

**Sheboygan & Plymouth Area United Way  
Planning and Allocations Committee  
Policy and Procedure Manual**

- 1.0 Policies to manage the planning and allocations process of the Sheboygan & Plymouth Area United Way will be established by the Planning and Allocations Committee and approved by the Board of Directors.
- 1.1 From time to time the committee will review those policies and procedures that control the planning and allocations process. They will, when necessary, make changes and updates to assure that these policies are relevant documents to the organization and to the community.
- 1.2 The name of the committee shall be Planning and Allocations Committee.
- 1.3 The purpose of the committee is as follows:
  1. To assess the needs of the community that Sheboygan & Plymouth Area United Way serves.
  2. Plan for how the needs of the community will be addressed in the future.
  3. Allocate donations to address the needs of the community and the wishes of the donor.
  4. Assess the performance of contracted non-profit agencies and hold agencies accountable for their allocations.
  5. When necessary, educate and enlighten the community about the social and healthcare problems of the greater Sheboygan County area.
- 1.4 Authority: The committee will have the authority to allocate funds raised by the organization to qualified non-profits to address community needs. The board of directors will approve these allocations. In addition, the committee will have the authority to review the performance of agencies under contract and determine whether or not that relationship should continue. When possible, corrective action will be taken so that the agency's performance will improve.
- 1.5 Membership of the committee: The committee will strive to have more than fifteen members and will not operate with fewer than seven. All members of the committee should be leaders of the community and donors to United Way. They should represent a broad cross section of the community at large and have expertise that would be valuable to the purpose of the committee. The committee members cannot serve on the Board of Directors or on the staff of any agency that is contracted with United Way.
- 1.6 Meetings: The committee shall meet no fewer than eight times during the course of the year. A committee member must attend no less than six meetings a year to be in good standing.

- 2.0 The four principles of the Allocations process for the Sheboygan & Plymouth Area United Way are as follows:
1. Allocations will be made to programs that address defined needs. Agencies are responsible for the development and management of programs.
  2. Performance standards will be established for all programs under contract with Sheboygan & Plymouth Area United Way. These measurements must be standardized across the whole allocation process. Performance measurements must be taken at regular intervals during the course of the year: six and twelve months. Outcome based measurement will be used for determining performance of health and social service programs. Outcome based measurement must be flexible so that they can judge the performance of many different types of programs under contract.
  3. Financial accountability must be established for the future stability of Sheboygan & Plymouth Area United Way and its contracted agencies. Financial accountability systems will determine that money given to agencies is being used for its intended purpose. Financial review of a contracted agency's performance must use underwriting standards that establish the stability and the ability of the organization to perform functions under contract.
  4. Innovation is a key component of programs that are funded by Sheboygan & Plymouth Area United Way. Innovation will assure that the organization remains relevant to the community that we serve. It is the expectation that methods and organization systems of program delivery must be constantly changing to reflect the changing community needs and perceptions.
- 2.1 Funds will be allocated to programs based on a needs assessment of the whole community and the stability of the social service and healthcare delivery system in the greater Sheboygan County area. The committee shall have the authority to consider as part of their allocations planning, programs that have successful management and outcomes whether or not these programs rank high on the needs assessment study.
- 2.2 The committee will request a needs assessment to be completed no less than every 4 years. The methodology for such a community wide assessment must be measurable. The committee will have the discretion to update their needs assessment study when there are circumstances that make it crucial to ascertain the most immediate needs of the community.
- 2.3 The committee will use a request for proposal format that is open to the whole community for all services that are under contract. The committee will publicize through local media, United Way Website and newsletters its request for proposals to assure that the community as a whole knows the intent of its allocation process.
- 2.4 An outcome based performance standards system will be instituted and managed by the committee. The performance standards that are established and negotiated with each organization must be measurable and results oriented.

- 2.5 Agencies will submit to the committee for their review once a year, their results of their outcome based measurements. The committee may also require a six month interim report on the progress that has been made in achieving the programs outcome goals. The deadlines for these reports are to be determined by the committee at their discretion.
- 2.6 The committee will establish financial management standards for contracted agencies. Standards are to be comprehensive, but should properly measure the financial strength of the organization and its ability to perform its contractual obligations. The standards should assess whether the organization has a proper administrative structure in place to manage their finances affectively and prevent fraud.
- 2.7 The committee will sponsor training, workshops and other educational programs for contracted agencies as necessary to implement the policies and procedures as stated.
- 3.0 A needs assessment, and resulting concept papers on impact initiatives and recommendations from the Strategic Planning Committee, will be used as the principle document for determining priorities for the funding and allocations to programs. This system will also take into consideration the necessity for continued support of essential health and service programs in the Sheboygan County area.
- 4.0 The committee will have the ability to allocate funds according to need. New funding can be allocated for new programs that address the highest priority in our community. This will be based on Impact Initiatives that have been recommended by the Strategic Planning Committee and approved by the Board of Directors. Funding can also be allocated to programs that are currently under contract that address the greatest needs, as identified in the most recent needs assessment.
- 4.1 The committee will have the authority and flexibility to design allocation plans that are multiyear in their commitment to fund programs.
- 4.2 The establishment of an emergency fund: this fund would be administered by the committee. The fund would be to be used for special allocations to meet special needs that would arise in the community and agencies. This fund would not be part of a multiyear allocation cycle and a balance in the fund could be carried over from one year to next. Any allocations from this fund would be approved by the board of directors.
- 4.3 The time frames and schedules: the committee will have the capability to establish time frames and schedules as is necessary to accomplish their mission and allocate the funds properly. The committee will also have the authority to establish deadlines for contracted agencies to comply with policies and procedures of the allocation process as established by the committee.
- 4.4 The committee will have the ability to authorize advanced payment of allocations to agencies that are experiencing extenuating circumstances.