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General Board Information

GIVE. ADVOCATE. VOLUNTEER. LIVE UNITED IN United Way OF Central Missouri

2011 Board of Directors Executive Committee Members

Faye Edwards-Chairman

fedwards@scholastic.com Scholastic Inc. PO BOX 1068, 65102 636-5271 1st 3 year term 2008-2010 2nd 3 year term 2011-2013

Warren Krech-Vice Chairman

wkrech@zrgmail.com Zimmer Radio Group 3109 S. Ten Mile Dr 893-5696 2-year replacement term 2009-2010 1st 3 year term 2011-2013

Maurice Ledin-Treasurer

M.K.Ledin@na.modine.com Modine Manufacturing 1502 South Country Club Dr. 65109 573-893-4848 X 201 1st 3 year term 2006-2008 2nd 3-year term 2009-2011

Gaye Suggett-Secretary

<u>gsuggett@ameren.com</u> Ameren UE

PO Box 780, 65102

681-7202 or 690-0338 cell 1st 3-year term 2008-2010 2nd 3-year term 2011-2013

Didier Aur- Member at Large

daur@heliashighschool.com Helias High School 1305 Swifts Highway, 65109 635-6139 1st 3-year term 2008-2010 2nd 3-year term 2011-2013

Dan Westhues-Member at Large

dan_westhues@centralbank.net Central Bank P.O. Box 779, 65102 634-1281 1st 3 year term 2006-2008 2nd 3-year term 2009-2011

Ann Whaley-Member at Large

awhale@mchsi.com Retired 2355 Hatting PI. 65109 635-5490 1st 3-year term 2008-2010 2nd 3-year term 2011-2013

Dave Turner- Past Chairman

dturner@hawthornbank.com Hawthorn Bank 132 E. High St. 65101 761-6100 1st 3 year term 2004-2006 2nd 3-year term 2007-2009 Serves as Past Chair in 2011

GIVE. ADVOCATE. VOLUNTEER. LIVE UNITED

2011 Board of Directors

Brandy Bryant

brandy bryant@jefferson-bank.com

Jefferson Bank 700 Southwest Blvd 65109 573-634-0822 1st 3-year term 2011- 2013

Ed Farnsworth

efarnsworth@mail.crmc.org Capital Region Medical Center 1125 Madison Street, 65101

632-5002 1st 3-year term 2009-2011

Bert Kimble

kimbleconsultingllc@yahoo.com 2618 Briarwood Dr. 65109 761-1677 1st 3-year term 2007-2009 2nd 3-year term 2010-2012

Dr. George McElroy

psmcelroy@socket.net St. Mary's Pediatrics 3348 American Dr. 65109 761-7210 2nd 3-year term 2009-2011

Darla Porter

darla@modernlitho.com Modern Litho-Print 6009 Stertzer Rd, 65101 635-6119 636-2655 fax 1st 3-year term 2010-2012

Janet Wear-Enloe

jwenloe@jcmg.org Jefferson City Medical Group 1241 W. Stadium Blvd, 65109 556-7770 1st 3-year term 2010-2012

Greg Gaffke

gregory.s.gaffke@centurylink.com CenturyLink 319 Madison St. 65109 573-634-1704 1st 3-year term 2011- 2013

Carolyn R. Mahoney, Ph.D.

ortmeyr@lincolnu.edu

Lincoln University of Missouri 820 Chestnut Street 681-5042 Replacement term expires 2006 1st 3-year term 2007-2009 2nd 3-year term 2010-2012

Victoria (Vicki) Myers

vicki.myers@doc.mo.gov

Director, Division of Human Services Missouri Department of Corrections 2729 Plaza Dr., 65109 (573) 526-6472 1st 3-year term 2009-2011

Barbara Prasad

bprasad@jcmg.org 415 Virginia Trail, 65109 761-5277 (work) 619-8792 (cell) 1st 3-year term 2009-2011

Laurie Roach

Iroach@premierbank.com Premier Bank 2414 Hyde Park Ste A, 65109 761-3662/690-1766 Cell 1st 3-year term (2009-2011)

John Sheehan

jsheehan@williamskeepers.com

Williams-Keepers, LLC 3220 W. Edgewood, Ste E 65109 635-6196 1st 3-year term 2007-2009 2nd 3-year term 2010-2012

Brent VanConia

Brent_VanConia@ssmhc.com

St. Mary's Health Center

100 St. Mary's Medical Plaza, 65101 1st 3-year term 2011-2013

Mitch Rohrbach

mrohrbach@mofb.com

Missouri Farm Bureau PO Box 658, 65102 893-1483 1st 3- year term 2006-2008 2nd 3-year term 2009-2011

Bob Scruggs

Scruggslbr@aol.com Scruggs Lumber Company PO Box 104266. 65110 635-6881 635-5687 Fax 1st 3-year term 2010-2012

Scott Vernon

<u>Scott.vernon@unilever.com</u> Unilever HDC PO Box 1047, 65102 893-3040 x 2364 1st 3-year term 2010-2012

Ex-Officio (No Voting Privileges)

Dan Lenger

Funds Distribution Chairman dan lenger@jefferson-bank.com Jefferson Bank PO Box 600, 65102 634-0800

Mike Downey Communications Chair downeym@lincolnu.edu KJLU, Lincoln University

820 Chestnut, 65101 681-5296 681-5299 Fax

Staff 636-4100

Ann Bax

ann.bax@unitedwaycemo.org President/CPO

Tonya Willig

tonya.willig@unitedwaycemo.org Finance Manager

Theresa Verslues

theresa.verslues@unitedwaycemo.org Vice President

Nancy Reeves

nancy.reeves@unitedwaycemo.org Administrative Assistant

2011 Board of Directors Meeting Dates

Date	Event	Time	Location
January 27 & 28	Audit		UW Office
February 11	UWCEMO Annual Meeting	11:30am	Capitol Plaza Hotel
February 15	BOD Executive Committee	10:30am	NH Scheppers Dist.
February 15	Board of Directors Mtg.	11:30am	NH Scheppers Dist.
March 15	BOD Executive Committee	10:30am	NH Scheppers Dist.
March 15	Board of Directors Mtg.	11:30am	NH Scheppers Dist.
April 19	BOD Executive Committee	10:30am	NH Scheppers Dist.
April 19	Board of Directors Mtg.	11:30am	NH Scheppers Dist.
May 18	BOD Executive Committee	10:30am	NH Scheppers Dist.
May 18	Board of Directors Mtg.	11:30am	NH Scheppers Dist.
June 21	BOD Executive Committee	10:30am	NH Scheppers Dist.
June 21	Board of Directors Mtg.	11:30am	NH Scheppers Dist.
August 16	BOD Executive Committee	10:30am	NH Scheppers Dist.
August 16	Board of Directors Mtg.	11:30am	NH Scheppers Dist.
September 1	Community Campaign Kick-off	11:30am	Capitol Plaza Hotel
September 20	BOD Executive Committee	10:30am	NH Scheppers Dist.
September 20	Board of Directors Mtg.	11:30am	NH Scheppers Dist.
October 18	BOD Executive Committee	10:30am	NH Scheppers Dist.
October 18	Board of Directors Mtg.	11:30am	NH Scheppers Dist.
November 15	BOD Executive Committee	10:30am	NH Scheppers Dist.
November 15	Board of Directors Mtg.	11:30am	NH Scheppers Dist.
			NH Scheppers
December 13	BOD Executive Committee	10:30am	Dist. NH Scheppers
December 13	Board of Directors Mtg.	11:30am	Dist.

Governing Body Responsibilities

- Members of the Governing Body should strive to understand the entire United Way of Central Missouri – its process, functions, philosophies and issues. Toward that end, members are asked to become involved and participate actively in at least one functional area which includes planning, fund allocation, campaign, communications, personnel or finance.
- 2. Members are expected to lend **support** to the annual campaign through attendance at the annual meeting, campaign kick-off, thank you celebration and whatever other time is needed to assist in promoting the United Way mission.
- 3. Members should also act in an **advocacy** role throughout the year by spreading understanding of the mission, programs, and policies of the organization to all constituencies.
- 4. Members are strongly encouraged to invest personal energy, skills and resources in the purpose and goals of the UWCMO and **encourage** others to do the same.
- 5. Members are strongly encouraged to contribute to the United Way Campaign.
- 6. Members are expected to handle information revealed through the United Way with utmost **confidentiality**.

The Governing Body serves **two vital functions**: First, it annually **elects** all Board of Directors and Governing Body members and votes upon any changes proposed to the bylaws. Second, it serves as a pool of **prospective** United Way committee members including the United Way Board of Directors.

Board Member Responsibilities

- 1. Board members should **regularly** attend Board meetings. Board meeting are held on the third Tuesday of each month. The executive committee meets when necessary and acts for the Board. Board members are welcome to attend these Executive Committee meetings.
- 2. Board members should strive to understand the entire United Way of Central Missouri its process, functions, philosophies and issues. Toward that end, Board members are asked to become involved and **participate** actively in at least one functional area—planning, fund distribution, campaign, communications, personnel or finance.
- 3. Board members should **accept responsibility** for making informed decisions and policies by insisting on accurate information, asking questions, probing, analyzing and finally supporting publicly the decisions made corporately.
- 4. Board members are expected to devote approximately one and one halfhours per month at the regular board meetings. Adequate **preparation** and **review** of pertinent materials should proceed this time.
- 5. Board members are expected to lend **support** to the annual campaign through attendance at the campaign kick-off, victory rally and whatever other time is needed to assist in promoting the United Way mission.
- 6. Board members should also act in an **advocacy** role throughout the year by spreading understanding of the mission, programs and policies of the organization to all constituencies.
- 7. Board members are strongly encouraged to invest personal energy, skills and resources in the purpose and goals of the UWCMO and encourage others to do the same.
- 8. Board Members are expected to **contribute** to the United Way Campaign.
- 9. Board members are expected to handle information revealed through the United Way with utmost confidentiality, and to that end, must sign a **confidentiality agreement**.

Executive Committee Responsibilities

Purpose: Managing the affairs of the corporation between meetings of the Board of Directors.

Duties:

- Ensures that corporation meets the legal requirements of the conduct of the organization's business and affairs. Ensuring the organization operates within the by-laws and regulations adopted by the Board. Adopts policies, which determine the purposes, governing principles, functions and activities, and courses of action of the organization. Assumes ultimate responsibility for internal policies governing the organization.
- 2. Regularly evaluates and reviews the organizations operations and maintains standards of performance. Monitors the activities of the organization, including: reviewing reports of appropriate committees; confirming, modifying, or rejecting proposals; counseling and providing good judgment on plans of committees or the Executive; and considering, debating and deciding issues.
- 3. Understands and interprets the work of the organization to the community. Relates the services of the organization to the work of other agencies and focuses on social reform and progress in the community as a whole.
- 4. Selects, employs, and evaluates the President. Approves policies governing the administration of personnel.
- 5. Approves and monitors the corporate finances of the organization. Creates a financial climate for fulfilling the organization's purpose. Sees that sufficient funds are available for the organization to meet its objectives. Authorizes and approves the annual audit.
- 6. Secures and maintains a satisfactory facility in which to carry out the organization's functions; approves all recommendations dealing with improvements of the facility.

Qualifications:

- 1. A demonstrated interest and belief in the organization's service goals and a commitment to the board and its charge.
- 2. Possess personal commitment or professional background needed to meet the aims of the organization.
- 3. Available time and willingness to participate on board committees.

Board Job Descriptions:

Chairperson of the Board

Purpose: Governs the board of directors as the principal elected officer of the board

Duties and Responsibilities:

- Serves as the chief volunteer officer of the organization.
- Is a partner with the President in achieving the organization's mission.
- Provides leadership to the board of directors, who set policy and to whom the executive director is accountable.
- Chairs meetings of the board after developing the agenda with the President.
- Encourages board role in strategic planning.
- In consultation with the President, appoints chairpersons of committees.
- Serves ex officio as member of committees and attends their meetings when possible.
- Discusses issues confronting the organization with the executive director.
- Helps guide and mediate board actions with respect to organizational priorities and governance concerns.
- Reviews with the executive director any issues of concern to the board.
- Monitors financial planning and financial reports.
- Plays a leading role in fund raising activities.
- Formally evaluates performance of the President and informally evaluates the effectiveness of board members.
- Evaluates annually the performance of the organization in achieving its mission.
- Performs other responsibilities as assigned by the board.

Vice-Chairperson of the Board

Purpose: Assists the Chairperson with governing the board of directors.

Duties and Responsibilities:

- Works as a team with the Chairperson on governance issues
- Assumes the duties of Chairperson in absence of the board chairperson see Chairperson of the Board duties and responsibilities
- Performs other responsibilities as assigned by the board

Treasurer of the Board

Purpose: Helps ensure the fiscal integrity of the organization by providing oversight of the financial activities and assuring the accuracy of all financial records

Duties and Responsibilities:

- Services as chair of the Finance Committee
- Gives regular reports to the board as to the financial picture of the organization
- Ensures that the board's financial policies are being followed
- Assists the presidents in preparing the organization's annual budget
- Reviews the organization's annual audit and answers any questions other board members may have about it

Secretary of the Board

Purpose: Ensures the maintenance, accuracy and safety of all board records

Duties and Responsibilities:

- Reviews board meeting minutes for accuracy
- Obtains information from records and minutes to help board members in the decision-making process
- Assumes the duties of Chairperson in absence of the board chairperson and vice-chairperson. See Chairperson of the Board duties and responsibilities

Board approved March 2002

Statement of Confidentiality

United Way of Central Missouri routinely handles highly confidential information and financial data regarding United Way of Central Missouri and its agency members. Additionally, other confidential information about United Way of Central Missouri's business practices or any other sensitive matter may be made or become known to a volunteer.

My signature indicates that I have read and agree to keep in strict confidence information concerning United Way of Central Missouri and any member agency that I may have access to during my tenure. I agree not to disclose such information to anyone not having a business need to know this information. Furthermore, I agree to be discreet regarding matters being handled by United Way of Central Missouri and its member agencies.

Signature_____

(please print)

Date_____

Conflict of Interest Statement for Key Volunteers

A conflict of interest arises when a person in a position of authority over the Organization may benefit financially from a decision he or she could make in that capacity, including indirect benefits such as to family members or businesses with which the person is closely associated. This policy is focused upon material financial interest of, or benefit to, such persons. Persons covered by this policy are the Organization's officers, directors, chief employed executive and chief employed finance executive.

No aforementioned volunteer or employee, or any member of her/his family should accept any gift, entertainment, service, loan or promise of future benefits from any person who personally or whose employees might benefit or appear to benefit from such volunteer's connection with United Way of Central Missouri, unless the facts of such benefit, gift, service or loan are disclosed in good faith and are authorized by the board. Board and committee members are expected to work out for themselves the most gracious method of declining gifts and entertainment, and benefits that do not meet this standard.

No aforementioned volunteer or employee should perform, for personal gain, services to any United Way supplier of goods or services, as Employee, consultant or in any other capacity, which promises compensation of any kind, unless the facts of such transaction or contracts are disclosed in good faith and the board or committee authorizes such a transaction. Similar association by a family member of the board or committee member or by any other close relative may be inappropriate.

No aforementioned volunteer or employee or any member of her/his family should have any beneficial interest in, or substantial obligation to, any United Way supplier of goods or services or any other organization that is engaged in doing business with or serving United Way of Central Missouri unless it has been determined by the board, on the basis of full disclosure of facts, that such interest does not give rise to a conflict of interest.

This policy statement is not intended to apply to gifts and/or similar entertainment of nominal value that clearly are in keeping with good business ethics and do not obligate the recipient.

Any matter of question or interpretation that arises relating to this policy should be referred to the Executive Committee for decision and/or referral to the board of directors for decision, where appropriate.

I have received and read the foregoing policy statement, conflict of interest statement, and understand fully the facts requiring any possible question of violation.

Name_____

Signature_____(Please print)

Date

Revised 1/21/09

Board Member Annual Affirmation of Service

- 1) I continue to be fully supportive of our mission, purpose, goals, and leadership.
- This support will involve a commitment of resources, which include, time, expertise, financial and other in-kind donations by each UWCMO board member.
- 3) I understand that board membership requires the equivalent of 2-3 days per year of my time, including preparation of meetings. I am able to give that time during the 12 months ahead, and I expect to attend all board and committee meetings unless I give the respective chairman advance notice of my need to be absent for good cause.
- 4) I intend to contribute financially to the work of our organization during the year and will help open doors to friends and business associates who may be interested in contributing to our work.
- 5) I have reviewed, signed and intend to comply with our board conflict of interest policy.
- 6) Excellent attendance is essential for active involvement. Members agree to at least an 80% attendance record for all board and planning committee meetings that they have agreed to participate.
- 7) If anything should occur during the year that would not allow me to keep these intentions of being a positive contributor to our board, I will take the initiative to talk to the officers about a voluntary resignation to allow another to serve who is able to be fully involved.

By signing below, each member acknowledges that they have read this Memorandum of Understanding and agree to abide by its contents.

Signature

Date

THANK YOU FOR ALL YOU DO FOR THE UNITED WAY!

Liaison Program Guidelines

Purpose: Members of the Board of Directors of the United Way of Central Missouri develop informal liaison with member agencies to:

- Learn about a specific agency's services and operation
- Represent United way at agency annual meeting
- Be available for informal agency contact as a volunteer knowledgeable of the agency.

Rationale:

- A. This program will fulfill United Way purpose as outlined in its by-laws to:
 - Continually assess need for human service programs
 - Foster cooperation among member agencies
 - Generate community support and commitment for the entire United Way enterprise through communication (speaking and listening with member agencies).
- B. This program will allow United Way to be represented at important agency gatherings. United Way staff is unable to attend all agency annual meetings or open house events.
- C. This program will strengthen the atmosphere of partnership necessary for efficient service delivery and effective agency relations.

Advantages:

- A. Members of the Board will be better informed of particular agency programs and facilities. This is vital for the informed decision-making required at the Board level.
- B. United Way will be more consistently represented at agency annual meetings. This volunteer presence can serve to enhance the Untied Way images as a voluntary organization dedicated to solving the human service problems/needs in this community.
- C. Agency volunteers and staff can become better aware of the United Way process and presence.

Approved by Board of Directors February 19, 1985

Section II The United Way

MISSION STATEMENT

The United Way of Central Missouri is a local, accountable, volunteer-driven organization that serves people in need by leading and coordinating efforts to help one another.

VISION STATEMENT

The United Way of Central Missouri will unite people and resources in the Central Missouri area by educating, motivating, and inspiring the community to facilitate the dignity, self-sufficiency, and well being of all and to promote efforts to maximize their human potential.

ORGANIZATIONAL VALUES

- Our people are our greatest asset.
- We will consistently demonstrate compassion, intervention, prevention, and stewardship.
- We will provide only those programs and services that are consistent with the mission of the United Way of Central Missouri.
- Our programs and services will be needs based; we will strive to avoid duplication and seek new opportunities on an on-going basis.
- We will ensure diversity in all areas.
- We will develop and demonstrate the United Way of Central Missouri's need for support and our ability to leverage additional funding sources.
- We will maintain financial sustainability.
- We will actively cooperate and collaborate with United Way of Central Missouri member agencies as well as other agencies.

KEY STRATEGIES

To **assess**, on a continuing basis, the need for human service programs response to area people in need;

To **seek** solutions to human problems;

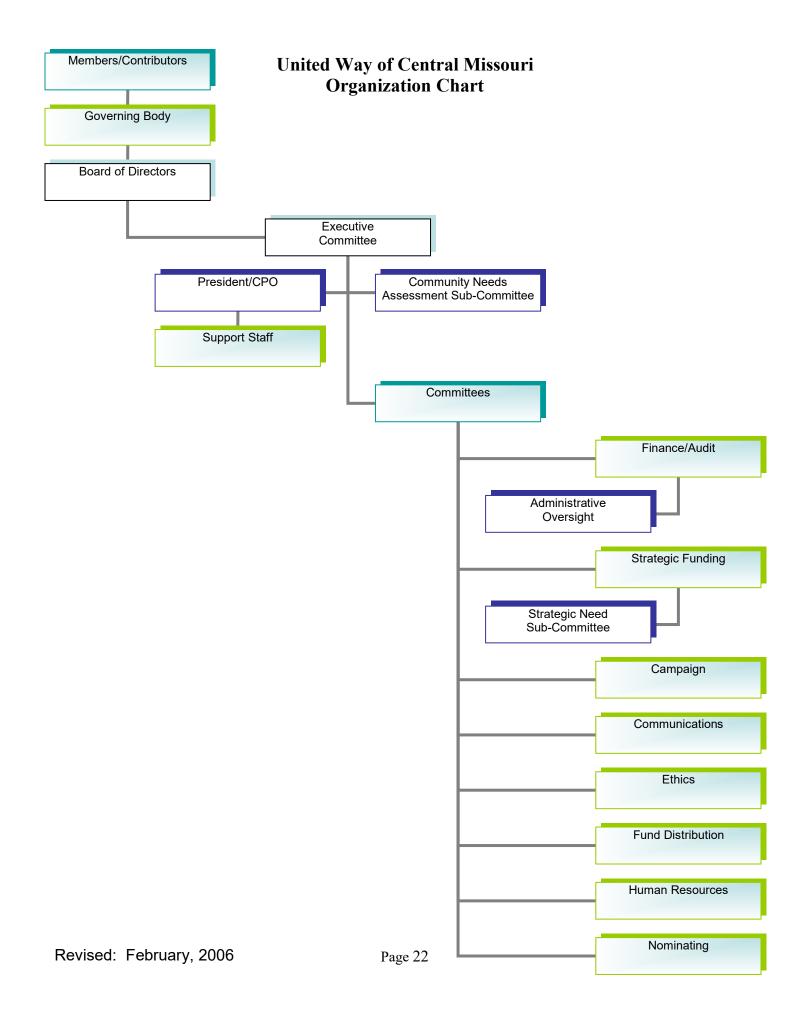
To *assist* in the development of new or the expansion or modification of existing human service programs;

To *promote* prevention activities;

To *foster* coordination among local, state, and national agencies serving the Central Missouri area.

MARKET-DRIVEN SLOGAN

Compassion~Intervention~Prevention~Stewardship



HISTORICAL STATEMENT Over 100 Years of Caring

1887 The first combined planning and fund raising effort took place in Denver. Ten human service agencies participated.

Since the 1920's an organized effort has been maintained to raise and allocate funds for needed health and human services in the Jefferson City area. Originally local volunteers who worked as a committee of the Jefferson City Chamber of Commerce coordinated it. The effort was identified from the 1920's until the early 1950's as the Community Chest as well as other names.

- 1954 The effort operated separately from the Chamber and was called the United Community Fund. The organization hired its first paid Executive Secretary, Elinore Belden, in 1954. She served until her death in 1959.
- 1962 Ruth Meloy was hired as Executive Secretary and under her direction the United Community Fund was officially incorporated and its first set of by-laws was established.
- 1969 The by-laws were revised and Ruth Meloy was named Executive Director.
- 1970 The National Association of Local Community Funds, Community Chest, United Fund, Crusade of Mercy, etc. were reorganized under the name United Way of America. The national association serves local organizations through information gathering, consultation, training and national promotion. Local organizations retain full autonomy. The current logo was originated in 1970.
- 1973 The UCF of Jefferson City raised over \$200,000 for the first time.
- 1974 The Jefferson City area United Way is incorporated.
- 1979 The Jefferson City Area United Way raises over \$300,000 for the first time.
- 1981 Ruth Meloy Retires after 19 years of service
- 1984 United Way raises over \$700,000 including over \$100,000 in new pledges. This sets a record.
- 1985 A long-range plan is launched which will serve as a blueprint for growth until 1991.
- 1986 A community needs assessment commences. Nationally, the United Way celebrates centennial.
- 1987 The Jefferson City Area United Way raises over \$1,000,000.

- 1991 Scandal rocks United Way of America. Local board votes to withhold dues to national organizations. Volunteers raise over \$1,030,000 for 22 member agencies.
- 1992 Local Board re-affiliates with United Way of America after all conditions are met. Worst flood in history affects hundreds of Mid-Missourians. United Way responds with funds for victims and in coordination of services. Volunteers raise \$1,080,000 for member agencies.
- 1993 Jefferson City Area United Way establishes Mid-Missouri Unmet Needs Committee after the devastating Flood on '93. Task force conducts community needs assessment survey and reports results and analysis in final report.
- 1994 Long-range Strategic Planning Process (1996-2000) began. Volunteers raised \$1,092,000 for member agencies.
- 1995 Implementation of the Strategic Plan. Volunteers raise \$1,100,000 for member agencies.
- 1996 The Jefferson City Area United Way changes its name to United Way of Central Missouri.
- 2000 Volunteers raised \$1,440,000 for member agencies and the community.
- 2001 Strategic Plan Process developed a new Strategic Plan for 2001-2005. Volunteers raised \$1,505,000 for member agencies.
- 2002 Strategic Funding Committee developed reviewed and revised the Fund Allocation process. Volunteers raised \$1,460,000 for member agencies.
- 2003 United Way of Central MO Foundation was formed with a separate board of directors elected by the United Way of Central MO Board of Directors. Volunteers raised \$1,477,000.
- 2004 Volunteers raised \$1,517,000 for member agencies and the community.
- 2005 Volunteers raised \$1,570,000 for member agencies and the community.
- 2006 Volunteers raised \$1,604,000 for member agencies and the community.
- 2007 Volunteers raised \$1,611,000 for member agencies and the community.
- 2008 Volunteers raised approx. \$1,593,000 for member agencies and the community.
- 2009 Volunteers raised approx. \$1,605,000 for member agencies and the community.

Strategic Plan for 2005-2010 2010 Annual Action Plan

Major Goal: Organization Expansion & Stabilization

- 1. Develop and put into action an evolving plan for leadership succession and development.
 - Establish a Search Committee consisting of UWCMO volunteers and knowledgeable community leaders.
 - i. Provide the committee with job description and all other pertinent information regarding the position.
 - ii. If requested, use the existing United Way Worldwide sources as a recruit tool.
 - iii. Offer any assistance necessary to help with the replacement process.
 - Ensure an appropriate transfer of information, leadership, and training to new President/CPO.
 - i. Review any/all responsibilities of the position
 - ii. Provide counsel and advice regarding fund allocation, annual campaign and day-to-day responsibilities of the position.
 - iii. Aid in the training for Executive Committee and Board meeting preparation
 - iv. Provide guidance and training with regards to all financial matters including annual audit.
 - Recruit, develop & train volunteer leadership insuring inclusion of community leaders
 - i. Ensure appropriate transfer of information and training to new board and committee co-chairs & vice-chairs
 - ii. Ensure appropriate transfer of information and training to new campaign leadership (Co-Chairs and Campaign Leadership Team members)
- 2. Update Business Continuity Plan (must be done on an annual basis).
- 3. Schedule, prepare, and provide a UWCMO self-assessment to meet UWW certification requirements for 2010.
- 4. Strategic Planning Committee- Continue to meet and develop a new 3-year Strategic Plan for 2011-2013.

UNITED WAY OF CENTRAL MISSOURI CODE OF ETHICS

This code of ethics (developed in May 1998) reflects and guides the conduct of all representatives -- Employees, officers, directors and volunteers -- of United Way of Central Missouri, and United Way of Central Missouri's relationship with any subsidiary organization.

United Way is synonymous with charitable service. The general public associates the United Way name with thousands of worthy causes all over the country. Indeed, for many people United Way is the primary way they meet their desire to help their fellow human beings.

The United Way of Central Missouri has a unique role as a leader of philanthropy to benefit health and human services. United Way organizations have earned public trust nurtured by years of ethical, honest, and responsible charitable service. The continued success of the United Way of Central Missouri depends upon the ethical conduct of its representatives.

United Way of Central Missouri places the highest priority on its relationship with its donors, the volunteers and agencies involved. As part of this relationship, United Way of Central Missouri responds to serves and supports its agencies in working to increase the organized capacity of people to care for one another. In an effort to achieve this goal, United Way of Central Missouri strives to create a vision and direction that will generate leadership and encourage its member agencies to be the best they can be in their community and throughout the area.

United Way of Central Missouri representatives set an example for other non-profit organizations by their high standards of performance, professionalism, volunteer and charitable activities, helping of the less fortunate, and ethical conduct.

PERSONAL INTEGRITY

A personal commitment to integrity in all circumstances benefits each individual as well as the organization. Each United Way of Central Missouri representative:

- Respects and seeks out the truth and avoids misrepresentation.
- Ensures fairness and objectivity in all activities.
- Sets an example, as a representative of a leading nonprofit organization, for high standards of professionalism.
- Honors the right of privacy of all people, including co-workers, contributors, and beneficiaries.
- Promotes public confidence in philanthropic institutions.

PROFESSIONAL EXCELLENCE

As an employer, United Way of Central Missouri promotes professional excellence and encourages open and honest communication among all employees to create an atmosphere conducive to personal growth and career development.

United Way of Central Missouri's management:

- Encourages employee development, and communicates with personnel to help them achieve their goals and increase their self-esteem through job enrichment.
- Evaluates employees on a fair and consistent basis, so that all employees know what is expected of them and how they are progressing toward fulfilling expectations.
- Shows respect and empathy for employees, and is considerate while being mindful of managerial responsibilities.
- Regularly solicits and respects the opinions of subordinates.

All United Way of Central Missouri representatives:

- Strive to meet performance standards at the highest level.
- Refuse to engage in or tolerate any fraud, misuse, abuse or waste of United Way resources.
- Encourage growth and self-improvement in themselves and their co-workers.
- Exhibit respect for co-workers and all those they come into contact with.
- Have the courage to face situations squarely and offer a minority opinion when necessary.
- Examine all alternatives with the understanding that the easiest action is not always in the best interest of the organization.
- Comply with all legal requirements concerning substance abuse.
- Comply with all other laws and regulations affecting the organization and their personal obligations.
- Discuss any questions concerning interpretations or compliance with the code of ethics with the president, the chair of the Board of Directors, the Ethics Committee or other appropriate person.
- Encourage the reporting of perceived violations and protect those who report.

ACCOUNTABILITY AND EFFICIENCY

The United Way of Central Missouri has responsibilities to its customers, which include local United Way agencies, donors and other stakeholders. These customers have placed faith in United Way of Central Missouri. To uphold this trust, United Way of Central Missouri representatives:

• Make full and fair disclosure of all relevant information to customers, who have a right to know how their dollars are spent.

- Spend customers' money wisely, efficiently and objectively.
- Are good stewards of membership fees, grants, and other contributions that are utilized by United Way of Central Missouri to pay operating expenses, salaries, and employee benefits. Refrain from allowing expenditures of United Way of Central Missouri funds that by their nature or amount does not directly advance United Way of Central Missouri's mission.

VOLUNTARY GIVING

The most responsive contributors are those who have the opportunity to become informed and involved. Fund raising is always conducted in a voluntary manner; coercion creates animosity, hinders communications and understanding, and eventually leads to decreased support.

The coercion of donors -- whether real or implied -- is contrary to the operating principles of United Way of Central Missouri. Giving is a personal matter and decision; no form of coercion is acceptable.

RESPONSIBILITIES TO VOLUNTEERS

Volunteers who serve United Way of Central Missouri through its Board of Directors or otherwise are crucial to the success of United Way. In order to assist volunteers to serve effectively and to obtain satisfaction from their service, United Way of Central Missouri representatives:

- Support volunteers so they can perform to the highest level of their contribution and personal satisfaction.
- Treat all volunteers with fairness, equity and respect, providing appropriate mechanisms for their views and interests to be expressed.
- Involve volunteers at appropriate levels and phases of the decision-making process.
- Assist in the development and the understanding of the roles of volunteers and employees, respectively; set clear standards of performance for volunteers; and appropriately recognize their contributions.
- Provide benefits and perquisites to volunteers, which are consistent with the spirit of volunteerism.

RESPONSIBILITIES OF VOLUNTEERS

Volunteers also are representatives of the United Way of Central Missouri and set examples through their ethical conduct and professionalism.

• Volunteers review the code of ethics of United Way of Central Missouri and ensure that they adhere to the spirit of the code when making policy or otherwise managing the affairs of the organization.

• A volunteer does not knowingly take any action or make any statement intended to influence the conduct of United Way of Central Missouri in such a way as to confer any financial benefit on such volunteers, their immediate family members, or any corporation in which they or their family members have a significant interest as stockholders, directors or officers.

In the event that there comes before the Board of Directors or the Executive Committee a matter for consideration or decision that raises a potential conflict of interest for any member of the board or the committee, the member shall disclose the potential conflict of interest as soon as he or she becomes aware of it, and shall withdraw from discussion, review, and voting in connection with the matter. The disclosure and withdrawal shall be recorded in the minutes of the meeting, and each member shall file annual disclosures of potential conflicts with the board.

VENDOR RELATIONS

All vendors have an equal opportunity to do business with the United Way of Central Missouri. The United Way of Central Missouri, in order to advance its mission, gives preference to vendors who strongly support United Way.

DIVERSITY AND EQUAL OPPORTUNITY

United Way of Central Missouri is an equal opportunity employer. Every representative:

- Values, champions, and embraces diversity as an integral part of their activities.
- Respects all co-workers and all other individuals without regard to race, color, religion, creed, age, sex, national origin or ancestry, marital status, veteran status, sexual orientation, or status as a qualified disabled or handicapped individual.
- Supports affirmative action and equal employment opportunity programs throughout United Way of Central Missouri.
- Refuses to engage in or tolerate in others any form of sexual harassment, as provided in the organization's policy against sexual harassment and strive to create a professional environment.

CONFLICT OF INTEREST

To avoid even the appearance of a conflict of interest which would tarnish the image of the organization and undermine the public's trust in all United Way organizations, United Way of Central Missouri representatives:

• Avoid any activity or outside interest, which conflicts or appears to conflict with the best interest of the United Way of Central Missouri. Any involvement with a current

or potential United Way vendor, grantee, or competing organization may violate this code and should be cleared with the appropriate authority.

• Refrain from participating in or influencing any decision or other action of United Way that could result in a direct or indirect benefit to his or her family or any organization with which the employees is substantially affiliated.

WHISTLEBLOWER

This Whistleblower Policy of the United Way of Central Missouri: (1) encourages staff and volunteers to come forward with credible information on illegal practices or serious violations of adopted policies of the Organization; (2) specifies that the Organization will protect the person from retaliation; and (3) identifies where such information can be reported.

A whistleblower as defined by this policy is an employee or volunteer of United Way of Central Missouri who reports an activity that he/she considers to be illegal or dishonest to one or more of the parties specified in this Policy. The whistleblower is not responsible for investigating the activity or for determining fault or corrective measures; appropriate management officials are charged with these responsibilities.

Examples of illegal or dishonest activities are violations of federal, state or local laws; billing for pledges not made or for services not delivered; and other fraudulent financial reporting.

If an employee or volunteer has knowledge of or a concern of illegal or dishonest fraudulent activity, the employee or volunteer must contact the President. **Should the issue involve the President, the employee or volunteer must contact the Chairman of the UW Board of Directors asking for a review of said activities by the UW Executive Committee.** Sound judgment must be exercised to avoid baseless allegations. An employee or volunteer who intentionally files a false report of wrongdoing will be subject to discipline up to and including termination.

Whistleblower protections are provided in two important areas -- confidentiality and against retaliation. To the greatest extent possible, confidentiality of the whistleblower will be maintained. However, identity may have to be disclosed to conduct a thorough investigation, to comply with the law and to provide accused individuals their legal rights of defense.

United Way of Central Missouri will not retaliate against a whistleblower. This includes, but is not limited to, protection from retaliation in the form of an adverse action such as termination, compensation decreases, or poor work assignments and threats of physical harm. Any whistleblower who believes he/she is being retaliated against must contact the President immediately. The right of a whistleblower for protection against retaliation does not include immunity for any personal wrongdoing that is alleged and investigated.

All reports of illegal and dishonest activities will be promptly submitted to the President who is responsible for investigating and coordinating corrective action. Employees with any questions regarding this policy should contact the President.

ALLOCATIONS OF FUNDS AND APPLICATIONS FOR MEMBERSHIP

The United Way of Central Missouri makes allocations of funds based on understandable and reasonable principles such as community need, availability of services through existing entities, the applicant's ability to serve, and the relative priority of the applicant's program, without regard to the ethnicity, creed or gender of persons participating in the programs. The United Way of Central Missouri accepts applications for membership from non-profit community agencies that exemplify these principles.

PERSONAL GAIN

No representative should accept any gratuity or favor for doing their job. Accordingly, United Way of Central Missouri representatives shall not:

- Solicit or accept gratuities, gifts or favors, other than promotion gifts of nominal value, for themselves or their families.
- Accept food, transportation, lodging or entertainment unless directly related to United Way of Central Missouri business.
- Use United Way of Central Missouri resources for personal gain.

TRAVEL, ENTERTAINMENT AND RELATED EXPENSES

Travel, entertainment and related expenses are incurred on a basis consistent with the mission of United Way of Central Missouri. Accordingly, expenses incurred will comply with policies adopted by the United Way of Central Missouri Board of Directors.

OUTSIDE EMPLOYMENT AND OTHER ACTIVITIES

Representatives ensure that outside employment and other activities do not interfere with their responsibilities within United Way of Central Missouri and do not adversely affect United Way of Central Missouri. A representative shall not use United Way of Central Missouri resources to facilitate any outside employment or other activity.

FAVORITISM

Favoritism based on family or close personal relationships is unfair to other employees, and the appearance of favoritism is easily perceived. Accordingly, each United Way of Central Missouri employee understands that:

- Persons related to United Way of Central Missouri employees by blood or marriage are not employed except under special circumstances that are clearly in the best interest of United Way and disclosed immediately to the Ethics and Personnel committees of the United Way of Central Missouri Board of Directors.
- United Way of Central Missouri employees never have supervisory or management authority over staff with which they have a relationship that adversely affects impartiality.
- United Way of Central Missouri employees with decision-making authority avoid selecting a consultant or service provider who is a relative or personal friend or who employs or is affiliated with a relative or a personal friend.

SOLICITATIONS

United Way of Central Missouri employees are not subjected to outside solicitation. Further, employees are free from unwarranted interruptions in the form of solicitations from other employees, in order to concentrate on work. A United Way of Central Missouri employee:

- Does not solicit or distribute literature for purposes inconsistent with the United Way mission on United Way premises.
- Does not use United Way of Central Missouri working time for non-United Way purposes.
- Is never required to contribute or respond to a solicitation for fear that their response will be a factor in their career standing.

CONFIDENTIAL INFORMATION

Confidentiality is a hallmark of professionalism. Each United Way of Central Missouri representative:

- Ensures that all information which is confidential or privileged or which is not publicly available is not disclosed inappropriately.
- Ensures that all non-public information of other persons or firms acquired by United Way of Central Missouri personnel in dealing with outside firms on behalf of United Way is treated as confidential and not disclosed.

DISCLOSURE

United Way of Central Missouri employees and representatives are encouraged to disclose any perceived breaches of the Code of Ethics of which they are aware. Disclosure should be made to the chair of the Ethics Committee, the Board of Directors chair, or the President of United Way. Any reported breaches will be investigated and appropriate action, if needed, will be taken. Confidentiality will be maintained for the

employee disclosing the breach, unless the matter raises serious legal implications. In such instances, the employee disclosing the breach will be notified. United Way of Central Missouri will not take any adverse action against employees solely for disclosing perceived breaches of the Code. United Way of Central Missouri encourages all employees to be prompt, open and forthright in reporting perceived breaches of the Code of Ethics.

Effective May 1, 1998, this code of ethics is to be renewed annually by and for the employees and representatives of United Way of Central Missouri.

(Reviewed by United Way Board of Directors on May 20, 2003)
(Reviewed by United Way Board of Directors on May 18, 2004)
(Mission Statement revision from 2005-2010 Strategic Plan approved by UW BOD on February 26, 2006.)
("Whistle Blower" policy added and approved by UW BOD on June 19, 2007)
(Reviewed by United Way Board of Directors on March 18, 2008)
(Reviewed by United Way Board of Directors on March 17, 2009)
(Reviewed by United Way Board of Directors on March 16, 2010)
(Reviewed by United Way Board of Directors on March 15, 2011)

UNITED WAY OF CENTRAL MISSOURI BYLAWS

Article I Name

The name of this corporation is the United Way of Central Missouri, hereafter referred to as "the Corporation" or "this Corporation."

Article II Organization

1. INCORPORATION - This Corporation is a not-for-profit corporation formed pursuant to the provisions of Chapter 352, Revised Statutes of Missouri. The period during which this Corporation is to continue as a corporation is perpetual.

No substantial part of the activities or expenditures of the Corporation shall be directed toward or used for the purpose of carrying on propaganda or lobbying or otherwise attempting to influence legislation or any ballot issues except, to the extent permitted by Section 501 (h) of the Internal Revenue Code of 1954, during any fiscal year or years in which the Corporation has chosen to utilize the benefits authorized by that statutory provision.

No part of the net earnings or other property of the Corporation is to inure to the benefit of any person. The property of the Corporation is irrevocably dedicated to charitable purposes, and upon the Corporation's liquidation or dissolution pursuant to law, after payment of all debts and obligations, all assets shall be distributed to one or more non-profit funds, foundations or corporations organized and operated exclusively for charitable purposes and which are exempt from taxation under Section 501 (c) (3) and 509 (a) (1), (2) or (3) of the Internal Revenue Code of 1954. The Board of Directors will determine the method of distribution of the assets.

2. MEMBERSHIP - Every contributor who makes a financial contribution to this Corporation automatically becomes a member of the Corporation for the ensuing fiscal year.

Article III Purposes

This Corporation is formed for the following purposes:

1. To assess, on a continuing basis, the need for human service programs; to seek solutions to human problems; to assist in the development of new or the expansion or modification of existing human service programs; to promote preventive activities; and to foster cooperation among local, state and national agencies servicing the community.

- 2. To develop as fully as possible the financial resources, governmental and voluntary, needed to meet the human service needs of the community and to reduce the number of appeals for financial support for these services.
- 3. To distribute United Way financial support so as to maximize the resources available to agencies for services, aimed at the most urgent current needs of the community, including those supplied by organizations not now receiving United Way of Central Missouri funding, directed toward the following three categories of human services programs:
 - Program, which provides needed services to individuals with limited resources.
 - Programs, which provide crisis intervention, support to any community member in need.
 - Programs which provide prevention services to improve the future well being of the community.
- 4. To encourage community support and commitment for the entire United Way of Central Missouri through a systematic communications program which both speaks and listens to the community.
- 5. To manage the United Way of Central Missouri operations effectively and to offer assistance to agencies wishing to improve their management skills.
- 6. To receive by gift, grant, devise, bequest or otherwise, and from any private or public sources, personal or real property, and to hold, administer, sell, invest, reinvest, manage, use, disburse and distribute, and apply the income and/or principal of the same in accordance with the directions and intent of the donor or donors of such property, or in the absence of such directions, as the Corporation may deem best from time to time, for the promotion of any or all of the foregoing purposes.
- 7. To do any and all things, either alone or in cooperation with other organizations or institutions, and either directly or by contribution to such other organizations or institutions, which it may deem necessary or proper in order to carry into effect any or all of the foregoing objects or purposes.

Article IV Area of Services

The area served by the Corporation is **Cole, Osage, Miller, Moniteau, Southern Boone and Southern Callaway Counties, Missouri**, and such other geographic areas of central Missouri as the Corporation's Board of Directors determines to be in need of the Corporation's services. The principal office of the Corporation is at 1025 Southwest Boulevard, Suite B, Jefferson City, Missouri, 65109, and its official agent is its Chairman.

Article V Governing Body

The Governing Body may be referred to as "the Body" or "this Body."

- 1. COMPOSITION The Governing Body of this corporation is to constitute no more than one hundred fifty (150) people who are current members of the Corporation and who are representative of the diverse elements of the community. Included are to be the following:
 - A. Corporation's Board of Directors;
 - B. Two representatives of each member agency of the Corporation, only one of whom may be a paid staff member of the member agency; and
 - C. The remainder of the representatives are to be selected by the Body's Nominating Committee and are to be representative of the community's contributors.
- 2. ELECTION The Body's members are to be elected at the Annual Meeting from a list of nominations submitted by the Governing Body Nominating Committee and are to serve three (3) year terms. Members may nominate a person to be member of the Body by petition of ten (10) members providing that the petition has been submitted to the Secretary of the Corporation no later than seven (7) days prior to a meeting held for the election of Body members.
- 3. REPLACEMENT A member agency, corporation, governmental entity or employee group may replace its representatives who are members of the Body at any time by notifying the Secretary of the Corporation in writing.
- 4. ANNUAL MEETING At least once a year, the Governing Body is to conduct an Annual Meeting where the Body is to receive a full and complete report of the Corporation's activities and elect the Corporation's Board of Directors. The Governing Body also may amend or repeal the Corporation's Bylaws at this meeting subject to the provisions of Article XIII of these Bylaws. The annual meeting of the Governing Body of the Corporation will be held in January or February each year at a time and place determined by the Board of Directors. The Secretary of the Corporation shall send notice of the Annual Meeting to each member of the Body at least thirty (30) days in advance of the meeting. The notice shall state the date, location and time of the meeting along with material pertinent to the meeting.
- 5. SPECIAL MEETING A special meeting of the Body may be called pursuant to a resolution of the Board of Directors. A special meeting also may be called by the Chairman or the Secretary at the request in writing of one-third (1/3) of the Corporation's Board of Directors or at the written request of twenty-five (25) members of the Body. The request is to state the purpose or purposes of the

proposed special meeting. Business conducted at all special meetings shall be confined to the subjects stated in the notice and matters germane thereto.

6. MEETING NOTICES - Notice of any meeting of the Body, whether annual or special, is to include the time and place of the meeting and is to be delivered personally, by mail, or by email to each member of the Body not less than ten (10) days nor more than forty (40) days before the meeting. If the notice is mailed, it is to be directed to the member's address as it appears on the books and records of the Corporation or to such other address as the member has specified in writing to the Secretary for the mailing of such notices.

7. QUORUM – One-third of the members of the Body shall constitute a quorum at all meetings of the Governing Body, and an action of the majority of the quorum is considered the action of the governing body.

Article VI Board of Directors

The Board of Directors may be referred to as "the Board" or "this Board."

- COMPOSITION The administrative affairs of the Corporation are under the direction and control of a Board of Directors consisting of 24 people, all of who shall be members of the Corporation. Paid staff of the Corporation or of any group or organization receiving financial support form the Corporation is not eligible to be members of the Board.
- 2. ELECTION Members of the Board shall be elected at the annual meeting of the Governing Body from a list of nominations submitted by the Governing Body Nominating Committee. Eight (8) directors are to be elected each year. Each director is elected for a three (3) year term and may serve a maximum of two (2) consecutive three (3) year terms (Plus any partial term in filling a vacancy) before becoming ineligible for Board membership for the next four (4) years; except that the Past Chairman may serve an extra year.
- 3. REGULAR MEETINGS The Board is to hold a regular meeting at least once each quarter with no fewer than nine (9) regular meetings a year. Additional meetings may be held at the direction of the Chairman. If the Chairman is absent or unable to or refuses to call a meeting, the vice-chairman, president, or any five (5) directors may call a regular meeting.
- 4. SPECIAL MEETINGS Notice of any special meeting of the Board is to state the date, time and the place where it is to be held and is to be delivered personally, or by mail, or by email to each director no less than three (3) days before the meeting. Attendance at the meeting shall be deemed a waiver of any notice requirements. The notice shall state the purpose or purposes of the proposed meeting. The

business transacted at any special meeting is confined to the subject or subjects stated in the meeting notice and matter germane thereto.

- 5. QUORUM A majority of the Board shall constitute a quorum, and an action of the majority of the quorum is considered the action of the Board of the Corporation. Members of the Board may participate in a meeting in person or by means of a conference call where by all persons participating in the meeting can hear each other.
- 6. POWERS The Board is the managing body of the Corporation and is vested with full power to conduct all business of the Corporation subject to the Articles of Incorporation, the Bylaws and the laws of the state of Missouri.
- 7. DUTIES The Board has the following duties:
 - A. To provide for the maintenance and supervision of the Corporation's office and of other property owned by the Corporation;
 - B. To retain a qualified person for the position of President and to establish that person's annual salary;
 - C. To require all financial accounts of the Corporation to be annually audited by a certified public accountant;
 - D. To require the Treasurer and any other officer and employee of the Corporation entrusted with Corporation funds to be covered by a bond from a surety company;
 - E. To approve an annual budget for the Corporation;
 - F. To elect the members of the Executive Committee and to define the duties and responsibilities of the Committee; and
 - G. To perform such other duties as are prescribed in these Bylaws.
- 8. VACANCIES All vacancies on the Board of Directors, whether caused by failure to elect, resignation, death or otherwise, may be filled by a majority vote of the remaining members of the Board of Directors at a meeting where a quorum is present. Persons elected to fill vacancies shall serve only until the next annual meeting, at which the Governing Body shall elect a director to complete the unexpired term.

Article VII Officers

- 1. NUMBER AND TITLE The elective officers of this Corporation are a Chairman, a Vice-Chairman, a Secretary and a Treasurer.
- 2. ELECTION The officers of this Corporation are elected annually by the Board from a list of nominations submitted by the Board of Directors Nominating Committee. Each officer shall hold office for one (1) year and until his or her successor is elected.

- 3. DUTIES -
 - A. The Chairman, or in his/her absence, the Vice-Chairman, is to preside at all meetings of the Governing Body, the Board of Directors and the Executive Committee and will perform the duties of a presiding officer. The Chairman is an ex-officio member with vote on all Corporation committees.
 - B. The Secretary will attend all regular and special meetings of the Governing Body, the Board of Directors and the Executive Committee and will serve as the secretary of each meeting. The Secretary is responsible for recording the minutes of all proceedings in a book to be kept for that purpose and will perform like duties for any committee of members if so required by resolution at any annual or special meeting of members. The Secretary will cause a notice to be sent of all meetings of the Governing Body, of the Board of Directors and the Executive Committee when notice is required by these Bylaws, and, if required by resolution at any annual or special meetings of committees of the Board of Directors.
 - C. The Treasurer is responsible for the custody of all funds and securities of the Corporation, for supervising the keeping of full and accurate accounts of receipts and disbursements in books belonging to the Corporation, and for depositing all moneys and other valuable effects in the name and to the credit of the Corporation in depositories as may be designated by the Board of Directors. The Treasurer will disburse the funds of the corporation as may be ordered by the Board of Directors, and will provide the Board of Directors at its regular meetings, or whenever they may require it, an account of all Corporation financial transactions and of the financial condition of the Corporation.
- 4. VACANCIES In case there is a vacancy in any office of the Corporation, whether caused by failure to elect, death, and resignation or otherwise, the vacancy may be filled by vote of the Board at any regular or special meeting.

Article VIII Executive Committee

The Executive Committee may be referred to as "the Committee" or "this Committee."

- 1. COMPOSITION The Executive Committee of the Board of Directors consists of the Chairman, the Vice-Chairman, the Secretary, the Treasurer, and the Immediate Past Chairman and three other members of the Board of Directors.
- 2. ELECTION The members of the Committee are elected annually by the Board of Directors from a list of nominations prepared by the Board of Directors Nominating Committee.

- 3. MEETINGS Meetings will be called at the discretion of the Chairman. The Executive Committee shall keep regular minutes of its proceedings and report a summary of the same to the Board of Directors.
- 4. QUORUM A majority of the Committee constitutes a quorum, and an action by the majority of a quorum is the action of the Committee.
- 5. POWERS The Committee shall have and may exercise all authority of the Board of Directors during intervals between meetings deemed necessary and in the best interest of the Corporation.
- 6. VACANCIES All vacancies on the Executive committee, whether caused by failure to elect, resignation, and death or otherwise, may be filled by the Board at any regular or special meeting of the Board.

Article IX Other Committees

 GOVERNING BODY & BOARD OF DIRECTORS NOMINATING COMMITTEE - Not later than September of each year, the Chairman is to appoint, with the approval of the Board, a Governing Body & Board of Directors Nominating Committee of not fewer than seven (7) members of the Corporation, not more than two (2) of whom may be current members of the Board of Directors, to make nominations for the election of members of the Governing Body and members of the Board of Directors at the annual meeting of the Body. The Chairman shall appoint the Chairman of the Committee.

The members of the Governing Body shall be notified of the names of the persons nominated to be members of the Governing Body and the Board of Directors at least fourteen (14) days in advance of the annual meeting or of any special meeting called for elections. The Corporation's members may nominate members of the Board by written petition of ten (10) members provided that the petition has been submitted to the Chairman no less than seven days before the annual meeting or before any special meeting called for elections.

- 2. OFFICERS & EXECUTIVE COMMITTEE NOMINATING COMMITTEE Not later than September of each year, the Chairman is to appoint, with the approval of the Board, a Board of Directors Nominating Committee of five (5) current members of the Board to nominate Corporation officers and members of the Executive Committee. The Chairman is to appoint the Chairman of the Committee. The Committee will report its nominations to the Board. The elections are to occur at the November meeting of the Board.
- 3. STANDING COMMITTEES The Chairman annually is to appoint members of the following standing committees: Fund Distribution Steering Committee, Campaign, Communications, Human Resources, Finance and Audit, and Planning. The

Chairman of a standing committee who is not already serving as a member of the Board of Directors can attend and be heard at regular meetings of the Board of Directors.

4. OTHER COMMITTEES - From time to time, the Chairman may appoint other committees and their chairmen as authorized or directed by the Board. The actions of all Corporation committees authorized in Article IX are subject to approval of the Board of Directors.

Article X Fiscal Year

The fiscal year of the Corporation shall be the calendar year.

Article XI Employees

The President is the chief administrative officer of the Corporation with authority to retain and discharge, direct, and supervise the Corporation's employed staff. The President is hired by the Board of Directors and is responsible to the Chairman of the Corporation. The President will submit a report of the activities and other pertinent facts regarding the general management of the business or the Corporation at each meeting of the Board of Directors. The president or a designated member of the staff is to attend all meetings of the Governing Body, the Board of Directors and the Executive Committee.

Article XII Nondiscrimination

The members, officers, directors, committee members, employees and people served by this corporation shall be selected entirely on a nondiscriminatory basis without respect to age, sex, race, disability, religion and national origin.

Article XIII Indemnification

Each person who is or was a director or officer of the Corporation, including the heirs, executors, administrators, or estate of such person, shall be indemnified by the Corporation to the full extent permitted or authorized by the laws of the State of Missouri, as now in effect and as hereafter amended, against any liability, judgment, fine amount paid in settlement, cost and expenses including attorney fees, incurred as a result of any claim arising in connection with such person's conduct in his or her capacity, or in connection with his or her status, as a director or officer of the Corporation. The indemnification provided by this bylaw provision shall not be exclusive of any other rights to which he may be entitled under any other bylaws or agreement, vote of disinterested directors, or otherwise, and shall not limit in any way any right that

the Corporation may have to make different or further indemnification with respect to the same or different person or classes of persons.

Article XIV Amendments

- 1. The Bylaws of the Corporation may be amended by a two-thirds (2/3) affirmative vote of all the members of the Governing Body meeting either in session at the annual meeting or at a special meeting of the Body called for the purpose of amending the Bylaws. Prior to being considered by the Body, the proposed Bylaws amendment which must be submitted either by the Board of Directors or written request from twenty-five (25) members of the Body at least sixty (60) days in advance of a meeting is to be submitted in writing to all members of the Body at least thirty (30) days in advance of the meeting of the Body at which the proposed amendment is to be considered.
- 2. The Bylaws of the Corporation may be amended by a two-thirds (2/3) affirmative vote of all the Board of Directors meeting either in regular session or at a special meeting of the Board called for the purpose of considering an amendment to the Bylaws. Prior to being considered by the Board, the proposed Bylaws amendment is to be submitted in writing to all members of the Board or at a regular meeting of the Board immediately prior to the meeting where the proposed amendment is to be considered.
- 3. Any amendments to these Bylaws are to be consistent with the laws of the state of Missouri, which may define, limit or regulate the powers of the Corporation.

Approved by the Board: March 17, 1992 Revised by the Board: December 21, 1993 Revised by the Board: April 15, 1997 Revised by the Board: December 18, 2001 Presented to the Board: October 20, 2009

Section III Financial Policies

Investment Policy and Procedures

The primary objective for United Way of Central Missouri investments shall be to maximize return against recognized acceptable risks. All investments will be limited to the following categories:

- 1. Federally insured banks or savings & loans
- 2. Direct obligations of the U.S. Government
 - -Treasury bills
 - -Treasury notes/bonds
 - -Treasury zero coupons
- 3. Obligations of agencies sponsored by the U.S. Government
 - -Federal Home Loan Banks (FHLB)
 - -Federal National Mortgage Association (FNMA)
 - -Federal National Mortgage Association Residential
 - -Financing Securities (FNMA RFSA)
 - -Federal Home Loan Mortgage Corp. (FHLMC)

Procedure for bidding for investments will be:

- 1. Prospective bidders will be contacted and asked to submit bids based on amount to be invested, beginning date, maturity date, time period and bid deadline.
- 2. Prospective bidders will be financial institutions doing business within Central Missouri and are supporters of United Way of Central Missouri.
- 3. Bids will be accepted from the bidder insuring the highest rate of interest for that particular time period. The Board, in order to advance the mission of United Way of Central Missouri, may give preference to bidders who strongly support United Way of Central Missouri.
- 4. Records of bids received, bids accepted and investment income received will be kept by the United Way staff and available for review by the Treasurer.

Approved: Board of Directors - November 24, 1998

Gift Acceptance Policy

Background: To assure that a donor's wishes and the mission of United Way of Central Missouri are compatible, the Board of Directors has instructed the following gift acceptance policy.

CASH (Restricted gifts of cash or pledges) are accepted for:

Use in accordance with the directions and intent of the donor or donors. If restricted gifts of cash (pledges) designated for a United Way agency exceed its annual allocation, the amount over the annual allocation up to 10% shall be retained by United Way to cover administrative costs.

REAL PROPERTY

Acceptance of gifts of real property (non-cash gifts) requires board approval. There should be no restriction attached to the gift. However, under special circumstances, the Board of Directors could accept restrictions.

PERSONAL PROPERTY

Gifts of personal property (appreciated collectibles, art, used equipment, books) valued at \$1,000 or more, as determined by an independent appraiser, can be accepted following Board approval.

INVESTMENT SECURITIES

Gifts of stocks and bonds not falling into the United Way's Investment Policy would be liquidated at the earliest possible date and converted into an approved investment. Securities that are not considered "over the counter" or that do not have an available market require Board approval for acceptance.

LIFE INSURANCE

If a gift is made through a life insurance policy, the United Way of Central Missouri must become owner of the policy as well as its beneficiary. Preference will be given to paid-in-full life insurance policies.

All gifts are subject to determination of the public impact of the gift or donor.

Approved: Board of Directors - November 24, 1998

Reserve Policy

PREAMBLE

Because of the need to insure stability in agency budgets and programs, and to insure adequate cash flow, it is necessary to maintain a reserve fund.

RESERVE SIZE

It shall be the policy of the United Way of Central Missouri to maintain a minimum amount equal to four months allocation to the agencies and the United Way office. Prior to the February Board meeting each year, the Finance Committee shall obtain from the UWCMO's auditors data regarding year-end balances for the preceding year, and determine whether the organization has a surplus over appropriate reserves that could be utilized for grants during that year. The calculation shall be based upon the year-end reserve balance of UWCM less four months' of its average expenditures, with the average expenditures consisting of the highest monthly average of all expenditures for any of the prior three years, without including any one-time grants made during that year. If the difference is in excess of a **four-month's balance**, then that excess shall be characterized as a surplus over reserves at the end of the prior year. It shall form the basis for a recommendation to the Board by the Finance Committee of an appropriate amount to distribute during that year as one-time grants.

USE OF RESERVES

The Board may authorize the use of reserves for any one or combination of the following purposes:

- 1. Apply reserves toward making up any shortfall in a given campaign year or a shortfall in collection of pledges.
- 2. Fund equipment needs in the agencies and/or the United Way office.
- 3. Special grants, projects, or increases in agency allocations.

MAINTENANCE OF RESERVES

If the reserve falls below the level of four months expenditures the following options will be considered for replenishing the reserve:

- 1. Addition of interest earnings from reserves and cash flow.
- 2. Add on to the next campaign an amount equal to the shortage.
- 3. Add to the campaign over a period of years, which may rebuild the reserve.

USE OF "EXCESS RESERVES"

If the reserve exceeds the four-month expenditures for over a year, the Board will take affirmative action to eliminate the excess reserve in accordance with the above stated uses or other projects adopted at their discretion.

(Approved by Board: August 16, 1983) (Revised by Board: April 16, 2002)

Section IV Agency Relations

United Way of Central Missouri

2011 Member Agency List

4-H Youth

Jenny Flatt <u>flattj@missouri.edu</u> 2436 Tanner Bridge Rd. 65101 Office 634-2824

American Red Cross

Beth Baur mnfarc@redcross-capitalarea.org 431 East McCarty St. 65101 635-1132

Boy Scouts-Great Rivers Council

Mark Jantosik-District Director Mark.jantosik@scouting.org Doug Callahan-Exec. Director 1203 Faye St. Columbia, MO 65201-4719 1-800-726-8852

The Food Bank for Central and Northeast Missouri

Peggy Kirkpatrick peggyk@sharefoodbringhope.org 2101 Vandiver, Columbia, MO 65202 573-474-1020 1-800-764-3663

Dental Eye & Shoe Program

Alena Ward award@hawthornbank.com 573-761-6204 Bank 573-291-0076 Cell

Family Counseling Center

Don Smith (Jefferson City) <u>dsmith@fccmo.org</u> 204 Metro Ste. B. 65109 634-4591 Al Tacker (Columbia) 443-2204 <u>attacker@fccmo.org</u>

ABLE

Ben Smith <u>able@amidamerica.net</u> 501 Madison St. Rm 301, 65101 636-5558

Boys & Girls Club

Janel Luck-Interim Director jluck@gbgccapitalcity.org 727 East Elm St. 65101 634-2582

Community Health Center

Alan Stevens alan.stevens@chccm.org 3400 W. Truman Blvd., 65109 632-2777

Council for Drug Free Youth

Joy Sweeney sweeneyjoy@aol.com 113 West High St. 65101 Mailing address PO Box 212, 65102 818-606-3660 (cell)

Dreams to Reality

Ramona Hader <u>dreamstoreality@socket.net</u> 512 Jefferson St. 65101 681-9675

Girl Scouts-Missouri Heartland

Jennifer Orban jorban@girlscoutsmomheartland.org 210 S. Ingram Mill Rd Springfield, MO 65802 Shelly Drymon sdrymon@girlscoutsmoheartland.org

Homemaker Health Care

Jeff Buker jeffb@homemakerhealth.org 1760 Southridge Dr. 65109 635-3900

Missouri Valley Big Brothers Big Sisters

Lee Knernschield <u>Iknernschield@jcymca.org</u> YMCA Annex, 424 Stadium Blvd. P.O. Box 104176, 65110 634-3290

Pathways Community Behavioral Health Inc. Bob Whittet

bwhittet@pbhc.org P. O. Box 104146 1905 Stadium, 65109 634-3000

Salvation Army

Captain Terry & Cheryl Selvage <u>Terry selvage@usc.salvationarmy.org</u> P.O. Box 55, 65102 927 Jefferson St. 65101 635-1975

Senior Nutrition Council

Brenda Doyle <u>coleca@cmaaa.net</u> P.O. Box 104718, 65110 634-8020 Clark Center 635-4120 Mall Center

Special Learning Center Debbie Hamler <u>dhamler@speciallearningcenter.com</u> 1115 Fairgrounds Rd. 65109 634-3070

Tri County YMCA

Joann Rutherford <u>jrutherford@lakeymca.org</u> P.O. Box 541, Osage Beach, MO 65065 573-348-9230 Scott Leffingwell<u>@lakeymca.org</u>

Jefferson City Day Care Center Donna Scheidt

dscheidt90@aol.com 1002 Myrtle, 65109 636-6461

Osage County Community Living Jennie Ames jennieames@hotmail.com 104 E. Main St. Linn, 65051 573-897-2991

Rape & Abuse Crisis Service Jim Clardy

jim@racsjc.org P.O. Box 416, 65102 634-8346 X 6

Major Kendall Mathews Cell Phone (573)931-3289 kendall_mathews@usc.salvationarmy.org

Capital Projects (Sheltered Workshop)

Ken Wagner <u>cpi@socket.net</u> 2001 East McCarty St. 65101 634-3660

Family YMCA (Jefferson City)

Jessica Kever –Child Care Director jkever@jcymca.org P. O. Box 104176, 65110 761-3196 Craig Lammers – 761-9011

CRITERIA AND PROCEDURES FOR ADMISSION OF MEMBER AGENCIES

A. INTRODUCTION

The United Way of Central Missouri will consider application for membership by any non-profit community agency taking into account the factors of community need, standards of performance of the agency, availability of the service through existing types of enterprises for federated fundraising and available funds for adequate support of present and proposed programs.

B. GENERAL STANDARDS AND REQUIREMENTS

- 1. To participate, an agency must be formally recognized and qualified as a non-profit, incorporated organization under the law. It must be recognized by the 1969 tax reform act as not being a private foundation.
- It must have clear purposes and functions which designate it as a voluntary, health, social welfare or character-building organization which conducts programs and provides services in one or more of these fields. Its mission or purpose should be documented and approved by the governing body.
- 3. It must have a constitution and by-laws which govern its operation.
- 4. The agency must have a Board of Directors or Trustees whose members serve without compensation and which meets regularly. This board should be large enough and structured so as to be representative of the community. It should have a specified plan for rotation or other arrangements which provide new members.
- 5. The board must certify in writing its acceptance of the Federal Non-Discriminating Standards. The board must provide a written plan for affirmative action in assuring equal opportunity and equal consideration for participation in agency services and programs and policy determination at the board and committee level.
- 6. If the agency operates under the auspices of an organized religious group, it must clearly separate its budget for support of social services from its religious programs.
- The agency must agree to adopt and utilize the "Uniform Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations."

- 8. The agency should employ professional staff as needed who are qualified to carry out its programs. The staff should operate under a clear statement of personnel policies.
- 9. If accepted as a member, the agency must agree to abide by the United Way member agreement and fundraising policies.

C. MANAGEMENT CONTROLS

- 1. The agency must give evidence of budgetary and program control and provision for periodic review and discussion by the board.
- 2. If the agency charges fees for its services, it must have a clearly defined fee policy, which relates to the cost of the service as well as the ability to pay.
- 3. The agency must have its accounts audited annually by a Certified Public Accounting Firm.
- 4. The agency must carry a blanket fidelity bond sufficient in amount and coverage to protect the public interest.

D. APPLICATION FOR INCLUSION

- 1. Before formally applying for admission, an agency should obtain and review copies of the United Way member agency agreement and the United Way policies regarding member agencies.
- 2. After the agency board has reviewed these documents, the application form should be submitted to the President of United Way. This should be accompanied by a letter stating that the agency is aware of the admission and membership requirements and agrees to abide by them if admitted.
- 3. Application must be submitted by Mid-March for inclusion in the Annual Campaign the following fall. If approved, the agency would be considered on a provisional basis and would receive "designations only" status in the campaign brochure and during the campaign.
- 4. These agencies would be on "probation" until the following year when they would once again be reviewed. After this review and Board approval, an agency would either be: a) approved as a full member of the UWCMO, b) continued as "approved for designations, c) dropped completely.

E. THE ADMISSIONS PROCEDURE

- 1. The United Way President will review the application for content and overall acceptability.
- 2. The application will be referred to the Strategic Funding Committee for detailed review of both program and budget areas. This review may include a conference with representatives of the applicant agency.
- 3. The Strategic Funding Committee will report to the United Way Executive Committee the results of their study and their recommendations.
- 5. The United Way Executive Committee will make reports of the recommendations to the Board at the Fund Allocation meeting in May. A decision on the request will be made and the agency will be notified.

Approved by the UWCMO Board in March 2001. Revised by the UWCMO Board in November 2002.



MEMORANDUM OF AGREEMENT

Between

(Hereinafter referred to as "The Agency")

And

UNITED WAY OF CENTRAL MISSOURI, INC.

(Hereinafter referred to as the "United Way")

Purpose: The United Way of Central Missouri, Inc. is a not-for-profit corporation, whose purposes are to engage in charitable, philanthropic, character-building, health and social welfare work, and all other legal activities permitted a General Not-For-Profit-Corporation.

Mission: The United Way of Central Missouri unites people and resources in the Mid-Missouri area by leading, promoting, and coordinating a community effort to care for one another. Allocation of funds is directed toward three categories of human services programs:

- Programs that provide needed services to individuals with limited resources
- Programs that provide crisis intervention support to any community member in need
- Programs that provide prevention services to improve the future well being of the community
- **Constituency:** The United Way recognizes the contributors to the annual campaign as its primary constituency and pledges responsible stewardship of all donated funds so as to best serve the total community.

GENERAL PRINCIPLES – BOTH PARTIES AGREE

Governance: To maintain a responsible governing board of directors whose members serve without pay and are representative of the community served and which meets at least four times a year.

To furnish each other with copies of their constitution, bylaws, and board roster along with any changes which occur in them throughout the year.

Management: To maintain responsible management to administer its programs and/or services.

Collaboration: To cooperate with each other in the development of sound and acceptable community policies in the field of voluntary service and fundraising.

Non-Discrimination:

To maintain a policy of non-discrimination in compliance with Federal and State guidelines and/or regulations. Practice nondiscrimination in the delivery of services to clients.

Federated Fundraising:

That the participation of representative citizens in community-

wide

planning, budgeting and fundraising is essential for all agencies, and that federated fundraising plays an essential role in meeting the financial needs of the agencies.

THE UNITED WAY AGREES

Agency Autonomy:

To recognize the responsibility and accountability of the agency, through its governing board, to determine its own policies and manage its own programs within the scope and spirit of this agreement.

Campaign Planning:

To conduct an annual campaign for operating funds and to set goals for this annual campaign with consideration for the financial needs of the member agencies and the needs of the community.

Stewardship: To maintain responsible stewardship on behalf of contributors, participating agencies, and the community-at-large in the collection, management and distribution of campaign funds; to make agency allocations available to the public; and to provide appropriate recognition of donors.

Fiscal Accountability:

To keep comprehensive and accurate financial records in conformation with "Standards of Accounting and Financial Reporting for Volunteer Health and Welfare Organizations" and to have these records audited annually by an independent auditing firm.

Confidentiality: To respect the confidential nature of information provided by the agency. Contents of the agency's proposal and financial information will be used for purposes consistent with this agreement.

Advocacy: To promote the value and contributions of member agencies to the community; to keep channels of communication open to the agency for discussion of matters of common concern; to provide regular opportunities for information exchange and participation; and to assist agencies in every practicable manner.

THE AGENCY AGREES

Accountability: To use United Way funding in accordance with the purposes for which it was allocated, unless otherwise agreed upon by the United Way board.

Not for Profit Status:

To conform with the laws of the State of Missouri pertaining to not-for-profit corporations.

Tax Exempt Status:

To obtain (and to submit upon request) a ruling from the United States Treasury Department that it is not a private foundation; that it is exempt from payment of income tax; and, that gifts to it are eligible for a charitable income tax deduction within the limits allowed by law.

United Way Support Partnership:

To work in partnership with the United Way and other member agencies in meeting the needs of the community, ensuring active agency participation in United Way events, agency leadership meetings, committees and task forces and providing regular updates and reports as requested;

Duplication of services:

To cooperate with other human service agencies, both public and private, in preventing duplication of efforts and in promoting efficiency and economy of administration in human service programs.

Participation: To participate actively in the conduct of the United Way annual campaign by making available volunteers and staff to promote and speak on behalf of the United Way of Central Missouri and by encouraging the participation of its constituency in the campaign;

Employee Campaign:

To conduct an annual United Way campaign amongst its employees and to promote voluntary contributions to the United Way among its board and constituency.

Unrestricted Gifts:

To encourage unrestricted gifts and to refrain from encouraging designations on donations to the United Way's annual charitable campaign.

Identification: To include identification as a United Way agency where United Way dollars are part of the program or services and to display United Way logo in appropriate informational/promotional materials (for example, signage, newsletters, website, and brochures); and,

Budget/allocations:

To cooperate in all phases of United Way budget and allocation procedures and fiscal management.

Fiscal Accountability:

To keep comprehensive and accurate financial records in conformation with "Standards of Accounting and Financial Reporting for Volunteer Health and Welfare Organizations" and to have these records audited annually by an independent auditing firm and furnish copies of this audit to the United Way; and to maintain adequate reserves.

Program changes:

To report to the United Way any major program/budget changes that may affect how United Way allocated dollars are spent.

Community Relations:

To immediately notify the United Way of any situation, occurrence or change in agency service delivery, which might have a detrimental effect on the agency or the United Way.

- *Fundraising:* To conduct no supplementary operating fund campaigns within the geographical area covered by the United Way during the term of the annual United Way campaign. Effective with the 2010 campaign, the Board approved blackout period is September 1st through October 15th.
- **Self Support:** To rely on and plan for fundraising activities that are ethical and effective in meeting agency needs for ongoing operations. To conduct supplemental fund-raising activities in a business-like manner with a spirit of cooperation between the agency and the United Way.

Capital Campaigns:

To conduct no capital fund campaign within the United Way area without six months prior notice to the United Way and without written approval of the United Way. **Annual Review:** To annually review this agreement with the incoming board of directors of the agency and to notify the United Way of this action.

TERMINATION

Agency Action: Agencies may withdraw from their agreement with the United Way of Central Missouri on sixty (60) days notice which may be given only between the last day of the annual United Way Campaign and before May 1 of the following year. Any such termination shall have reference to inclusion in the next annual United Way Campaign and must be by written notice from the board of directors of the agency.

United Way Action:

An agency membership in this corporation may be terminated by a vote of two-thirds (2/3) of the directors present at a meeting of the United Way board of directors provided the agency will have had ninety (90) days written notice of the contemplated action and shall have been given an opportunity for a hearing by the board.

The United Way of Central Missouri reserves the right, at any time during this agreement to reduce or withhold the program's funding, place the agency on probationary status or terminate the agreement if any of the following conditions occur:

- Changes in community needs or services and consideration of other factors relevant in the fund allocation process applicable to all agency members.
- Failure on the part of the agency to adhere to the standards or policies set forth and covered in this agreement;
- Failure on the part of the agency to deliver the agreed upon services/program
- Significant changes in conditions that result in the inability of the agency to operate the program.

In the event of matters related to the availability of funds, the United Way of Central Missouri reserves the right to adjust allocations, as well. UNITED WAY:

AGENCY:

PRESIDENT/BOARD CHAIR

EXECUTIVE DIRECTOR/CEO

DATE

PRESIDENT/BOARD CHAIR

EXECUTIVE DIRECTOR/CEO

DATE

Approved by the UWCMO Agencies November 12, 2002 Approved by the UWCMO Board November 19, 2002 Revised by the UWCMO Board April 20, 2004 Revised to include the Black-out period dates on November 20, 2007 Revised to include the Board approved changes in the Black-out period (2010 campaign and forward) on August 19, 2009.

UNITED WAY OF CENTRAL MISSOURI FUND ALLOCATION MANUAL GENERAL GUIDELINES

A. PURPOSE OF COMMITTEE

The fund distribution committee shall set forth and implement in an understandable and reasonable manner a system for allocating funds to agencies within the mission objectives of the United Way of Central Missouri. All acts of the committee shall be subject to the approval of the Board of Directors of the United Way of Central Missouri.

The committee shall review budget data, allocation requests, service reports and agency information, and other requests from each participating/applying agency in light of its needs, the needs of the community, the community's fund raising potential and general economic factors. Having considered available information the committee will prepare and submit to the Board recommendations on annual agency allocations, suggestions for agencies, agency fund-raising proposals and other committee concerns. The committee <u>will not</u> be assigned initial review of applications for membership from agencies. This is the responsibility of the Strategic Funding Committee.

B. COMMITTEE ORGANIZATION

The fund distribution committee shall be directed and chaired by a person appointed by the United Way President as stated in the by-laws.

A vice-chairman will assist the chairman. The remaining members of the committee will be composed of two representatives of the volunteer panels, which perform the initial, in-depth review of annual allocation requests. The two representatives of each panel should be the respective panel chairman and vice-chairman. This committee shall be called the Fund Distribution Steering Committee.

C. FUNDING CRITERIA

As stated in the United Way of Central Missouri Mission Statement, it is the committee's task to initially assess the need for local human service programs through its annual review and evaluation with the assistance, review, and advice from the panel's study of agency data. The Steering Committee will recommend allocations to agencies in light of the following factors:

- 1. The community needs and data/guidelines from the current needs assessment,
- 2. United Way's ability to raise funds for a specific year,

- 3. Agency management and program performance (past, present and projected),
- 4. Direct human care services and programs as defined by Board approved policy (current policy 6/87), and
- 5. Other reasonable and fair rationale for board consideration.

It shall be the responsibility of the UW Finance Committee (include the Fund Distribution Chairman) meeting in February to determine one-time grant money availability and to forecast the allocation total. Among other factors, this forecast will be based upon: last year's campaign total; uncollectable trends; UW operating budget forecast; projected economic climate; risk; and unanticipated needs in the community. This forecast must be available to the Fund Distribution volunteers by Mid-March.

D. GRANT AVAILABILITY:

Periodically one-time grants will be available from the United Way of Central MO. These grants may offer an agency an opportunity for a continued relationship with the United Way. The following policy outlines this process.

Based upon the Finance/Audit committee's recommendation, the UW Board approves a dollar amount available for grants at the February meeting. It is the responsibility of the staff to release this information to all qualified agencies. The grant applications must be received no later than Mid-March (15th) to qualify.

Unless otherwise determined by the UW Board, the qualifying agencies are as follows:

- 1. UW of Central MO member agencies in good standing.
- 2. Non- United Way Agencies wanting a one-time grant and interested in a continuing relationship with the UW. (If approved for a grant, the agency would be listed in the Fall Campaign brochure as having received a one-time grant and would be eligible to receive "designation only" donations.) Because these agencies are interested in becoming a member, they would be required to be registered as a 501(c) (3) and provide a current audit.
- 3. Non-United Way agencies wanting a one-time grant but no further relationship with the UW. (If approved for a grant, the agency would only be listed in the fall campaign brochure as having received a one-time grant. They would not be required to furnish an audit but must be registered as a 501(c) (3).

In considering admission of new agencies and continuation of existing agencies and need for grant monies, the following value issues need to be considered by the committee and the board.

United Way Values:

- a. Consistency with mission of United Way of Central Missouri:
 - Programs that provide needed services to individuals in the community with limited resources.
 - Programs that provide crisis intervention support to any community member in need.
 - Programs which provide prevention services to improve the future well being of the community.
- b. Agency Economic Issues
 - Demonstrates Stewardship/Responsibility/Stability
 - Maintains adequate reserves
 - Need for United Way support.
 - Demonstrates ability to leverage additional funding
- c. Local Program Benefits
 - Programs/services provided fit into needs assessment
 - Programs do not overlap or duplicate existing programs or services
 - Programs address newly recognized needs/new programming
- d. Target Groups Who will benefit
 - Favored Poor/ill/aged/young/prevention/intervention
 - Other
- e. Non-Discrimination with regards to clients served
- f. Demonstrates broad-based community support
- g. Has local representative(s) on "Board"
- h. Has a local presence
- i. Accountable and results-oriented
- j. Cooperates and collaborates with UWCM and other UWCM agencies

A committee charged with this responsibility will review the grant applications with the purpose of making a recommendation on grant allocations to the United Way Board of Directors at the May Board meeting. If possible, the recommendations should be presented to the Executive Committee at their regular May meeting. Serving 3-year staggered terms, ongoing members of this committee will be made up of the following positions:

Current Board Chairman Past Board Chairman Current Board Vice-Chairman Fund Distribution Chairman Fund Distribution Vice-Chairman Two at-large members - Subject to the normal nomination process. UWCM President will be a non-voting member. If no grant money is available, the above committee will still meet to review any applications for United Way Membership using the same time line. Unless otherwise approved, payment of one-time grants would be made via lump sum in either May or June.

Revised and Approved by Board November 2002.

SUPPLEMENTARY FUND-RAISING POLICY STATEMENT

The Supplemental Fund-Raising Policies of the United Way of Central Missouri are designed to encourage agencies to generate the maximum amount of revenue possible without jeopardizing the campaign for the United Way.

United Way believes that it is very important that all member agencies and volunteers support the effort of the United Way during its campaign period, and believes that fund-raising efforts on the part of supported agencies would seriously detract from this effort. Therefore, the period of the United Way campaign must be respected by agencies and reserved exclusively for the United Way campaigns. This period covers September 1 through October 31 (exclusive period of United Way fund-raising).

United Way believes that its fund-raising strategy of workplace campaigns is the most efficient method of fund-raising and any other effort at the workplace diminishes the total fund-raising ability of the United Way and its member agencies. Agencies must not approach employers for organizational or employee financial contributions.

Groups, which are affiliated or formally associated with an agency, come under the scope of these policies. It is the responsibility of the agency to ensure that the groups are familiar with the appropriate policies and abide by them.

Certain activities are recognized as being legitimate supplemental fund-raising projects, which do not require prior United Way approval. These include:

- 1. Fees for service or use of facilities
- 2. Program-related memberships or dues
- 3. Event admission which offsets the cost of conducting an activity (Annual Meeting, workshops, etc.)
- 4. Internal solicitation (Board Members or those formally associated with the organization)
- 5. Non-Corporate foundations
- 6. Investment income
- 7. Government grants
- 8. unsolicited gifts, bequests, endowments, and memorials (do not name in promotional advertising)

Certain other activities are recognized as possible sources of supplemental fundraising. These events require UW Board approval if held during the UW campaign black-out period of September 1st through October 31st. Examples include:

- A. Sustaining membership solicitation
- B. Fund-raising by associated or affiliated groups which raise funds in the name of the agency
- C. Special events

D. Product sales

Certain supplemental fund-raising activities are discouraged due to detrimental effect on the overall fund-raising efforts of the United Way and its agencies. These include:

- A. Solicitation of corporations or their related foundations
- B. Solicitation of employee groups in the workplace
- C. Solicitation of contributions from the general public at home
- D. Mailing of unordered tickets or merchandise with a request to purchase
- E. Fund-raising through the use of the name of the agency in connection with commercial enterprises

Except as noted above, scheduled supplemental fund-raising projects should be submitted for approval to the United Way President 60 days prior to the event if the request concerns the campaign black-out period or a project that is deemed "questionable". The President will submit the request to the Executive Committee for its approval. Agencies will be officially notified by the United Way upon action.

Agency Non-Compliance

While the United Way of Central Missouri seeks and encourages its agencies to provide full cooperation and support of this policy, it is in the agency's own interest to fully support the United Way of Central Missouri campaign period. The exercise of good judgment on the part of the agencies in their own independent fund-raising will go far in avoiding conflict. The United Way of Central Missouri and its agencies should always work together in meeting the challenge of funding the ever-increasing need. Violations of this policy may affect the agency status of United Way's funding level.

(Approved Feb 20, 2001 by the Board)

CAPITAL FUND DRIVES POLICY STATEMENT

In considering proposed capital fund drive efforts by member agencies, the United Way will be guided by the following policies.

AGENCY AGREEMENT: Member agencies annually sign an agreement with United Way of Central Missouri which defines aspects of the relationship between an agency and United Way. In the agreement the agency consents "To conduct no capital fund campaign within United Way area without six months prior notice to the United Way and without written approval of the United Way."

GENERAL GUIDELINES

- 1. For the purposes of this policy it is understood that capital fund drives are aimed at raising funds to support major additions or improvements to a building or equipment (for example, the purchase of land, purchase of new or existing buildings, funding of major renovations or additions). Fund drives aimed at supporting efforts described above will be considered "capital" campaigns if \$10,000 or more is required. Capital campaigns are different from supplemental fund drives, which raise support for annual, ongoing operational services of an agency.
- 2. Prior to an agency proposing a capital drive, a thorough study of alternative actions must be conducted. Alternatives to carrying out a capital campaign must be evaluated in light of the agency's mission, goals, current needs and resources as well as long-term needs and resources. A guideline for this study should be to maximize available resources and minimize expenses while providing quality programs, which meet relevant standards for its service field. This study could also serve as a source for a contingency plan should the proposal be denied or the campaign fail to raise targeted funds.
- 3. Each agency is expected to forecast its capital needs within a two five year range. United Way should be informed of each agency's projected capital needs and of any agency's study regarding a capital drive and other alternatives.
- 4. To insure the success of the annual United Way campaign, it is understood that member agencies will not approach the general public for a community-wide capital drive.
- 5. No campaign shall be promoted or conducted during the period August 1 October 31.
- 6. General solicitations of corporations, corporate foundations or employee groups will not be approved. Specific solicitations of selected corporations or foundations is permitted. A list of candidate corporations/businesses must be

supplied to United Way. Selected corporations/businesses must be informed of the special nature, needs and process of the capital drive.

- 7. The mailing of tickets or merchandise with a request for purchase will not be approved.
- 8. Use of member agency's name by a commercial enterprise to promote the sale of goods or services will not be approved.
- 9. Agencies are expected to involve their volunteer leadership and constituency/membership in support of a capital fund drive. Membership could include past/current recipients as well as people who have demonstrated interest in the agency.

APPLICATION PROCEDURES: In order to be adequately informed about a proposed major capital drive, the United Way must be supplied with the following six months prior to the proposed campaign:

- 1. A written description of the solicitation.
- 2. A written summary of the evaluation of available alternatives as well as rationale for proposing a capital drive.
- 3. A specific description of the intended use of the proceeds of the capital campaign.
- 4. A plan for maintaining/replacing the capital improvement once it is available to use.
- 5. A timetable for the solicitation.
- 6. Identification of those to be solicited. Names of membership list contacts are not required. Names of corporation/businesses are needed.
- 7. The overall amount to be raised.
- 8. The cost of the solicitation.
- 9. The amount(s) to be asked of prospective donors. If a gift range/chart is used, this should be submitted. Many times a specific amount is not requested and donors are asked to give an amount they choose.
- 10. Draft copies of solicitation materials.

(Approved by Board of Directors June 17, 1987 and revised November 1991)

CAPITAL IMPROVEMENT/EQUIPMENT POLICY STATEMENT MAJOR CAPITAL IMPROVEMENTS

The United Way will not fund any agency's major capital improvements such as:

- 1. purchase of land
- 2. purchase of a new or existing building
- 3. major renovations or additions (\$10,000 or above)

An agency must comply with the Agency Agreement that stipulates that an agency agrees "to conduct no capital fund campaign with the United Way area without six months prior notice to the United Way and without written approval of the United Way."

MINOR CAPITAL IMPROVEMENTS AND MAJOR EQUIPMENT

The United Way would consider request to assist agencies with the replacement of equipment and repairs to facilities. This would include but not be limited to such items as follows:

- 1. Replacement of a roof, heating and air conditioning units, etc.
- 2. Replacement of vehicles, playground equipment, furniture, office equipment, etc.

The limit would be \$10,000. This limit will be evaluated periodically by the Untied Way Board to adjust for inflation and experiential factors. If the cost exceeded this amount, the agency would be responsible for the difference. If the agency needs to have a fund raising campaign to raise the difference, this should be communicated as soon as possible to United Way, and it will be considered on its individual merits.

PROCEDURE FOR REQUESTING FUNDING

Whenever possible, the agency should request funding for minor capital improvements through the regular United Way Fund Distribution process.

Requests of an emergency nature (emergency would be defined as a situation that would shut down the agency and prevent it from performing) should be in written form submitted to the Board of Directors. The request would be considered on its individual merit regardless of the already approved yearly allocation.

ALLOCATION APPEAL POLICY

Underpinning the agency allocations appeal policy is the concept that agencies are entitled to full and equitable consideration of their allocation request.

POLICY

Each member agency has the right to appeal its allocation by writing a letter with appropriate documentation and justification. Appeals must be addressed to the United Way Executive Committee within fifteen (15) working days of notification of the allocation. The appeal deadline may be extended at the discretion of the United Way President.

The Committee will review the original request, notes of the allocation conference and the appeal. After its deliberations are complete, the Executive Committee will forward its recommendation and comments regarding the appeal to the Board of Directors.

The Board of Directors, after considering the Executive Committee's recommendations, will make a decision.

The Board of Directors will notify the member agency of the Board decision. This will be done within forty-five (45) days of the receipt of the appeal by the United Way.

(Approved by Board: April 16, 1991)

AUDIT REQUIREMENTS

INTRODUCTION

United Way of Central Missouri policy requires agencies to have an annual audit performed by a certified public accountant in accordance with guidelines published by the American Institute of Certified Public Accountants.

GENERAL PURPOSE OF THE AUDIT

An audit generally has the purpose of testing the organization's accounting system and procedures and gathering evidence to support an opinion on the fairness of the organization's financial statements.

The audit is used specifically for the following purposes:

- 1. To determine if the agency's accounting system and procedures are adequate.
- 2. As a means of verifying, when necessary, the figures contained in the agency's budget.

GENERAL REQUIREMENTS

Agencies should submit <u>three</u> copies of the latest financial audit of the entire organization to the United Way along with the agency's budget request each year. The audit should be done on the accrual basis and contain the following three statements:

- 1. Balance Sheet
- 2. Statement of Support, Revenue and Expenses and Changes in Fund Balances
- 3. Functional Expense Statement (NOTE: the direct expenses for programs should be reported as a total and for the individual programs).

Furthermore, agencies should have a constructive service or management letter* prepared. This letter and copies of the audit must be submitted no later than May 1 or during the time of an agency evaluation.

SPECIAL REQUIREMENTS

When an affiliated agency is an operating unit of another organization, it will be necessary to also submit two copies of a supplementary schedule if it is not possible to determine the status of the operating unit by examining the full audit's statements. These supplementary schedules should present the financial data for the operating unit.

Also, in those cases where an agency utilizes a foundation as a funding conduit, two copies of the foundation's audit should also be submitted.

REFERENCES

Agencies may refer to the Generally Accepted Accounting Principals (GAAP) which is now issued by the Financial Accounting Standards Board (FASB). However, in most cases, local auditing firms have access to this information.

_*The audit process normally provides the auditor with a vast knowledge of an agency's financial accounting system and operations. As a result, a constructive service letter (management letter) is usually issued by an auditor to clients at the end of an audit engagement. This letter offers brief suggestions as to how the agency may improve its operations and may note any significant controllable weaknesses in the internal accounting controls. The fee for this letter is customarily one or two hours of charge time for writing up information that should already be in the possession of the auditor at the end of an audit. This letter <u>does not</u> and <u>should not</u> constitute what some auditors call a "management advisory service."

(Approved by Board: April 16, 1991)

Human Resources Policies & Procedures

Employee Initials:

INTRODUCTION

We would like to welcome you to the staff of the United Way of Central Missouri. This handbook has been prepared to serve as a guide for the effective and efficient operation of the United Way. The Board of Directors believes that it merits a careful reading on the part of every employee.

Knowledge of our organization is essential to the high quality performance of our regular and/or specially assigned tasks. Study this manual now, but from time to time refresh your memory on certain procedures and practices of the organization.

While care has been taken to insure completeness and accuracy, we reserve the right to modify the contents of this document as warranted. Employees shall be notified of such modifications and copies will be made available. If information provided herein needs clarification, the employee should contact the President for assistance.

Your employment with the United Way of Central Missouri is a voluntary one and is subject to termination by you or the United Way of Central Missouri at will, with or without cause, and with or without notice, at any time. Nothing in these policies shall be interpreted to be in conflict with or to eliminate or modify in any way the employment-at-will status of United Way of Central Missouri employees.

This policy of employment-at-will may not be modified by any officer or employee and shall not be modified in any publication or document. The only exception to this policy is a written employment agreement approved at the discretion of the President or the Board of Directors, whichever is applicable.

This policy provides guidelines by which the employer-employee relationship will be governed and supersedes previous handbooks, verbal or unwritten policies. These policies are not intended to be a contract of employment or a legal document.

Employee's Signature

Employee's Printed Name (Copies: Human Resources File, Employee Copy)

> Employee Initials:

HOW UNITED WAY OPERATES ...

Board of Directors – The Board of Directors is a policy-making body of the United Way of Central Missouri. Its members represent the business and professional leadership of the community. The Board consists of 24 members. Eight (8) directors are elected each year for three (3) year terms and may serve a maximum of two (2) consecutive three (3) year terms.

Executive Committee – The Executive Committee consists of all elected officers of the United Way, three (3) appointed board members and the immediate Past Chairman. It exercises the powers of the Board between those times when Board Meetings are held.

Committees – A committee system is the most effective means of harnessing energies and abilities of volunteer workers. Committees are responsible to the Board of Directors.

EQUAL EMPLOYMENT OPPORTUNITY

The United Way is firmly committed to recruit, hire, train and promote qualified persons in all job titles, and ensure that all personnel actions are administered without regard to race, color, religion, age, gender, national origin, disability, status as a special disabled veteran, Vietnam era veteran, recently separated veteran or other eligible veteran or any other status protected by federal, state and local law.

We will ensure that all employment decisions are based on valid job requirements so as to further the principle of equal employment opportunity.

We will ensure that promotion decisions are in accord with principles of equal employment opportunity by imposing only valid requirements for promotional opportunities.

We will ensure that all personnel action, such as compensation, benefits, transfers, layoffs, return from layoff, United Way-sponsored training, education, social and recreational programs, will be administered without regard to race, color, religion, gender or national origin.

Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any protected activity or exercised any protected right under equal employment opportunity or affirmative action laws or regulations.

Overall responsibility for this policy resides with the President of the United Way. The monitoring of the United Way's policy is assigned to the Executive Committee of the Board of Directors.

I am personally dedicated to the ideals of equal opportunity and firmly believe that it is up to each one of us to support equal opportunity in employment practices. I wish to reaffirm and reemphasize that this policy applies throughout the United Way.

President, United Way of Central Missouri

EMPLOYMENT PROCEDURES

The Board of Directors is responsible for the employment and review status of the President. The President is responsible for the employment and review status of the support staff required to conduct the business of the United Way. The President also evaluates and discharges all staff as appropriate.

Employees must be legally authorized to work in the United States. Employees must complete an I-9 Employment Eligibility Verification form within three (3) days of employment.

CATEGORIES OF EMPLOYMENT

Employees are classified into two broad categories: exempt and non-exempt employees. Exempt employees are those whose job duties are primarily executive, administrative, professional or supervisory in nature. The compensation for exempt employees will be determined on a salary basis.

Non-exempt employees are covered by the wage and hour laws and will be compensated based on an hourly rate for each hour actually worked. All work performed up to 40 hours in a single workweek shall be paid the straight time hourly rate.

Every effort is made to avoid overtime. It is anticipated that hours beyond the normal work schedule will be accounted for by reducing hours of work later that week. If time off cannot be scheduled within the week, then the employee will receive compensatory pay at 1.5 times the hours worked in excess of 40 hours per week.

INTRODUCTORY PERIOD

We hope that every person who is given the opportunity to work at the United Way will meet expectations and be successful. At times, however, a solid partnership does not develop for a variety of reasons. The United Way uses an introductory period when new employees are hired or transferred to a new position to evaluate behavior, job performance, and work habits. This also provides an opportunity for new employees to evaluate the United Way as their employer.

The introductory period for all employees is 90 calendar days. During this time, the United Way attempts to provide you with the necessary orientation and resources to successfully perform the job. Your progress will be evaluated more closely during this time to make decisions regarding your continued employment. At the end of the introductory period, employment remains "at-will" and may be ended for any reason by the employee or the United Way without notice.

PERSONAL CONDUCT

Professional conduct should be observed with the public and fellow workers. It is important that employees conduct business with integrity and using the highest ethical standards.

A high degree of teamwork is expected in order to deliver quality service to United Way members and the community.

Employees must notify their immediate supervisor of any criminal conviction. If an employee is convicted of a crime, the United Way will consider the circumstances surrounding the incident and reserves the right to take disciplinary action up to and including termination from employment.

PERFORMANCE APPRAISAL

Generally, employee's performance will be evaluated annually as close to the anniversary date as possible. The evaluation will be based on performance against objectives established by the employee and the President. The Executive Committee must concur with all promotions or title changes.

The President shall be responsible for evaluating United Way employees. The Chairman of the Board of Directors is responsible for evaluating the President's performance and reporting the results of that evaluation to the President with the consensus of the Executive Committee.

EMPLOYMENT RECORDS

Correct and accurate employment records are important and maintained by the President. Contact information must be kept updated at all times in case of an emergency.

HOURS OF WORK

Regular office hours are from 8 AM to 5 PM, Monday through Friday, with one hour scheduled for lunch. Repeated tardiness or early departure may result in disciplinary action up to and including termination from employment.

Employees must complete time sheets on a weekly basis and record accurate hours of work. Failure to record accurate work hours may result in disciplinary action up to and including termination from employment.

Pay and Leave Policies & Procedures

PAID TIME-OFF POLICY

United Way of Central Missouri believes that employees should have opportunities to enjoy time away from work to help balance their lives. United Way of Central Missouri recognizes that employees have diverse needs for time off from work. United Way of Central Missouri has established this paid time off (PTO) policy to meet those needs. The policy is contains provisions for vacation time and sick leave. The benefits of PTO are that it promotes a flexible approach to time off. Employees are accountable and responsible for managing their own PTO hours to allow for adequate reserves if there is a need to cover vacation, illness or disability, appointments, emergencies or other needs that require time off from work.

Personal Leave may be used by an Eligible Employee for any reason including, but not limited to, vacation, illness of the Eligible Employee or dependant child of the Eligible Employee, medical or dental appointments, or funeral leave.

PROCEDURE

Eligibility

PTO is accrued upon hire or transfer into a benefit-eligible position. Eligible employees must be scheduled to work at least forty hours per week on a regular basis. Employees working less than 40 hours per week on a regular basis and temporary employees are not eligible to accrue PTO.

Availability

PTO accruals are available for use in the pay period following completion of 90 days of employment. All hours thereafter are available for use in the pay period following the pay period in which they are accrued.

Accrual and Payment of PTO

Accruals are based upon paid hours up to 2080 hours per year, excluding overtime. PTO does not accrue on unpaid leaves of absence.

PTO Accrual	Accrual Rate per Month	Annual PTO Accrual*
All employees hired after June, 2005	1.666	20 days (160 hours)

*Annual PTO Accruals are based on an employee having 2080 paid hours per year (40 hours per week).

Use and Scheduling of PTO

Because of the nature of the United Way's business and its staffing needs, requests for Personal Leave should be submitted to the President at leave two (2) weeks prior to the requested leave dates. Every year, between September and November, the United Way engages in its fund raising drive, which results in significant demands upon all employees. During this time period, requests for Personal Leave may not be approved at the discretion of the President, though

extenuating circumstances (i.e., illness of the Eligible Employee or dependant child of the Eligible Employee) will be considered. Generally, no more than two (2) consecutive weeks of Personal Leave may be taken in any month unless approved by the President.

In the event of conflicting Personal Leave requests, the first Eligible Employee submitting a request for leave will generally be given preference. In the event that it cannot be determined who first submitted a request, the request of the Eligible Employee with the greatest length of service will generally be granted. However, the President may deny requests for Personal Leave, at this or her sole discretion, in order to ensure sufficient staffing to carry on the business of the Untied Way. Eligible Employees are encouraged to make their requests for Personal Leave as far in advance as is possible.

If Personal Leave is taken due to illness of the Eligible Employee or dependant child of the Eligible Employee, the Eligible Employee, or someone on his or her behalf, must advise the President of the need for Personal Leave as soon as possible.

Unscheduled absences will be monitored. An employee will be counseled when the frequency of unscheduled absences adversely affect the operations of United Way of Central Missouri. The President may request the employee provide a statement from his or her health care provider at any time concerning the justification for an unscheduled absence. PTO may not be used for missed time because an employee reports late to work, except during inclement weather. PTO is paid at the employee's straight time rate. PTO is not part of any overtime calculation. PTO may be taken in increments as low as one hour. Employees may not borrow against their PTO banks; therefore, no advance leave will be granted.

Carry-over of PTO

Employees are encouraged to use all PTO each year to take advantage of rest and relaxation away from work. Unused PTO may be carried over to the next year for use in the first quarter with approval from the President. If not used after the first quarter, any unused PTO will be forfeited.

Payment upon Termination

After 90 days of employment, an employee will be paid upon resignation, separation or retirement for all PTO hours accumulated but not used. Accumulated PTO may not be used in lieu of proper notice. If the above provisions are not met, then all accumulated PTO is forfeited upon termination.

HOLIDAY LEAVE

January	New Year's Day Dr. Martin Luther King's Birthday
February	President's Day
Мау	Memorial Day
July	Independence Day
September	Labor Day
November	Thanksgiving Day and Friday after Thanksgiving
December	Christmas

In addition to the holidays listed above, there will be one floating holiday to be granted at the discretion of the President.

Holidays falling on a Saturday shall be observed on the preceding Friday. Holidays falling on a Sunday shall be observed on the following Monday.

JURY DUTY

To provide income protection while an employee carries out his/her civic responsibility, the United Way provides your regular day's pay for time spent serving on jury duty upon receipt of jury certification. Full-time regular employees are eligible to receive this income protection for time spent serving on jury duty will be provided for a maximum of 5 workdays. Additional salary protected time away from the workplace for this purpose will be considered on a case-by-case basis.

MILITARY LEAVE

Employees who are inducted into the U.S. Armed Forces or who are reserve members of the U.S. Armed Forces or state militia groups will be granted leaves of absence for military service, training, or other obligations in compliance with state and federal laws. These employees may use accrued vacation leave but are not required to do so. At the conclusion of the leave, employees generally have the right to return to the same position he/she held prior to the leave or to a position with equivalent seniority, pay and benefits.

An employee who has completed at least one year of service and who is required to perform annual military training will be granted paid leave for a period not to exceed 10 working days per year. An employee who is granted a paid leave is entitled to retain any pay received for such military service. An employee who has not completed at least one year of service when

summoned for annual military training will be granted an unpaid leave for the period of military service.

An employee who has completed at least one year of service and who is called for active military service will be granted paid leave not to exceed 10 working days and unpaid leave for the remainder of active duty up to five years.

The United Way complies with the Uniformed Services Employment and Reemployment Rights Act (USERRA) of 1994. This policy, like USERRA, does not apply to state military service, such as local disaster relief performed by men and women of the National Guard who have not been federalized for such duty. Employees are requested to notify the President as soon as they are aware of the military obligation.

Questions regarding United Way's military leave policy, applicable state and federal laws, and continuation of benefits should contact Human Resources/Compensation Committee Chairperson.

LEAVE OF ABSENCE POLICY

Employees may take up to 12 weeks of unpaid continuous leave within a rolling 12 month period, for specified medical reasons listed below. The employee must have worked for the United Way of Central Missouri for at least 12 months of full-time continuous employment. The 12-week leave may be paid, unpaid, or a combination of paid and unpaid leave, depending on the circumstances of the leave and as specified in this policy. Employees must apply accrued Personal Leave to extend a leave of absence up to 12 weeks. Employees can elect to take unpaid whole days should all other paid leave be exhausted up to 12 weeks of continuous leave in a rolling 12-month period.

When an employee plans to take leave under this policy, the employee must give the United Way of Central Missouri 30 days notice. If it is not possible to give 30 days notice, the employee must give as much notice as is practicable. An employee who is to undergo planned medical treatment is required to make a reasonable effort to schedule the treatment in order to minimize disruption.

A leave of absence may be requested for the following medical reasons:

- Birth of a child; or
- A short-term disability that makes an employee unable to perform the essential functions of his/her job.
- The President and Board of Directors must approve any other request for leave of absence.

If the employee chooses not to return to work for reasons other than a continued short term disability of the employee, the United Way of Central Missouri may require the employee to reimburse the United Way of Central Missouri the amount it paid for the employee's health insurance premium during the leave period.

Employees who are absent from work due to a personal illness; surgery and/or a short-term disability suffered by the employee are required to provide medical certification. The United Way of Central Missouri may ask for certification of the short-term disability. The employee should try

to respond to such a request within 15 days of the request, or provide a reasonable explanation for the delay. Failure to provide certification may result in a denial of continuation of leave.

Certification of the short-term disability must be on a physician's letterhead and shall include the diagnosis, earliest estimated return to work date, restrictions and a statement that the employee is unable to perform work of any kind or a statement that the employee is unable to perform the essential functions of the employee's position. In some cases the President may request a physician's release statement indicating that the employee has been released and is able to return to work.

PARENTAL LEAVE

Six weeks of continuous paid sick leave may be granted to full-time employees giving birth of a full-time employee's child. Six weeks of sick leave applies when there are no medical complications due to pregnancy or childbirth; if there are medical complications due to pregnancy childbirth, additional unpaid leave may apply.

Parental leave is designed to provide benefits in accordance with the Leave of Absence policy. Full time employees are eligible for leave under this policy if they have completed at least 12 months of full-time continuous service. In the event an employee is eligible for "parental leave" and leave of absence, both benefits run concurrently so as not to exceed a total of 12 weeks of leave in a 52 week period of time.

INCLEMENT WEATHER POLICY

If driving conditions are deemed too treacherous, the President may decide to close the office. Employees will be paid for a regularly scheduled workday in such instances. Employees are encouraged to stay advised of potential treacherous weather.

If the office is not closed, employees will be expected to be at the office and work a regularly scheduled workday. If an employee is unable to be at the office because of poor road conditions, the employee will not be paid unless the employee elects to use available personal time. If an employee elects to leave early because of poor road conditions the President has the discretion to allow the employee to either make the missed work time up during the current work week or allow the employee to use either paid or unpaid time off.

Employees must call the United Way prior to 9 a.m. on a snow day to state their plan of action. A message on the answering machine fulfills this requirement.

LUNCH AND MEAL BREAKS

One hour is allowed for a scheduled lunch. Lunch hours will be coordinated so as to have the office adequately covered at all times. Lunch periods may not be skipped to shorten the day without prior approval of the President.

Employee	
Initials:	

EMPLOYMENT VERIFICATION POLICY

All inquiries regarding a current or former United Way employee must be referred to the President. In response to an outside request for information regarding a current or former United Way employee, or requested by the former employee; the President will furnish or verify only an employee's name, dates of employment, and job title unless otherwise required by law.

PAY POLICY

Employees are paid on the 15th of the month and the last working day of the month. When a payday falls on a weekend or holiday, paychecks will be distributed on the previous working day.

PAYROLL DEDUCTIONS

By law, United Way deducts federal income tax, Social Security and state income tax from wages earned by all employees. United Way also provides payroll deductions for full time employees who elect to take advantage of group health plan coverage and/or retirement benefits.

United Way supports the annual United Way of Central Missouri fund drive and offers payroll deductions at the request of the employee. Requests for other optional deductions for community based fund drives may be made in writing to the President.

If at any time an employee must change names, address or telephone number or wishes to authorize more, fewer or different payroll deductions, the employee must notify the President as soon as possible so that payroll and personnel records can be updated.

Employment Policies & Procedures

OPEN DOOR POLICY

The United Way promotes an atmosphere in which employees can talk freely with members of management. Employees are encouraged to openly discuss concerns and problems with the President so appropriate action can be taken.

NO HARASSMENT PERMITTED

The most productive and satisfying work environment is one in which work can be accomplished in a spirit of mutual trust and respect. Harassment is a form of discrimination that is offensive, impairs morale, undermines the integrity of employment relationships and causes serious harm to the productivity, efficiency, and stability of our organization. The United Way will not tolerate harassment because of gender, race, color, national origin, ancestry, religion, creed, physical or mental disability, medical condition, veteran status, age (40 and over), or any other basis protected by federal, state, or local law. This policy applies to the workplace or any other service related setting outside the workplace, including business trips, meetings, and work-related social events. All such harassment is unlawful.

Definitions

Generally, harassment means persistent and unwelcome conduct or actions on any of the bases listed above. Sexual harassment is one type of harassment and includes, among other things, unwelcome sexual advances, requests for sexual favors, unwelcome physical contact of a sexual nature, and unwelcome visual, verbal or physical conduct of a sexual nature.

Unwelcome visual, verbal or physical conduct of a sexual nature includes, but is not limited to:

- Visual conduct such as leering, making sexual gestures, or displaying sexually suggestive objects, pictures, cartoons or posters;
- Verbal conduct such as making or using derogatory comments, epithets, slurs, sexually explicit jokes, or comments about any employee's body or dress;
- Verbal sexual advances or propositions;
- Verbal abuse of a sexual nature, graphic verbal commentary about an individual's body, sexual degrading words to describe an individual, or suggestive or obscene letters, notes or invitations; and
- Physical conduct such as touching, assault, or impeding or blocking normal movements.

Harassment on any basis (race, gender, age, disability, etc.) exists whenever: (1) submission to the harassing conduct is made, either explicitly or implicitly, a term or condition of an individual's employment; (2) submission to or rejection of the harassing conduct is used as a basis for employment decisions affecting the individual; or (3) the conduct interferes with the employee's work performance or creates an intimidating, hostile, or offensive work environment.

RECOGNIZING HARASSMENT

Harassment might be subtle or manipulative and is not always apparent. It does <u>not</u> include occasional compliments of a socially acceptable nature. It refers to behavior that is not welcome and is personally offensive. A claim of harassment may exist even if the employee has not lost a job or some economic benefit. All forms of gender harassment are covered. Women can be sexually harassed, either by men or other women and men can be sexually harassed, either by

women or other men. Offenders can be managers, co-workers, and non-employees such as customers or volunteers.

While the United Way does not prohibit consensual personal relationships between employees, those who engage in such relationships should be aware that harassment concerns might later arise regarding the actual freedom of choice of one of the parties, particularly when a subordinate relationship exists between them.

EMPLOYEE RESPONSIBILITIES

If you encounter behavior that you believe might constitute harassment, the United Way encourages you to tell the person involved that the behavior is unwelcome and you would like it to stop. Such concerns can often be resolved on a person-to-person level, but if the behavior continues or if you are uncomfortable confronting the person, report the behavior immediately to the President. The United Way has established a confidential procedure to promptly, thoroughly and impartially investigate all reports of harassment, and to ensure that appropriate disciplinary action up to and including termination is taken if a violation of this policy is found. If you feel that the United Way has not met its obligations under this policy, you should contact the Chairman of the Board of Directors.

COMPLAINT PROCEDURES

If you believe you have been harassed on the job or if you are aware of the harassment of others, which cannot be resolved informally, you should promptly inform the President. The information you provide should be as detailed as possible, including the names of individuals involved, the names of any witnesses, direct quotations when language is relevant, and any documentary evidence (notes, pictures, cartoons, etc.).

All incidents of alleged harassment that are reported will be investigated. The United Way will immediately undertake or direct an effective, thorough, and impartial investigation of the harassment allegations. The investigation will be completed and a determination regarding the reported harassment will be made and communicated to the employee who complained and to the accused harasser(s).

If the United Way determines that prohibited conduct has occurred; the United Way will take effective remedial action commensurate with the circumstances that might include disciplinary action up to and including termination of employment or volunteer services. Whatever action is taken against the wrongdoer will be communicated to the employee who complained of the harassment. Appropriate action will also be taken to deter any future harassment.

NO RETALIATION PERMITTED

The United Way will not tolerate retaliation against an individual for reporting unlawful harassment or retaliation against an individual for cooperating in an investigation or into allegations of harassment. If an employee witnesses or experiences behavior that is believed to be retaliation, or if an employee becomes aware of such behavior, the employee has the responsibility of reporting the behavior immediately.

COOPERATION REQUIRED

The United Way will not tolerate any effort to avoid, hinder, or undermine the complaint or investigation process, including the filing of a false complaint, refusal to cooperate with an investigation or knowingly making false statements during the complaint or investigation process. Such conduct will be subject to disciplinary action up to and including termination of employment.

TECHNOLOGY USAGE

Certain employees may be provided with access to the Internet to assist them in performing their jobs. The Internet can be a valuable source of information and research. In addition, e-mail can provide excellent means of communicating with other employees, our customers and clients, outside vendors, and other businesses. Use of the Internet, however, must be tempered with common sense and good judgment.

If you abuse your right to use the Internet, it will be taken away from you. In addition, you may be subject to disciplinary action up to and including termination from employment. Your use of the Internet is governed by this policy.

DISCLAIMER OF LIABILITY FOR USE OF INTERNET

The United Way is not responsible for material viewed or downloaded by users from the Internet. The Internet is a worldwide network of computers that contains millions of pages of information. Users are cautioned that many of these pages include offensive, sexually explicit, and inappropriate material. In general, it is difficult to avoid at least some contact with this material while using the Internet.

Even innocuous search requests may lead to sites with highly offensive content. In addition, having an e-mail address on the Internet may lead to receipt of unsolicited e-mail containing offensive content. Users accessing the Internet do so at their own risk.

DUTY NOT TO WASTE COMPUTER RESOURCES

Employees must not deliberately perform acts that waste computer resources or unfairly monopolize resources to the exclusion of others. These acts include, but are not limited to, sending mass mailings or chain letters, spending excessive amounts of time on the Internet, playing games, engaging in online chat groups, printing multiple copies of documents, or otherwise creating unnecessary network traffic. Because audio, video and picture files require significant storage space, files of this or any other sort may not be downloaded unless they are business-related.

NO EXPECTATION OF PRIVACY

The computers and computer accounts given to employees are to assist them in performance of their jobs. Employees should not have an expectation of privacy in anything they create, store, send, or receive on the computer system. The computer system belongs to the United Way and may only be used for business purposes.

MONITORING COMPUTER USAGE

The United Way has the right, but not the duty, to monitor any and all of the aspects of its computer system, including, but not limited to, monitoring sites visited by employees on the Internet, monitoring chat groups and news groups, reviewing material downloaded or uploaded by users to the Internet, and reviewing e-mail sent and received by users.

BLOCKING OF INAPPROPRIATE CONTENT

The United Way may use software to identify inappropriate or sexually explicit Internet sites. Such sites may be blocked from access by United Way networks. In the event you nonetheless encounter inappropriate or sexually explicit material while browsing on the Internet, immediately disconnect from the site, regardless of whether the site was subject to company blocking software.

PROHIBITED ACTIVITIES.

Material that is fraudulent, harassing, embarrassing, sexually explicit, profane, obscene, intimidating, defamatory, or otherwise unlawful, inappropriate, offensive (including offensive material concerning sex, race, color, national origin, religion, age, disability, or other characteristic protected by law), or violative of the United Way's equal employment opportunity policy and its policies against sexual or other harassment may not be downloaded from the Internet or displayed or stored in United Way computers. Employees encountering or receiving this kind of material should immediately report the incident to the President. The United Way's equal employment opportunity policy and its policies against sexual or other harassment may not be downloaded from the Internet or displayed or stored in United Way computers. Employees encountering or receiving this kind of material should immediately report the incident to the President. The United Way's equal employment opportunity policy and its policies against sexual or other harassment apply fully to the use of the Internet and any violation of those policies is grounds for discipline up to and including discharge.

GAMES AND ENTERTAINMENT SOFTWARE

Employees may not use United Way's Internet connection to download games or other entertainment software or to play games over the Internet.

ILLEGAL COPYING

Employees may not illegally copy material protected under copyright law or make that material available to others for copying. You are responsible for complying with copyright law and applicable licenses that may apply to software, files, graphics, documents, messages, and other material you wish to download or copy. You may not agree to a license or download any material for which a registration fee is charged without first obtaining the express written permission of the President.

ACCESSING THE INTERNET

To ensure security and to avoid the spread of viruses, employees accessing the Internet through a computer attached to the United Way's network must do so through an approved Internet firewall. Accessing the Internet directly by modem is strictly prohibited unless the computer you are using is not connected to the United Way's network.

VIRUS DETECTION

Files obtained from sources outside the United Way, including disks brought from home; files downloaded from the Internet, new groups, bulletin boards, or other online services; files attached to e-mail; and files provided by customers or vendors may contain dangerous computer viruses that may damage the United Way's computer network. Employees should never download files from the Internet, accept e-mail attachments from outsiders, or use disks from non-United Way sources, without first scanning the material with United Way-approved virus checking software. If you suspect that a virus has been introduced into the United Way's network, notify the President immediately.

SENDING UNSOLICITED EMAIL (SPAMMING)

Without the express permission of their supervisors, employees may not send unsolicited e-mail to persons with whom they do not have a prior relationship.

AMENDEMENTS AND REVISIONS

This policy may be amended or revised from time to time as the need arises. Users will be provided with copies of all amendments and revisions.

Violations of this policy will be taken seriously and may result in disciplinary action, including possible termination, and civil and criminal liability.

Use of the Internet via the United Way's computer system constitutes consent by the user to all of the terms and conditions of this policy.

PROFESSIONAL APPEARANCE

United Way employees are expected to project a neat and professional image. Business associates form an impression of the United Way in part by our appearance. Business attire, including shoes, will be worn at all times.

An employee may not wear casual shorts, "skorts," jeans and tee shirts, even on Fridays, unless special circumstances warrant an exception. If your choice of clothing is determined to be inappropriate include style, graphics, or fit your manager or supervisor may require you to make changes. If you are sent home to change clothes, you may to subject to disciplinary action.

TOBACCO FREE

The United Way is sensitive to the needs of the employees, volunteers and visitors. Since there is evidence that smoking and second hand smoke pose significant health threats, the use of cigarettes, cigars, pipes, smokeless tobacco and other smoking paraphernalia will be restricted within the United Way building.

The United Way maintains a tobacco free policy. Tobacco products are prohibited inside the building.

DRUG FREE AWARENESS / SUBSTANCE ABUSE

Manufacture, distribution, dispensation, possession, or use of any illegal drug, alcohol, or controlled substance while on United Way premises (including parking and outside areas) is strictly prohibited. Employees in violation of the policy are subject to appropriate disciplinary action, up to and including termination from employment.

While the United Way has occasional activities where alcohol is served and employees are not prohibited from consuming said alcohol, employees will do so in a reasonable manner, which does not affect his/her job performance. The United Way's Substance Abuse Policy prohibits the following:

- 1) Use, possession, manufacture, distribution or sale of illegal drugs or drug paraphernalia on the United Way premises, facilities, vehicles or during work hours.
- 2) Unauthorized use or possession of alcohol on the United Way premises or facilities.
- 3) Being under the influence of a controlled substance, illegal drug or alcohol on the United Way premises or facilities.
- 4) Failure to adhere to the requirements of any drug or alcohol treatment or counseling program in which the employee is enrolled as a result of disciplinary action stemming from violation of this policy.
- 5) Conviction under any criminal drug or alcohol related statute for a violation occurring in the work place.
- 6) Conviction under any criminal drug or alcohol statute violated on-site or under circumstances which adversely affects the United Way's reputation in the community.
- 7) Failure to notify the immediate supervisor of any conviction under criminal drug or alcohol statute.

RESIGNATION

Although we hope your employment with the United Way will be a mutually rewarding experience we understand that varying circumstances do cause employees to voluntarily resign employment. Should this time come you are asked to follow the guidelines below regarding notice and exit procedures.

Procedures:

1. Employees are encouraged to provide two weeks notice to facilitate a smooth transition out of the organization.

2. All resignations must be confirmed in writing.

3. If an employee provides more notice than requested, the United Way will evaluate whether the additional notice is necessary for effective business operations and will notify the employee.

4. If an employee provides less notice than requested, the employer may deem the individual to be ineligible for rehire depending upon the circumstances regarding the notice given.

5. The United Way reserves the right to provide an employee with two weeks pay in lieu of notice in situations where job or business needs warrant such action. Such a decision should not be perceived as reflecting negatively on the employee since the individual or other employees may due to a variety of reasons not know it.

6. Employees who fail to report to work for three consecutive days without properly communicating to their supervisor or manager the reasons for their absence will be deemed to have voluntarily resigned their employment as of the 3rd day.

 7. Employees may not be allowed to rescind a resignation whether given orally or in writing once the United Way has confirmed the resignation except at the discretion of the President.
 8. Resigning employees scheduled for an exit meeting including a written exit interview to provide an opportunity to discuss any questions or concerns related to employment with the United Way.
 9. Departing employees will be asked to confirm their forwarding address to ensure that benefits and tax information are received in a timely manner. Final pay will be mailed to this address by the next payday unless state law or other procedures dictate otherwise. Accrued but unused vacation will be paid out consistent with the Personal Time Off policy and state law requirements.

TERMINATION APPEAL POLICY

The purpose of this procedure is to provide, as an alternative to judicial proceedings, the expeditious, economical and efficient resolution of disputes concerning terminations of employment between the United Way of Central Missouri and its employees. It is the policy of the United Way of Central Missouri that all challenges, objections, and complaints concerning employment terminations be submitted for resolution in accordance with the Termination Appeal Policy.

This policy applies to (a) any and all claims disputes, issues or complaints against United Way of Central Missouri and any and all current and former directors, employees, volunteers, and benefit plans of which the employee is or should be aware, relating to or arising from the termination of the employment of the employee by the United Way of Central Missouri and (b) all United Way of Central Missouri counterclaims against the employee of which the United Way of Central Missouri is or should have been aware prior to the termination of employment (hereinafter referred to as "Dispute").

Section 1 of 3

The United Way of Central Missouri and the covered employees mutually agree to resolve such Disputes in accordance with this policy. The termination claims covered by this policy include, but are not limited to:

- Race, religion, sex, and national origin discrimination under federal and state law (including but not limited to Title VII of the Civil Rights Act of 1964 and the Civil Rights Act of 1991).
- Age discrimination under federal and state law (including but not limited to the Age Discrimination in Employment Act).
- Disability discrimination under federal and state law (including but not limited to the Americans with Disabilities Act).
- Breach of contract (implied and express).
- Torts (including but not limited to defamation, emotional distress, fraud, invasion of privacy, negligence, and misrepresentation).
- Constructive discharge.
- Wrongful discharge.
- Claims for unpaid wages or fringe benefits, including claims under the Fair Labor Standards Act, but excluding any claim covered by the Employee Retirement Income Security Act (ERISA).
- > Claims of the violation of any federal, state or local employment statute or law.
- Public procedure violations including "whistleblower laws."

Any other claim which involves or relates to an employee's separation from employment with the United Way of Central Missouri, including any claim based in whole or in part on federal, state or local law, whether statutory or common law.

Section 2 of 3

This policy is not intended to cover the following:

- Any claim brought by an employee who is not separated or separating from employment with the United Way of Central Missouri and does not involve or relate to a separation or termination of employment with United Way of Central Missouri (including but not limited to claims for promotions, sexual harassment, pay, working conditions, etc.)
- > Claims for workers' compensation benefits.
- > Claims for unemployment insurance benefits.
- > Claims by United Way of Central Missouri for injunctive or equitable relief.
- Claims for employee benefits covered under the United Way of Central Missouri's benefits plan.

This policy is a condition precedent to and must be utilized and exhausted prior to the institution of or filing of any lawsuit or complaint in any court of competent jurisdiction by the United Way of Central Missouri, or a covered employee regarding all disputes as defined in Section 1. Neither the United Way of Central Missouri nor an employee may initiate or prosecute a lawsuit or complaint or claim regarding a dispute in any court prior to submitting such dispute for resolution through and exhausting all steps of this policy.

By agreeing to utilize and exhaust this policy, neither the United Way of Central Missouri nor the employees forgo any substantive right or claims under the statutes and causes of actions listed in Section 1. The United Way of Central Missouri and the employees merely agree to submit such disputes for resolution pursuant to the policy prior to commencing a court action.

Section 3 of 3: Appeal Process

The employee must submit the appeal form to the Personnel Chair within 180 days of notification to the employee of the termination of employment. The Personnel Chair will forward a copy of the appeal to the President for response. The President completes the response portion and returns the form to the Personnel Chair. The completed forms are then submitted to the United Way of Central Missouri Board of Directors.

The Board of Directors will review and consider the merit of each appeal. The Board of Directors may conduct an investigation into the allegations raised by the employee. The Board of Directors may resolve the dispute including reinstatement of the employee with back pay and damages.

The Board of Directors shall mail the employee a decision in writing within 60 days of submission of an Appeal Form, with a copy to the President, as well as, to the Personnel Chair.

No documentation is retained in the employee's personnel file indicating that an appeal was filed.

Employee Benefits

TRAINING

Staff is encouraged to keep abreast of new methods and techniques in their work areas. To this end, staff members may be asked to attend institutes, seminars, workshops and meetings at the local, state and national level. With prior approval of the President and within budget constraints, the United Way will pay registration and travel expenses for selected training programs.

HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT (HIPPA)

The United Way complies with HIPPA. Private health information is confidential and protected by the privacy provisions of HIPAA. These provisions include rules relating to pre-existing conditions exclusions, special enrollment rights, and prohibition of discrimination against individuals based on health status related factors.

INSURANCE BENEFITS

Full-time eligible employees of the United Way may elect medical coverage and long-term disability insurance upon completing 6 months of continued full time employment. The United Way pays monthly premiums for eligible employees. Medical coverage is available for dependents at the expense of the eligible employee through payroll deduction.

Insurance benefits are covered in detail in official policy documents. Employees should refer to these documents for specific information, since this handbook only briefly summarizes those benefits. Please note that the terms of the written insurance policies are controlling.

RETIREMENT BENEFITS

Full-time employees who have completed at least 6 months of continued full time employment and who are 21 years of age are eligible for participation in the retirement program. Once eligible, the United Way may contribute a percentage to be determined by the Board of Directors annually based on gross salary. The employee should refer to the retirement plan for more information.

Retirement benefits are covered in detail in official policy documents. Employees should refer to these documents for specific information, since this handbook only briefly summarizes those benefits. Please note that the terms of the written insurance policies are controlling.

WORKER'S COMPENSATION

The United Way complies with Missouri and federal Worker's Compensation laws. Prompt reporting of a work related accident is critical. The employee must notify the President within 24 hours of a work related accident.

UNEMPLOYMENT COMPENSATION

Unemployment compensation is provided under state and federal laws. The United Way pays all of the costs for this program. The employee makes no contribution.

ADMINISTRATIVE POLICIES & PROCEDURES

CORRESPONDENCE

All inquiries should be answered within two working days. If a delay is anticipated in order to gather information, the request should be acknowledged. Whenever a letter is written over the name of an officer or committee head, a copy should be sent to the person whose name is used. Prior permission must be obtained unless the letter is standard or routine. When sending a letter over another's name, determine whether the addressee is known on a first name basis. Neatness and accuracy are essential.

MAIL

First class mail should be used for all materials unless a bulk mailing is appropriate. All outgoing mail must be zip coded and "bulk rate" mailings must be bundled by zip code.

FILING

An adequate and systematic set of files is maintained. All filing should be in accordance with standard procedures in order to make records readily available.

The files and correspondence of the United Way are to be considered confidential. Persons not associated with the United Way are not to be allowed access to United Way files or materials without the permission of the President.

LEAVING THE OFFICE

When a staff member is carrying out assigned duties outside the office, he or she must make sure that the administrative assistant or President knows of the absence, the destination and approximate time of return.

READING

Newspaper and magazine reading during office hours is not acceptable, unless it is a part of the employee's assigned duties.

NOISE

Every type of noise, from whatever cause, adds to confusion and to that extent decreases good work and efficiency. Please avoid unnecessary noise or loud talking.

NEATNESS

Offices should be kept neat and orderly. Desks, files and bookcases should be kept clear of unnecessary items.

USE OF TELEPHONES

In answering the telephone, each employee should bear in mind that he or she can make a friend for the United Way or lose one every time a call is made. It is necessary that every courtesy be shown to the caller.

Employee	
Initials:	

All telephone calls should be answered promptly. Employees should answer all incoming calls with: "Good morning (or "Good afternoon, as appropriate"), United Way of Central Missouri." Do not just say hello.

Long distance calls add to the cost of doing business, and while necessary, should be held to a minimum. All personal long distance calls must be charged to your home number or personal calling card. Calls will be checked and accounted for if the President believes greater accountability is necessary. Personal conversations should be held to a minimum.

PURCHASING OF SUPPLIES AND EQUIPMENT

Designated employees will purchase all supplies and equipment. Whenever possible, these items will be purchased from United Way members. No purchase of \$100 or more will be made for any purpose unless prior approval is obtained from the President by utilizing a requisition form. Competitive bidding should be used whenever possible, and always on purchases of \$1,000 or more.

REIMBURSEMENT OF FUNDS

Under normal circumstances, a receipt must accompany a request for reimbursement. All travel for the United Way must be approved in advance by the President. The United Way will reimburse the employee in full for all direct expenses relating to the trip. An expense voucher must be completed listing in detail, and day by day, all expenses to be reimbursed. Receipts are requested for all expenses and are required for all expenses in excess of \$15. After completing the report, it must be approved by the President. Mileage reimbursement will be in accordance with current Internal Revenue Service guidelines unless otherwise determined by the Board of Directors.

HANDLING FINANCES

All funds received by the United Way, whether cash or check, will be directed immediately to the Finance Director or designated employee and deposited on a daily basis. The establishment of special bank accounts for specific purposes is discouraged. No bank accounts shall be opened or closed without the consent of the Board of Directors.

FINANCE/AUDIT COMMITTEE

Employees should contact the Finance/Audit Committee for more information on the accrual accounting system and other accounting procedures. There is an annual audit performed by an independent accounting firm that is presented to the Board of Directors for their approval.

PAYING INVOICES

The United Way seeks to maintain its high credit standing by the prompt payment of all invoices. Staff members should see that all invoices are delivered promptly to the Finance Director. All invoices should be paid within 45 days.

Upon receipt of a bill, the Finance Director shall determine that the purchase has been authorized and the supplies or services have actually been received. No debt may be incurred by a

committee, officer, agency or employee unless it is authorized by special action of the Board of Directors.

BUDGET CONTROL

The United Way's operations are geared to anticipated annual receipts and expenditures. In order to stay within budget limitations, all expenditures must be approved before making any commitment. A monthly financial statement will be presented to the Board of Directors for their review.

MEETING MINUTES

It is required that adequate minutes be kept of all official meetings of the United Way's committees, Board of Directors and Executive Committee. In some cases, minutes should also be recorded for certain subcommittees and task forces. Minutes should record date, place of meeting, and the names of those present. Minutes should be brief, but should make clear the subject matter discussed, and what disposition was made. In each case, action taken must be clearly shown.

SUGGESTIONS

Constructive suggestions from employees are always welcome. They will be given every consideration and if adopted, the employee will receive the appropriate recognition.

PROFESSIONAL RELATIONS

AFFILIATION WITH OTHER ORGANIZATIONS

It is the policy of the United Way to encourage employees to participate, when appropriate and practical, in community service affairs of a charitable or civic nature. However, employee participation in such community activities must not adversely affect the employee's job performance, be detrimental to the United Way's interests or place the employee in the position of serving conflicting interests.

The United Way will pay membership dues in certain recognized civic and business organizations as provided for in the United Way budget and approved in advance by the President. The employee pays for all other membership dues. Employees should consult with the President before accepting an office or other prominent place in such an organization, with a full explanation of the time commitment required.

POLITICAL AFFILIATIONS/PARTICIPATION

While United Way staff members are encouraged to be active politically in the party of their choice, no staff member may be a candidate for any political office while employed by the United Way without prior approval of the Board of Directors.

Employees should consult with the President before accepting an active role in a political campaign.

PUBLIC STATEMENTS

Even when acting purely as an individual, the public utterances and opinions of any United Way employee may be interpreted and taken as official United Way policy. Employees shall consult with the President before making any public statements that might have an adverse effect on the United Way.

CONFIDENTIAL MATTERS

Since the United Way deals with many matters of a confidential nature, each employee must keep in strictest confidence any non-public information acquired and be generally discreet as to matters being handled by the United Way.

RECOMMENDATIONS/ENDORSEMENTS

Since the United Way is supported by many firms in competition with one another, we do not make recommendations or endorsements of products, services or companies. Inquiries are best answered by trying to give the names of all United Way members that provide a particular product or service. Recommendations are not given regarding the moral or financial standing of any business or individual.

PARTICIPATION IN FUND-RAISING CAMPAIGNS

Unless deemed by the Board of Directors as having a direct relationship to the United Way's Business Plan, it is United Way policy neither to participate in fund-raising campaigns nor to endorse officially any particular drive among the many local worthy causes.

PUBLICITY

All publicity having reference to the United Way, its officers, directors and personnel is to be approved by the President. Employees and volunteers should not release information concerning the United Way without prior approval.

USE OF EQUIPMENT

United Way policy does not permit the use of any United Way equipment for personal reasons.

COMMITTEE MANAGEMENT

The staff member responsible for a particular committee will:

- 1) confer with the Committee Chair to set meeting dates and draft an agenda,
- 2) send out notices, reserve meeting facilities and arrange for reminder calls if necessary,
- 3) arrange for minutes to be recorded, notify news media of committee activity and write reports for the President when warranted,
- 4) submit committee resolutions needing Board of Directors approval to the President prior to a Board meeting.

STAFF MEETINGS

All members of the staff will participate in staff meetings scheduled by the President. The purpose of the meetings is to consider staff recommendations, discuss problem areas, exchange ideas and report on current projects.

CONFLICT WITH MEMBERS AND THE PUBLIC

Our first principle is for the staff to try to serve everyone, whether a United Way member or not, as best we can. However, should a Director, committee chairman, government official or any member of the general public request a service that appears to be impractical, the staff should consult with the President before deciding to provide a service or fulfill a request.

USE OF OFFICES BY OTHER ORGANIZATIONS

The United Way conference room is available free of charge for use by members or affiliated organizations during regular working hours with prior approval by the President. Organizations using United Way facilities are liable for all damages to the building or contents that might occur. A United Way staff member must attend any meeting that takes place before or after regular working hours.

CONSUMER COMPLAINTS

The United Way is not an agency that deals with consumer complaints or inquiries about local charities or agencies. In the case of an inquiry about a United Way agency, we can only report on whether the agency is a member of the United Way. All such complaints should be referred to the President.

Employee	
Initials:	

CONTRIBUTIONS/APPROPRIATIONS

The United Way will make no appropriation of funds to charitable, commercial, social, patriotic, civic or other organizations except in the necessary payment of its own dues with the exception for distribution of approved allocations and grants. The United Way will not purchase tickets, chances or advertising offered by any group or organization unless specifically authorized by the Executive Committee.

INFORMATION SERVICE

The United Way will provide information of a general or specific nature to its members and the public, as it is practical to do so. Our first principle is that we will attempt to serve everyone as best we can. However, certain requests for information or services requiring an inordinate amount of time or finances should be discussed with the President before answering.

Interested individuals and members are free to use any directories and research materials on hand at the United Way offices. These materials are to be kept in the United Way office and are not to be removed under any circumstances.

SALE/DISPENSATION OF NON-UNITED WAY LITERATURE

The United Way will not distribute any literature, which is not produced by a United Way agency or the United Way of Central Missouri.

MAILING LISTS

The United Way of Central Missouri does not provide mailing lists of corporate or individual donors or individuals served under any circumstance.

MEETINGS/UNAUTHORIZED ACTIVITIES

The following activities will not be permitted at any meeting or activity of the United Way without the approval of the President:

- 1) distribution of advertising materials or other literature designed to benefit a person or group not directly associated with the United Way,
- 2) announcements designed to benefit any person or group not directly associated with the United Way, and
- 3) the solicitation of funds or sale of tickets or chances to activities not directly associated with the United Way.

MEETINGS/SPONSORSHIP

The United Way will not, without the approval of the Executive Committee, call a meeting of the membership to take advantage of speakers or entertainment at meetings or events arranged by a person or groups not directly associated with the United Way.

NOMINATIONS

In all applicable cases, when a person is considered for nomination to an office or position of authority within the United Way, the executive or principal officer of the firm in which that person

is employed will first be notified of the consideration and the advice of that officer sought in regard to the consideration,

POLITICAL ENDORSEMENT OF CANDIDATES

The United Way will not endorse or give support in any manner whatsoever to a candidate for elected public or political office at any level.

POLITICAL ENDORSEMENT OF ISSUES

The United Way will not endorse political issues of any kind.

PROVIDING GOODS/SERVICES

The United Way may provide goods or services, which are already provided by United Way members including speakers and literature to support fund raising campaigns.

OPEN MEETINGS

Representatives of the news media will be invited to attend meetings and activities of the United Way, which are of public interest. The presiding officer at any meeting of the United Way will have the authority to declare the meeting closed to the public and representatives of the news media, providing that the state Open Meetings Law does not apply to the meeting.

COMPETITIVE BIDDING

Competitive bidding should be used whenever possible, and always on purchases of \$1,000 or more. The United Way will accept the best bid, which includes different factors, such as the bidder's skill, facilities, experience and quality. Any award or rejection of a proposal will be done in a timely fashion, either by telephone or in writing. Reasons for the selection of a bid will also be made available upon request.

SOLICITORS

The United Way does not purchase program advertising or tickets for social events. Any such solicitations should be referred to the President. Solicitation by salespeople on personal matters is not permitted during office hours.

SPONSORSHIP OF PROJECTS

The United Way will not assist any group or organization or co-sponsor any project with another group or organization unless specifically authorized by the Executive Committee.

TICKET SALES

Sales to United Way programs or events will be handled in the following manner:

- 1) all tickets will be designed for proper accounting,
- 2) records of ticket distribution will be maintained by name and numerical sequence,
- 3) receipts will be recorded separately from the financial books of the United Way,
- 4) all unsold tickets will be returned or accounted for, and
- 5) payment must be made in advance.

COST OF UNITED WAY SPONSORED PROGRAMS OR EVENTS

The charge for United Way sponsored programs or events, including but not limited to Day of Caring, Kick-Off, and Victory Celebration will generally be the actual costs of the functions. All direct, identifiable, and out-of-pocket expenses will be charged to the event and used in computing the charge to the members. Unless the Board makes an exception, staff and other overhead costs will not be charged to the function. In short, it is the United Way's goal to break even or make a reasonable profit on programs and events. Unless otherwise authorized by the Board of Directors, the net income from any program or event will not be retained by that program but will benefit the general fund of the United Way.

COMMUNITY EVENTS

Periodically employees may be asked to attend community events and functions for United Way member firms and non-United Way member firms alike.

MULTIPLE MEMBERSHIPS

Generally, no member firm may have more than one elected representative on the Board of Directors at any one time. This policy will be waived if a Director changes jobs during their term on the Board.

BILLING

Payment for functions, activities, events, etc. must be received with the reservation in advance of the function and there will be no refunds given if cancellation is not received 48 hours prior to the function.

INVESTMENT GUIDELINES

All investments of the United Way or its subsidiaries should be in compliance with the Investment Policy created by the Finance/Audit Committee. Questions regarding investments must be directed to the Finance/Audit Committee Chairperson or United Way Executive Committee Treasurer.

BUYING POLICY

The following policy was established to guide sound financial decisions and maintain fiduciary responsibility. Each staff member must demonstrate an understanding of financial constraint when making purchases on behalf of the United Way.

Program directors are responsible for all expenditures in their divisions. Assistants are allowed to make purchases only after the authorization of the program director.

<u>Events</u>: All events of the United Way will be planned with a budget, which includes projected revenue and expenses. Staff will work with the committee chairpersons to formulate a budget consistent with the approved General Budget. Budgets are to be submitted to the President and finance officer three months prior to any expenditure. The designated staff member is the only person authorized to make purchases on the committee's behalf. A follow-up financial report will be submitted with a comparison of projections to actual figures.

<u>Programs</u>: Programs, which do not have anticipated revenue, will need a spending plan outlined by the staff member responsible for the program. Variations to programs and their budgets must be reported to the President and finance officer.

<u>Sponsorships</u>: All sponsorships over \$500.00 require a signed Sponsorship Agreement. This contract must outline the terms of the agreement and must be secured before any promotional advertisements are made.

<u>Committee Meetings</u>: Expenses for committee meetings must be approved by the staff member responsible for the committee. Every effort must be made to minimize excess supplies; this includes food purchases. All unused items are the property of the United Way. Several factors will be considered before determining the use of remaining refreshments, such as the United Way calendar, spoilage and etc.

Supplies such as stationary, copier paper, and other "high volume" items will be purchased through a bid process or on a rotating basis with United Way members. Whenever possible, effort should be made to purchase only for the current year. The Administrative Assistant will maintain an annual inventory.

<u>Office supplies</u>: A very limited inventory of office supplies will be kept on hand. The Administrative Assistant will keep a list of requested supplies. Approval of the list by the President or finance officer must be received before any purchase is made.

<u>Office equipment</u>: Purchases of office equipment will be determined "as needed". A schedule of office equipment replacement will be established and maintained by the finance office.