, as necessary to update policies and procedures, or the overall direction of the United Way.

## **Community Investment and Finance Director; United Way of Sarnia-Lambton Responsibilities**

The Community Investment and Finance Director at the United Way of Sarnia-Lambton will manage the Community Investment Program and be responsible for the financial/bookkeeping activities at the United Way in a professional manner consistent to the mandate, objectives, goals of the organization, and is consistent to the Annual United Way Business Plans and other Strategic Plans. In addition, the Community Investment and Finance Director shall, in the absences of the Executive Director, manage the United Way in an equally consistent manner.

With respect to the C.I. Program, the C.I.F.D. will manage the annual budgets, as approved by the United Way Board, provide support to the C.I. Committee, the Board, the Treasurer, and other United Way volunteers. The C.I.F.D. will ensure that the United Way, including the Bookkeeping functions, is operating within its policy and applicable laws, and will seek available co-operative students, and other employment grants that will benefit the United Way in its ability to conduct its core businesses.

The C.I.F.D. will also take an active role in the planning and organizing the annual United Day of Caring. The C.I.F.D. may be asked from time to time to assist other staff in other United Way events.

It is within the scope of the C.I.F.D. position to provide the Outcomes Training workshop, handle Information and Referral requests and will complete the various related community and United Way surveys when required. The C.I.F.D. will work co-operatively with other groups in the community as it may pertain to the Community Investment Program. These may include, but not limited to, the Trillium Foundation, local government, media etc.

The C.I.F.D. is expected to play a role in the annual campaign. This would include the publication of various marketing/promotional campaign tools, participate in training of any volunteers and other campaign staff when required, and assist when available at United Way fundraising events and activities. The C.I.F.D. will also be expected to speak publicly about the United Way to a variety of groups as required.

As a management position at the United Way, it is expected that the C.I.F.D. will provide a variety of support to the Board of Directors. This, as an example, will include the assigning of Liaison Directors, assisting the Liaison Directors in understand their role and to provide the background information required about the Funded Agency.

In addition, the C.I.F.D. is also required to attend Board Meetings and to provide assistance as required. The C.I.F.D. will have input as to the short and long term planning initiatives at the United Way.

The C.I.F.D. will also be responsible for all correspondence to and from Community Agencies as they may pertain to Board action including the preparations of Agency Business Contracts and other such correspondence.

The C.I.F.D. is also expected to represent the United Way of Sarnia-Lambton on various community committees as discussed and agreed to with the Executive Director.

The C.I.F.D. will be the lead in the various financial matters at the United Way which would include the United Way Investments, etc.

## **Resource Development Manager** **United Way of Sarnia-Lambton Responsibilities**

The Resource Development Manager at the United Way of Sarnia-Lambton will report to the Executive Director and will help run the Campaign Program at the United Way including financial responsibilities consistent to the mandate, objectives, long term goals, and is consistent to the Annual United Way Business Plans and other Strategic Plans, and the Campaign Chair in a consistent and professional manner. In addition, the Resource Development Manager shall, in the absences of the Executive Director, and the Community Investment and Finance Director, manage the United Way in an equally consistent manner.

As one of three management positions at the United Way, it is expected that the R.D.M. will provide a variety of support to the Executive Director, Board of Directors, and other staff and volunteers. The R.D.M. is expected to attend Board Meetings and to provide assistance as required and will have input as to the short and long term planning initiatives at the United Way and participate in various public speaking activities to promote the United Way. The R.D.M. will be responsible for all correspondence in regards to campaign as it may pertain to Board action, and may represent the United Way at various community events.

The R.D.M. will work closely with the Executive Director, and is responsible for a variety of general duties at the United Way of Sarnia-Lambton. The R.D.M. may be asked to accept additional responsibilities as determined by the Executive Director.

With respect to the Campaign Program, the R.D.M. will be involved in nearly all aspects of the annual campaign and will work within the financial limitations as provided by the Executive Director and passed by the Board. The R.D.M. provides support to the Executive Director, Campaign Cabinet, the Board, and other United Way volunteers. The R.D.M. will ensure the United Way is operating within its policy and applicable laws, and will seek available co-op students, and other employment grants that will benefit the United Way in its ability to conduct its core businesses.

The R.D.M. works with the Executive Director to ensure the appropriate amounts of campaign resources are available adhering to the annual budgets approved by the Board for Campaign purposes. These resources include supplies, personnel, and a wide variety of other campaign tools. The R.D.M. will be responsible for the recruitment of Loaned Representatives and will assist in the training of Loaned Rep.s and both staff and volunteers as required, in order to conduct themselves in a professional manner consistent to United Way philosophies. The R.D.M. also ensures that the printed brochures, videos, and other tools are printed, and are available for use during the campaign to be completed in a timely basis and may develop new fundraising strategies and techniques to achieve maximum short and long term results.

The R.D.M. is directly responsible for the planning, implementing, and recruiting of the various resources required for the many United Way special events. The R.D.M. is also responsible for the United Way Planned Giving program, Corporate Power Breakfast, will assist in the planning and implementing of Day of Caring and other non-fundraising events as well including planning the Annual General Meeting. The R.D.M. will ensure gaming activities of the United Way are conducted legally and appropriately staffed.

In general, the R.D.M. provides the campaign support required to the Executive Director, staff, and volunteers both within the United Way specifically, and within any of the employee campaigns. The R.D.M. will also prepare the majority of United Way of Sarnia-Lambton news releases for approval by the Executive Director prior to circulation.

Other responsibilities of the R.D.M. at the United Way of Sarnia-Lambton will include the compiling and interpreting of local Demographics as needed. This would include local economic conditions and will provide the information for both Campaign uses and for use by the Community Investment Process in making funding recommendations. The R.D.M. may supervise students, co-op students, and other staff at the United Way as required, and ensures that all legal governmental requirements are fulfilled in accordance with the Canada Customs and Revenue Agency, and other federal, provincial, and municipal regulators. It is expected that the R.D.M. adhere to all United Way policies, values, and goals.

The R.D.M. will make recommendations to the Executive Director as necessary as it may pertain to the operations at the United Way of Sarnia-Lambton.

**UNITED WAY OF SARNIA-LAMTBON**  
**Performance Assessment Process**

Name:

Review Period:

**Part I**      **Accountability Agreement:**

A)      **Job Responsibility Summary:**

B)      **Accountabilities / Goals for Period:**

C)      **Results Achieved:**

Goals: \_\_\_\_\_

Results: \_\_\_\_\_

*Employee Signatures / Dates*

*Supervisor Signatures / Dates*

**UNITED WAY OF SARNIA-LAMTBON**  
**Performance Assessment Process**

**Part II      Performance Review:**

- Assess each applicable dimension of performance using the following scale. Each assessment of a dimension is made independently for the review period.
- Specific comments should be noted in the space provided to elaborate on assessments.
- The decision to place an employee into one of these three categories should be based on an objective comparison of performance against previously communicated standards/dimensions.

<b>SUPERVISOR'S PERFORMANCE ASSESSMENT</b>	<b>DEFINITION</b>
EXCEEDS EXPECTATIONS	Employees in this category achieve results that exceed the work expectations, goals and performance standards/dimensions required for the position. Employee consistently demonstrates a very high level of quality & judgment in decision making.
MEETS EXPECTATIONS	Employees in this category meet the work expectations, goals and performance standards required for the position. Employee demonstrates sound judgments and can be counted on to perform tasks effectively, on time and to required standards/dimensions.
BELOW EXPECTATIONS	Job performance of employees in this category does not meet the work expectations, goals and performance standards/dimensions required for the position. The employee's performance has regularly resulted in more than an acceptable level of errors and specific improvements are required.

## United Way Performance Assessment Process

PERFORMANCE Dimensions	EXCEEDS	MEETS	BELOW	COMMENTS (Provide Specific Examples)
a.) <b>Quality of Work.</b> Involves quality of performance such as completeness, freedom from errors, analytical soundness, creation of useful products, etc.				
b.) <b>Quantity of Work.</b> Involves quantity of work performed, such as volume of work, timeliness, adherence to deadlines, number of activities managed, efficiency with which work is done, etc.				
c.) <b>Acquiring and Maintaining Job and Professional Knowledge.</b> Involves staying abreast of the latest technology, Industry standards, new initiatives, benchmarking and other developments in the employees' area of professional competence. Includes acquiring and applying knowledge of the assignments as well as related knowledge of the organization/competitors.				
d.) <b>Adaptability to Time Pressure and Changing Priorities.</b> Involves effectively adapting to tight deadlines, heavy workloads and sudden/frequent changes in priorities, to accomplish objectives; recommends solutions to problems.				
e.) <b>Communication Skills.</b> Involves writing and speaking clearly, concisely and persuasively. May involve either formal presentations or more informal communications. Initiates comm. w/other staff members on events etc. as required				
f.) <b>Comprehension and Analytical Skills.</b> Involves applying comprehension, reasoning and analytical skills to accomplish job objectives; understanding and using pertinent aspects of data or information; comprehending written or spoken information.				
g.) <b>Coordination and Teamwork.</b> Involves exhibiting leadership and teamwork when working with and coordination the activities of persons over whom the employee may have do direct authority; coordinating the activities of employees from more than one work group, unit or organization; exhibiting willingness to assist, coach and learn for others.				
h.) <b>Creativity and Innovation.</b> Involves generation of creative or innovative ideas, solutions or techniques having useful application.				

i.) <b>Decision-Making and Business Judgment.</b> Involves the judgmental and decision-making skills necessary to arrive at conclusions that result in productive, profit-making or cost-reducing actions. Skills may include understanding events and their impact, making decisions in the absence of complete information, making decisions on a timely basis to capitalize on windows of opportunity, knowing and accepting risks involved in business decisions. Decisions to be made looking at long term implications.				
j.) <b>Initiative and Self-Monitoring.</b> Involves recognizing needed information or resources; taking initiative to carry out the activities of the position; monitoring and ensuring quality and thoroughness of own work while refraining from devoting effort to nonproductive, peripheral details.				
k.) <b>Interacting with Others.</b> Involves relating appropriately to persons at various levels in the organization; exhibiting appropriate behavior, particularly in difficult situations; responding productively to constructive criticism; maintaining motivation even in the face of disappointment.				
l.) <b>Planning and Organizing Own Work.</b> Involves planning own work schedule, setting and monitoring personal performance goals, and taking action to accomplish those goals.				
m.) <b>Sensitivity to Security and Confidentiality.</b> Involves proper safeguarding and handling of sensitive, confidential or proprietary information, documents, data, etc. Includes appropriate use of designations such as "Private," "Proprietary," etc.				

## LEADERSHIP

PERFORMANCE Dimensions	EXCEEDS	MEETS	BELOW	COMMENTS (Provide Specific Examples)
A) <b>Providing Leadership.</b> Includes proactively recognizing and capitalizing on the diverse strengths of people, involving them in appropriate activities; coaching and inspiring them to achieve their full potential; removal of all artificial limits constraining opportunity for success; taking steps to determine and meet the job-related needs of designated groups to enable them to perform up to their highest potential.				
B) <b>Establishing Plans.</b> Involves establishing and communication the work group's goals and objectives; developing strategy to accomplish goals/objectives; gathering data for budgets, preparation of the budgets; planning and acquiring needed resources (for example, finances, personnel, equipment, etc.)				
C) <b>Organizing the Work.</b> Involves managing the ongoing business of a department or work group, such as: work scheduling and task assignment; directing the work of others; establishing and communication the work unit's practices and procedures.				
D) <b>Achieving Results.</b> Involves expenditure/expense control; carrying out plans for accomplishing goals/objectives.				
E) <b>Measuring and Improving.</b> Involves monitoring and analyzing the business effectiveness of strategies and actions taken; stewardship of results.				

<p>F) <b>Supporting Employee Development.</b> Involves the overall process of supervising, developing and evaluating employees such as: recruiting and selecting new employees; coaching and counseling; determining and providing needed training for employees; selecting employees for promotion; monitoring and assessing employees' performance; relative performance rating; recommending compensation treatment; and other activities such as transfers or terminations. May include supervisory relief assignments.</p>				
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