UNITED WAY OF THE MARK TWAIN AREA

LOREN G. FOHRMAN

VENTURE GRANT APPLICATION----(2014)

Enclosed please find the United Way Venture Grant Reporting Forms. Return to the United Way office the following:

1. Completed proposal summary forms, an original, plus **(8)** copies. **You keep the original**. Please have copies **(3)** **hole punched** for a standard three ring binder. **(NO STAPLES PLEASE.)(Separate each copy by paperclips or a piece of colored paper. (Thank You)**

2. Budget Form I

3. One (1) copy of 501(c) 3 Certification

4. Copy of last external audit report - if budget exceeds $20,000-**(Article Two—Section 1B Participating Agencies)**

5. Copy of last federal 990 form-(if applicable)

6. Mission Statement

7. List of Board of Directors and Officers

8. Statement of Agreement—(return signature page only)

These must be received by the United Way office no later than **Wednesday, June 11, 2014** in order that the Venture Grant Committee can begin the review process in a timely manner. Extensions will be made only at the discretion of the committee.

AGENCY

____
NAME

____
ADDRESS

____
PHONE #

____
FAX #

____
E-MAIL ADDRESS (IF APPLICABLE)

____
WEB PAGE (IF APPLICABLE)

EXECUTIVE DIRECTOR

____
NAME

____
DIRECTORS ASSISTANT

Disbursement-August 2014

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Attachment A

United Way of the Mark Twain Area

Loren G. Fohrman Venture Grant
Policy and Procedure
2014

Purpose: This fund has been established through the generosity of the late Loren G. Fohrman to benefit the residents of Northeast Missouri. These funds are intended to be, but not limited to, grants to new and innovative programs, new United Way agency programs that seek to meet high priority needs of the communities. Special consideration will be given to criteria and issues determined through the United Way Needs Assessment Survey. In addition, the Board with a majority vote at a regular or called meeting may direct funds be given to key community projects that are consistent with the goals and mission of the United Way.

Funding Level: The level of funding available for the Venture Grants will be determined annually by the Board and will be based on the earnings of the Fohrman account less 10% to be returned to account for growth potential.

Eligibility Requirements: All organizations applying for Venture Grant funds must meet the following requirements:

- Operate as a non-profit charitable, educational, civic, social welfare, religious, health service organization, or government unit...
- Operate under federal tax exempt status such as 501©3 or under the umbrella of another 501©3 organization
- Operate under written Articles of Incorporation and By-laws or other written documents or statutes that define the applicant's purpose, management, membership and operations.
- Operate on a non-discriminatory basis in employment, recruitment of volunteers and delivery of services.
- Demonstrate effective program performance and financial responsibility and accountability.
- Operate or provide service within the five county service area of the United Way of the Mark Twain Area – Marion, Ralls, Monroe, Shelby, Lewis County.
- Grants will be given consideration but not limited to services and activities that align with United Way of the Mark Twain Area priority issues.

Operating Guidelines: The following basic operating guidelines shall apply:

- Funds shall be used for the granted purpose.
- Funded activities shall commence in a timely manner and expenditures shall cease within one year after receipt of the grant unless an extension is granted by the Board of Directors. Grant funds not expended shall be returned to the United Way.
- All Venture Grants shall be approved by the Board of Directors on the recommendation of the Venture Grant Committee. The amount of the grant will be determined by the Venture Grant Committee and approved by the Board and will be dependent upon individual program requests and the need as determined by the Committee and Board.
- No Venture Grant will be given for any purpose that would jeopardize the tax exempt status of the United Way of the Mark Twain Area or the applicant organization.
- Grant recipients shall conspicuously acknowledge United Way of the Mark Twain Area in all promotional materials, activities, and programs funded with United Way monies.
- Grant recipients shall submit a project performance report and financial statement indicating actual use and the results of the Venture Grant funds after a period of one year. If the grant is used for a project, report and financial statement must be submitted within 30 days of completion.
- Approval for a Venture Grant may, but does not automatically qualify a program for future partnership with the United Way of the Mark Twain Area.

- United Way agencies and Venture Grant partners will not be excluded from future emergency/needs grants.
- The Loren G. Fohrman Venture Grant Program is not intended for capital campaigns
- Priority will be given to programs that meet human service needs in Northeast Missouri.
- Venture Grants do not guarantee full participation in the United Way organization but are an opportunity to establish a good working relationship which can lead to membership if so deemed by the Allocation Committee and the Board of Directors

Application and Funding Procedure: The following general procedure shall apply:

- Organizations must submit applications for funding to the United Way office. Grants will be considered on an annual basis during the month of June. Resulting grants will be announced and disbursed in August.
- The Venture Grant Committee will submit a recommendation for funding recipients and amounts to the Board of Directors at the August board meeting. Organizations will receive written notification of the Boards decision immediately following this meeting.

APPENDIX B

BUDGETING

In the previous chapter is was shown that the program-planning process precedes the actual budget-making activity. Since, under this process, specific objectives have already been established and programming has been completed, the time has now come to put a price tag on human and material resources programmed to achieve the agency's objectives. While this is budgeting understood in a very narrow or literal sense of the term, it is all the same a very important and essential undertaking. The purpose of this chapter is to present a brief summary of the actual budget preparation and adoption. The purpose here is to provide some general guidelines with regard to some of the more important aspects of budget preparation. The ensuing discussion should be read in conjunction with the material provided in Part Two of this book because of the close relationship between the two.

ESTIMATING BUDGET NEEDS

There are a number of general approaches to the process of any agency's preparation of budget estimates or requests. Moak and Killiam " have suggested several different types of approaches to needs estimating which are in general practice among budgeteers; of these the following may be noted:

1. Open End Budgeting--Line officials are permitted to submit unlimited budgets according to their best judgment as to optimum program for agency.

2. Fixed Ceiling Budgeting--A Dollar ceiling is established for each department or agency before the preparation of the budget.

3. Work Measurement and Unit Costing --Estimates based on units of program product or service desired based on per unit cost.

4. Increase v. Decrease Analysis--Items requiring increases and decreases in comparison with prior year's budget are sorted out and analyzed.

5. Priority Listings--Requests are submitted in order of priority.

6. Item-by-Item Control--Each item is questioned and justified in terms of its essentiality and desirability.

7. Alternative Proposals--Basic budget plus skeleton plans for alternative amounts and analysis of consequences for each alternative.

8. Historial Analysis--Requests for non-personal services items are based on past experience and current trends.

The approach--or a combination of approaches--to budget estimating selected usually depends upon the subject matter under consideration. For example, in determining personnel needs, work measurement is the primary factor to be considered, and the method used is usually a combination of *work measurement, unit cost,* and *historical analysis.* On the other hand, when the budgeteer is estimating the cost of materials and supplies, a combination of historical analysis and work measurement is the key. In instances of determining equipment needs, agencies tend to use the *fixed ceiling* approach under which a dollar, ceiling is established either for the agency s a whole or each department within the agency, prior to the preparation of the budget.

Personal Services

In most agencies and organizations this is probably the largest item in the budget and thus requires much analysis and study. In general, the estimates in this regard are based on any one or more of the following: (1) prior years experience; (2) workload trends; (3) staffing patterns indicated on existing organizational charts; and (4) quesstimates.

Depending upon the size of the agency and the multiplicity of its programs, Moak and Killian suggest the following additional factors to take into consideration in estimating the cost of personal services:" (1) department manning tables; (2) workload trends; (3) the classification plan; (4) estimates of salary savings; (5) the use of overtime and premium time; (6) management studies; (7) sick and annual leave; (8) quality of the working force; and (9) impact of new capital facilities.

With the sole exception of extremely large organizations, the concept of manning tables is not too relevant to the typical voluntary agency. Workload trends, on the other hand, can be an important factor in the estimating process because there is a direct relationship between the trend in workload and the number of people needed to do the job. The following factors usually affect workload trends and therefore should be kept in mind: (1) new agency policies or changes in existing policy; (2) planned program changes as a result of the program-planning process described earlier; (3) workload consolidations resulting from changes in programming; and (4) changes in systems and/or procedures.

Salary Savings. Experience tells us that, as a rule, the full amount put in the budget for personal services will not be used during the budgeted period for a variety of reasons. Therefore, it is common practice to have an item called "Salary Savings" [or "Personnel Turnover Factor"] to be deducted from the total estimate for personal services. The standard method used in computing this figure is past years' experience-the percentage of gross personal services budgeted which was unused during the current period adjusted by any known factors of change.

Overtime and Premium Time. Good management entails optimal use of human resources available to agencies:"

> Few operations move in such measured cadence that management can avoid some 'non-productive' time or can avoid the necessity for 'overtime' to help meet peaks in workload.
>
> Many persons view overtime as an evil in itself and a thing to be avoided. However, overtime has long been associated with well-managed operations. The problem is to keep it in proper relationship and control.

Contractual Services

Many voluntary agencies increasingly purchase services on a contractual basis. Usually contractual services are bought because of either cost considerations, degree of specialization of the task to be performed or because of board decisions to keep the number of permanent staff as low as possible. Also, depending upon the agency, seasonal or intermittent workload factors play an important role in opting for contractual services as opposed to permanent employees.

The types of contractual services budgeted are usually of a professional or technical nature. The chart of accounts (series 8000) provides examples of the types of services generally contracted for by voluntary agencies.

Materials, Supplies and Equipment

The purpose here is to determine the agency's needs for the type, quality and quantity of materials, supplies and equipment required to carry out the purposes of the organization.

In determining the agency's needs for materials and supplies, the following key factors should be taken into account: (1) review of current inventory and agency policies governing inventory in light of current conditions; (2) price levels; (3) changing patterns in the use of materials; and, (4) changing rules in relation to methods of producing results.

> Budgeting for equipment from operating funds is concerned primarily with equipment replacement; however, some portion of the annual equipment budget . . . represents a net increase in the inventory of equipment. These two
the
> aspects of equipment requirements should be considered separately at all stages of the budget process. Of course, the line of demarcation becomes obscure when the replacement item is a substantial improvement over the replaced item."

The purpose here is to determine the type, the quality and the quantity of equipment required by the agency to achieve its objectives. The basic tools in this regard are: (1) the maintenance of an inventory system and (2) equipment replacement schedules. The standard inventory system includes the following types of information: (1) date of purchase; (2) purchase price; (3) location; (4) description; (5) condition [in terms of maintenance cost and volume of hours of usage]; (6) quantity on hand; (7) life expectancy; and, (8) classification code number of equipment, if any.

Equipment replacement policies involve consideration of: (1) definition of the work to be done, measured in terms of the number and type of equipment required and their planned maintenance; (2) permanent inventory and maintenance records; and (3) procedures for inspection to insure that the item is truly in need of replacement

ESTIMATING PUBLIC SUPPORT AND REVENUE

Writers in the field of revenue estimating (primarily for municipal government purposes) have identified six different methods for the preparation of revenue estimates:"

1. Automatic Method--Projected revenues equal revenues for the most recent completed fiscal year; also known as the "rule of the penultimate year."

2. Method of Averages--Estimates based on a three to five year average of increases and decreases.

3. Empirical Judgment Method-- Estimates based exclusively on personal judgment and relies entirely on the competence of the estimator.

4. Method of Direct Valuation--Revenue forecast is made a few days after

   beginning of the fiscal year.

5. Conditioned Judgment Method--Judgement based on analysis.

6. Systematic Methods:

   a. Correlation Analysis--Estimates based on an equation reflecting the past relationship between the tax and economic series.

   b. Questionnaire Sampling -- Taxpayers are asked to compare anticipated tax liabilities with taxes paid in the current year.

Of the methods listed above, the one most applicable to the voluntary agency field is the "conditioned judgment method." This method combines the use of personal judgment with a methodical analysis of data on general economic trends and trends in allocations policies of funding bodies such as local United Ways and foundations.

The classification scheme for public support and revenue provided in the chart of accounts in the United Way of America's Accounting Guide (and incorporated in the budgeting tools in Part Two), can serve as a useful tool for estimating agency income' on an item-by-item basis. The major public support and revenue captions are classified as follows:

PUBLIC SUPPORT AND REVENUE

DIRECT PUBLIC SUPPORT

- Contributions
- Contributions to Building Fund
- Special Events
- Legacies and Bequests

INDIRECT PUBLIC SUPPORT

- Collected through Local Member Units
- Contributed by Associated Organizations
- Allocated by Federated Fund-Raising Organizations
- Allocated by Unassociated & Non-Federated Fund-Raising Organizations

FEES FROM GOVERNMENTAL AGENCIES

GRANTS FROM GOVERNMENTAL AGENCIES

OTHER REVENUE SOURCES

- Membership Dues---Individuals
- Assessment & Dues---Local Member Units
- Program Service Fees
- Sales of Supplies & Services to Local Member Units
- Sales to Public
- Investment Income
- Gain on Investment Transactions

For those voluntary agencies that receive financial support from local United Way organizations-or those deficit expecting to receive support for the first time--there is an annual report compiled by United Way of America on Local United Way allocation, which may be of some use to these agencies in looking at trends in funding similar programs in comparable communities. Similarly, major foundations publish annual reports and studies which may provide some guidelines of the types of programs funded. As for fees and grants from governmental agencies, various sources of funding are available at different governmental levels. Voluntary agencies should carefully analyze their prospects of funding from these sources and the consequences attendant on such funding.

BALANCING THE BUDGET

The concept of balancing the budget is a logical outcome of matching resources to proposed expenditures and reserves. There is general agreement among budgeteers on the desirability of balancing a proposed budget by either bringing revenues up to expenditures or bringing expenditures down to revenues.

The question arises whether, in the balancing act. provisions should be made for contingencies and whether appropriations should be made for reserves. On this issue, Moak and Killian suggest:"

> . . . in line with current thinking and practice, a 'balanced' budget in all probability will not be one in which the amount of projected expenditures is exactly equal to the amount of anticipated revenues. Budget projections are at best estimates. Some provision for flexibility should be built into the proposed budget when local conditions permit. This flexibility is provided by an amount set aside as a reserve for contingencies.

However, in the case of agencies funded by central funding bodies, it would be prudent to ascertain whether such reserves for contingencies are permissible under the "allocating policy" of the funding source in question.

SURPLUSES AND DEFICITS

The use of actual or estimated surpluses and the provision of funds in the budget to cover any spending in the current year, are two problems encountered by almost every budgeter

Surpluses

The term "surplus has been defined by the National Committee on Governmental Accounting as the excess of resources over the obligations of a fund." In many municipalities and other not-for-profit organizations, surplus is an important factor in balancing the budget. In some instances, amounts accured from unexpended appropriations and unanticipated revenues are transferred at year-end to a reserve fund, rather than treated as surpluses.

Deficits

The term "deficit" is defined as the excess of obligations over resources in a fund." Theoretically, voluntary agencies funded by central funding bodies such as local United Ways should not have any deficits to speak of if they are funded on the principle of "deficit-financing." As a rule, these funding bodies do not assume responsibility for unauthorized deficits. Potential deficits should normally be anticipated and discussed with funding bodies. If reasons for modifying original estimates seem justified, an additional appropriation may be made to meet the revised estimates.

To conclude this brief discussion on surpluses and deficits, the following recommendations of Moak and Killian are worth noting despite the fact that they are made for government budgeteers:

> . . . it is desirable for a municipality to have some flexibility in the management of surpluses and deficits.
>
> To be specific, it is recommended that each municipality make two determinations:
>
> 1. The amount of cash that may be necessary to carry forward as surplus in order to avoid frequent recourse to short-term bank loans because the cash needed in the early months of the year is greater than is likely to be collected from revenues
>
> .
>
> 2. The amount of a reasonable reserve which will enable the municipality to do a good job of fiscal management especially in order that temporary losses in income or occasional genuine expenditure emergencies may be met and still avoid a cumulative deficit position.
>
> Once these two items have been determined, the finance officer should be in a position to develop a desirable policy for his city con-concerning the amounts of surplus which should *ordinarily* be carried over from year to year. He can conclude that no surplus is needed or he may conclude that surplus should be provided for (2) and not for (1). But the determination should be deliberately made.

The principles outlined above for municipalities may provide at least some insight or quideline for voluntary agency budgeting. However, these quidelines should be read in conjunction with specific agreed upon policies established by funding bodies where they exist.

CONCLUSION

It will be obvious to the reader that the system of budgeting proposed in this book for voluntary agencies heavily emphasizes the program-planning aspects of the budgetary process. consequently, only summary comments and observations are made with regard to the actual mechanics of budgeting, i.e., assigning numbers to the words in the budget. Since these mechanical aspects of budget-making are closely tied to the day-to-day operation or management of the agency, their in-depth discussion falls outside the purview of this book. Additionally, the considerable number of budget forms, supporting schedules and worksheets provided in the next chapter are themselves important aids in the budget preparation process.

APPENDIX A

Summarized Chart of Accounts

United Way Financial Reporting Forms

Public Revenue and Expenses

1. 0000 Allocation From This United Way

2. 4000 Contributions - A contribution received directly from individual donors and organizations; including foundations, corporations and trusts; and not resulting from a federated fund-raising campaign. Also includes sustaining membership drives.

3. 4200 Special Events - Reflects support and incidental revenue (such as paid-for advertising in printed programs) derived from all of an agency's special fundraising events (i.e., those conducted by the agency itself, not by another organization on behalf of the agency). Special events are affairs in which something of value is offered directly to participants for (or in anticipation of) a payment and a contribution adequate to yield revenue for the sponsoring agency over and above direct costs and expenses. The amount entered is to be the support remaining after deduction only the direct benefit costs (or related expenses) which is defined as the cost to an agency of the dinner, ballroom, orchestra, decorations and refreshment in the case of a dance or tickets for a theatre party, etc.

4. 4300 Legacies and Bequests (unrestricted) - A gift made through a will; should be reflected in the accounts of the organization at the time that an unassailable right to the gift has been established by the court and the proceeds are measurable in amount.

5. 4600 Contributed by Associated Organizations - Contributions from auxiliaries, circles, quilds and other organizations closely associated with the reporting organization.

6. 4700 Allocated by Other United Ways

7. 5000 Fees and Grants From Governmental Agencies - Includes contract payments, purchase of service and fees from local, state, and federal organizations.

8. 6000 Membership Dues - Amounts received for personal membership that procure directly for the member substantial, private benefits commensurate in value with the amount of the dues.

9. 6200 Program Services Fees and Net Incidental Revenue - Includes both (or either):
- Fees received for services furnished by the organization.
- Net Incidental Revenue - is the excess of revenues over expenses of service related activities that are only incidental to the service, e.g., excess of fees collected from participants in a pay-your-own-way outing over bus charter and other group expenses.

10. 6300 Sales of Materials - Sales of publications and supplies to general public.

11. 6500 Investment Income - Interest, dividends, rentals, and royalties on any type of investment. All investment income, regardless of type and origin (except for capital gains), should be reported here.

12. 6900 Miscellaneous Revenue - If the revenue to an agency has been properly classified, very little should be shown in this account.

Expenses

14. 7000 Salaries - Includes all salaries (executive, professional, clerical, technicians, counselors, students, etc.); includes full-time, part-time and temporary staff.

15. 7100 Employee Benefits - Employee health and retirement benefits including premiums for accident insurance, life insurance, medical and hospital plans, pension or retirement plans, supplemental payments to pensioned employees and payments to annuitants. Also, employment termination expenses - amounts paid to employees who have been terminated or retired voluntarily (only payments outside a formal plan are reported here).

16. 7200 Payroll Taxes - F.I.C.A. (employer's share), unemployment insurance workmen's compensation insurance, disability insurance premiums.

17. 8000 Professional Fees - Fees and charges of professional practitioners, technical consultants, or semi-professional technicians who are not employees of the agency and are engaged as independent contractors for specified services on a fee or other individual contract basis. (Does not include persons engaged for maintenance and repair services which should be included in line (21-8400).

18. 8100 Supplies - All supplies and materials used by an agency. This includes office supplies, housekeeping supplies, cost of food and beverages purchased for use in agency food service or programs, and recreational and craft supplies.

19. 8200 Telephone - Individual or organization dues in other organizations relevant to the functions of the agency. (Not dues or support payments to national "parent" organizations Account 9691.)

20. 8300 Postage and Shipping - Postage, parcel post, commercial trucking and other delivery expenses such as shipping and shipping materials.

21. 8400 Occupancy - All costs resulting from an agency's occupancy and use of owned or leased land, building and offices (NOT including salaries, depreciation and acquisition of equipment). Includes: rent (building and land), building and building equipment insurance (general and liability), mortgage interest, electricity, gas, heating oil, water and sewer, janitorial and other maintenance services under contract real estate and personal property taxes, licenses and permits (occupancy related only), and building and grounds maintenance supplies.

22. 8500 Rental and Maintenance of Equipment - Rental and maintenance of equipment such as typewriters, electronic data processing equipment, calculators, etc.

23. 8600 Printing and Publications - Includes printing charges of commercial artists and costs related to house organs, leaflets, films and other informational materials. Also included are costs of purchased publications, subscriptions to technical journals, monograms, and books.

24. 8700 Travel - Travel and transportation of staff and volunteers. Includes local fares; gas and oil, repairs, insurance, leasing, tires,

licenses and permits for company vehicles; mileage reimbursement and appropriate actual expenses for agency staff and volunteers; cost of hotels, meals and other expenses relative to travel and transportation of agency staff and volunteers.

25. <u>8800</u> <u>Conferences, Conventions and Meetings</u> - Expenses of conducting meetings related to an agency's activities including registration or enrollment fees incurred by an employee while attending an outside meeting.

26. <u>8900</u> <u>Specific Assistance to Individuals</u> - Expenses to the agency for specific materials, appliances, services and any other assistance rendered by individuals or agencies <u>other than agency staff</u>, purchased at the expense of the agency, <u>for a particular client or patient</u>.

27. <u>9000</u> <u>Membership Dues</u> - Individual or organization dues in other organizations relevant to the functions of the agency. (Not dues or support payments to national "parent" organizations Account 9691.)

28. <u>9100</u> <u>Awards and Grants</u> - Cost of amounts paid or committed to individuals or organizations for support of research, fellowship, scholarship and other human service programs.

29. <u>9400</u> <u>Miscellaneous</u> - Expenses not reportable in another account classification. Examples include recruitment of job candidates, moving expenses, bonding insurance, etc.

31. <u>9691</u> <u>Payment to Affiliated Organizations</u> - Amounts paid or payable to another organization - usually the national affiliate of the agency - to sustain, aid, maintain, assist or support the program and support functions of that organization.

37. <u>9500</u> <u>Depreciation of Building and Equipment</u> - Allocation of cost, or other carrying value, of physical assets over their estimated useful life (equipment, automotive equipment, buildings, etc.)

March, 1982

Refer to: <u>Budgeting: A Guide for United Ways and Not-For-Profit Service Organizations</u> (Chapter 5) for more detailed information on Expense Categories.

<u>Sources:</u>

- **<u>Budgeting: A Guide for United Ways and Not-For-Profit Service Organizations</u> (United Way of America)**
- **<u>Accounting and Financial Reporting Guide for United Ways and Not-For-Profit Organization</u> (United Way of America)**

ARTICLE TWO (2)
Members of the United Way

Section 1 B
Participating Agencies

Sub-section e : Participating agencies will follow "Financial Best Practices" as defined by the Untied Way of America and keep comprehensive and accurate financial records. Annual accountability will be as follows:

1. **Agencies with annual budgets of $20,000 and less will provide financial statements that may be internally produces.**
2. **Agencies with budgets of $20,000 to $100,000 will provide a Compilation Report prepared by a certified public accountant.**
3. **Agencies with budgets over $100,000 will provide an audit prepared by a CPA in accordance with standards issued by the American Institute of Certified Public Accountants.**

Adopted: United Way Board of Directors, March 5, 2009.

______________________________ ______________________________

Frank DiTillo
Executive Director

Mike McFarlane
President

Adopted September 2, 1982
Revised March 5, 2008

(Duplicate)

VENTURE GRANT APPLICATION

PROPOSAL SUMMARY
KEY INFORMATION

Complete this form and attach it as a cover letter for your Proposal Summary.

I. **Counties serviced by project**

____

____

II. **General Information:** ____

a. Applicant:____

Address:____

Contact Person:____

Telephone:____________________ **e-mail:**____________________

List other co-sponsors of this proposal: if applicable--(organization, contact person and telephone):

____

____

____

***If joint application, please attach similar information for all participating agencies.**

Name ____

Address ____

____

Phone # ____________________ **Contact Person:** ____________________

Agency's major field of service ____

III. **Non-Profit Status:** _____**Yes** _____**No** _____**In Process**

Tax Exempt Number or EIN_

____

Sponsor's Tax Exempt Number (if applicable)____

IV. **A.** **$**____________________**Amount Requested**

B. **Project Dates:** **Start:**______________ **Finish:**____________________

V. **The Proposal Summary serves as the application for a Venture Grant. Therefore it is imperative that the attached list of questions are filled out as concisely as possible in the space provided. If additional information is required it will be requested by phone after the proposal has been reviewed.**

The proposal summary should be signed by both a Board official and the Chief staff person of the lead agency requesting Venture Grant funds.

VI. Mission Statement--____

I. A. Define in very concise terms, what <u>specific</u> services will be provided and for whom they will be provided (i.e., job development for all youth between ages of (15-18).

I. B. List the specific measurable objectives of this project in concise terms and include completion dates for each objective.

I. C. <u>Define</u> the cooperative activities among the agencies participating in this project. What specific roles will each agency to this project (facilities, staff, and/or resources). Which agency will be accountable for the administration of the project?

I. **D. Specify the exact use of Venture Grant funds (staff salary, food purchases, transportation, etc.). How many people will directly benefit from these funds?**

____
____
____
____

II. **A. How does this project relate to the lead agency's current mission?**

____
____
____
____
____

It is a new project _____ expansion of an existing project_____ or replacement of other funding sources _____.

II. **B. If this project is to continue beyond the initial funding period specifically Identify how the project will be funded.**

____
____
____
____
____

III. **Why should this project be funded through a Venture Grant?**

____
____
____
____
____

IV **If the request is not fully funded by a United Way Venture Grant, provide documentation of alternate plan to complete project/purchase**

____
____
____

V. Financial Information

1. **Total Venture Grant Funds Requested $______________________**

2. **Please list all other funding sources or contributions towards this project and specifically what they will be used for.**

Anticipated Funding Sources/Contributions Amount Have these funds been secured?
$_______ Yes_____ No_____ In Process

1. **Source:____**

   Use: ____

2. **Source: ____**

   Use: ____

3. **Source:____**

   Use: ____

4. **Source: ____**

   Use: ____

5. **Source: ____**

   Use: ____

3. **TOTAL ANTICIPATED REVENUES FOR THIS PROJECT: $____________**
   Including requested Venture Grant funds) $__________

4. **Administrative costs represent ___________% of overall budget.**

(formula) The percentage of administrative costs is computed from information on the IRS Form 990 by adding the amount spent on "Management & General" (page 10 #25© to "Fundraising" (page 10 #25(D) and dividing the resulting total by "Total Revenue" (page 9 #12(A).

5. **Total units of service provided in previous fiscal year. ______________________**

INSERT BUDGET FORM: 1, 5, and Board Member data sheet—see below (duplicate all forms)

Support Revenue & Expenses	Fiscal Last	Fiscal This	
	Year Actual	Year Budgeted	
	2013	2014	
Public Support & Revenue--All sources [4000-6999]			
1 0000 Allocation from this United Way			
2 4000 Contributions			
3 4200 Special Events			
4 4300 Legacies & Bequests (Unrestricted)			
5 4600 Contributed by Associated Organizations			
6 4700 Allocated by Other United Ways			
7 5000 Fees & Grants from Government Agencies			
8 6000 Membership Dues			
9 6200 Program Services Fees & Net Incidental Revenue			
10 6300 Sales of Materials			
11 6500 Investment Income			
12 6900 Miscellaneous Revenue			
13 TOTAL SUPPORT & REVENUE(ADD 1 THRU 12)	$0.00	$0.00	
Expenses [7000-9999]			
14 7000 Salaries			
15 7100 Employee Benefits			
16 7200 Payroll Taxes, etc.			
17 8000 Professional Fees			
18 8100 Supplies			
19 8200 Telephone			
20 8300 Postage & Shipping			
21 8400 Occupancy			
22 8500 Rental & Maintenance of Equipment			
23 8600 Printing & Publications			
24 8700 Travel			
25 8800 Conferences/Conventions & Meetings			
26 8900 Specific Assistance to Individuals			
27 9000 Membership Dues			
28 9100 Awards & Grants			
29 9400 Miscellaneous			
30 TOTAL EXPENSES (ADD 14 THRU 29)			
31 9691 Payments to Affiliated Organizations			
32 Board Designations for Specified Activities for Future Years	$0.00	$0.00	
33 TOTAL EXPENSES FOR BUDGET PERIOD FOR			
ALL ACTIVITIES (ADD 30 + 31 + 32)			
34 TOTAL EXPENSES FOR ACTIVITIES			
FINANCED BY RESTRICTED FUNDS	$0.00	$0.00	
35 TOTAL EXPENSES FOR ACTIVITIES			
FINANCED BY UNRESTRICTED FUNDS (ADD 33 + 34)			
36 EXCESS (DEFICIT) OF TOTAL SUPPORT & REVENUE			
OVER EXPENSES (SUBTRACT 35 FROM 13)	$0.00	$0.00	
37 9500 Depreciation of Building & Equipment			
9900 Major Property & Equipment Acquisition ($---1000--+)			

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STATEMENT OF AGREEMENT

Between

____

(hereinafter referred to as "The Agency")

and

United Way of the Mark Twain Area
(hereinafter referred to as the United Way)

I. 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.

II. **BOTH PARTIES AGREE:**

A. To maintain a responsible governing board which meets at regular intervals, but at least once a year, and whose board members are elected for specific terms. Members should be representatives of the community and should serve without pay.

B. To furnish each other with copies of their constitution, By-Laws, and board rosters, along with any changes which occur in them throughout the year.

C. To offer opportunity for participation in programs, services, and staff employment to persons of all race, religion, creed, sex, and national origin.

D. To review and execute this agreement annually.

III. **THE UNITED WAY AGREES:**

A. To recognize the responsibility of the Agency, through its governing board, to determine its own policies and manage its own problems within the limits of the Constitution and By-Laws of the United Way.

B. 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, the economic climate and the long range success of the United Way.

C. To make complete records of distribution of funds a matter of public knowledge, keeping comprehensive and accurate financial records and to have these audited annually.

D. To keep channels of communication open to the Agency for discussion of matter of common concern.

IV. **THE AGENCY AGREES:**

A. To satisfy the incorporation laws of the State of Missouri as a not-for-profit organization.

B. To obtain a ruling from the United States Treasury Department that it is not a private foundation and that it is exempt from payment of income tax and that gifts to it are deductible for income tax purposes and to submit a copy of such ruling to the United Way.

C. To participate actively in the conduct of the annual campaign and to support the United Way effort throughout the year by all available means, including identifying as a United Way Agency in all publicity and educational efforts.

D. To participate in the annual Federal Building Lobby Display, to participate in, and attend **three (3)** United Way Agency meetings per year. The agency attendance checklist from the previous year will be distributed to the Allocation Committee for review.

E. To keep comprehensive and accurate financial records and to have these records audited annually and furnish a copy of this audit opinion to the United Way unless their annual budget is under **$20,000.**

F. To consult with the United Way prior to initiating new or expanded programs, elimination of existing programs of major shift in program emphasis, irrespective of anticipated financial revenues for support of the program.

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

H. (For agencies operating under religious auspices) To clearly separate its budget for support of social service programs from its religious programs.

I. All agencies must disclose all fund raising efforts to be held during the year at the Allocation Hearings.

J. No fundraising effort shall be held during the campaign other than participation in the Folk Life Festival.

K. No Agency shall suggest, stimulate, or encourage designations to itself from the annual campaign conducted by the United Way.

L. Any Agency who solicits funds during the campaign, other than participation in the Folk Life Festival, will be reviewed by the United Way Executive Committee for the impositions of sanctions, including, but not limited to termination as an agency immediately. And it shall not be required that the agency be given advance notice by the corporation.

V. **TERMINATION:**

A. An Agency may withdraw from the membership in the United Way by serving written notice at least three (3) months prior to the annual fund raising efforts.

B. A participating agency membership in the corporation may be terminated for violating this agreement, other that for fund raising during the campaign by a majority vote, provided the agency will have had at least three (3) months notice prior to the date on which it becomes effective and shall have been given the opportunity for a hearing.

(Return this (original/signed) page to the United Way)

Agency name:____

Date:____

UNITED WAY	**AGENCY**
____________________________ PRESIDENT	____________________________ PRESIDENT
____________________________ EXECUTIVE DIRECTOR	____________________________ EXECUTIVE DIRECTOR
____________________________ DATE	____________________________ DATE