Understanding United Way Trends to Enhance Allocation Presentations
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UNITED WAY AS AN INCOME SOURCE

In 2002, United Ways across America provided $74,481,846 to 310 BSA councils. This figure represents 12.7 percent of all local council income, a significant amount of support and a 4.5 percent decrease over 2001. United Way funding to local councils ranked third overall, with camping revenue being second. In comparison, Friends of Scouting provided $125,480,908 for 21.4 percent of all income.

Obviously, it is important that good working relationships with local United Ways be maintained and enhanced.

Several important topics that continue to affect the United Way and the Boy Scouts of America include program funding, donor option/donor choice, outcome measures funding, social and philanthropic trends, and allocations presentation.
UNITED WAY TRENDS

United Ways across the country work to address the current needs of their communities. Impact areas that are most commonly found in local communities today are Helping Children and Youth Succeed, Strengthening and Supporting Families, Promoting Self-Sufficiency, Building Vital and Safe Neighborhoods, and Supporting Vulnerable and Aging Populations.

Some United Ways are showing interest in directly funding specific programs -- “program funding” that reflects priority community needs, not funding of agencies. Agencies that have received United Way funding for comprehensive operating budgets in the past may be asked to submit their allocation requests by specific programs in the future.

United Way allocation committees are interested in funding organizations that collaborate with other organizations in providing services that address community needs. BSA councils collaborate daily with over 200 chartered organizations in the community representing business and industry, professional and community groups, education, labor, and religion. These organizations help serve children, youth, and families with the programs of the Boy Scouts of America.

United Ways are showing a growing interest in funding organizations that support a diversity of people. For example, people with special needs, people in low-income inner-city/urban areas, juvenile offenders, people who are disadvantaged, the unemployed, etc.

Donor choice giving through United Ways continues to increase, particularly in large metropolitan areas.

The accountability of charitable dollars received and distributed by United Ways has become increasingly important to donors through corporate giving in the workplace. Traditional agencies like BSA councils that have received operating funds from United Ways in the past are now being asked to account for United Way funding through the allocations request process.

- 15 percent of United Ways are currently introducing and/or providing outcome measures funding to agencies.
- 25 percent more United Ways are inquiring and introducing these newest trends to agencies. Measuring outcomes is still one of the fastest growing trends in local United Ways today.

Brian Gallagher, new CEO and president of United Way of America, spoke at the National CLC Conference in Nashville, Tennessee. He proposed several UWA Priority Areas for 2004, and new changes in agency relationships (listed on pg. 5). Note: These national priorities are not local community United Way priorities. Each United Way board decides on the important needs of their communities in the areas they serve.
UNITED WAY TRENDS (continued)

1. Develop a national impact agenda
   Phone 211 Goal = 50 percent of Americans have access by 2005.
   Senator Hillary Clinton is introducing legislation.

2. Early childhood development (infancy to six years of age)
   350 communities in America provide UW “Success by Six,” sponsored by Bank of America.
   Continue Head Start programs for families.
   Eliminate poverty.

3. Housing
   29 percent of the population spends 30 percent of their income on housing. Needs to be affordable.
   • The BSA is currently discussing the development of a National Good Turn in collaboration with Habitat for Humanity for supporting community housing.

4. Health insurance
   14 percent of Americans lack health care insurance.

5. Community preparedness
   What resources are needed to prepare for an emergency to support families?
   • The Emergency Preparedness, BSA program is an approved collaboration with the United States Department of Homeland Security.

Suggested New Changes in Agency Relationships

1. Agencies will be funded based on their role as strategic partners in community impact.
   • The BSA will continue to develop, manage, and evaluate positive outcomes that relate to each community’s priority needs.
     Example: If youth crime is an issue in Atlanta, based upon youth served, the local council would try to show positive outcomes and results. These measurements would show how Scouting lowers, and in some cases prevents, crime in certain neighborhoods.

2. United Ways and agencies need to have shared missions.
   • Many BSA national and council programs related to service projects, strengthening families, helping the elderly, and food collection and distribution, match United Way’s priorities in many communities.

3. Outcomes also relate to specific populations within the community.
   • Scoutreach programs in local councils and Learning for Life do a great job serving youth diversity, K-12, and those less fortunate in communities throughout the U.S.

4. To receive more direct funding, a few United Ways are trying to identify a plan to help their campaigns focus less on donor designations.
   • Current United Ways that offer donor designations to local councils will most likely continue. The risk of losing donors completely to direct funding for agencies and/or via electronic online giving is a concern to United Ways.
UNITED WAY TRENDS (continued)

Strong, positive relationships are important to the future of United Way funding to BSA councils. As of 2002, there were 1,400 local United Way organizations. It is important to keep the lines of communication open at all times. In requesting United Way funding, Scouting programs in local councils need to specifically address how they help people solve identified community needs through collaboration with other organizations.

Listed below are a few suggestions from local United Way directors and the United Way of America for building and strengthening positive relationships between BSA councils and United Ways.

1. Demonstrate positive results in meeting needs identified and prioritized by United Way, including documentation of outcomes and objectives.

2. Actively participate and collaborate with local United Ways in marketing efforts to enhance campaign success.

3. Actively and aggressively participate in needs assessments, coalition-building, and community problem-solving efforts of United Way, particularly involving youth, delinquency prevention/intervention, juvenile justice, and substance abuse.

4. Work closely with local United Ways when concepts, planning, and partnerships are being developed, not just when requesting additional funding.

5. Share BSA programs and literature that are helping to build better neighborhoods and communities by demonstrating how Scouting strengthens families, creates safe environments, meets basic needs, helps to foster personal well-being and interdependence, nurtures children and youth for success, and prepares young adults for the workforce.

Local BSA councils and United Ways should work together toward building better communities through communication, support, and strong, positive relationships.
UNITED WAY PROGRAM FUNDING

What Is Program Funding?

Program funding is one method United Ways use to fund agencies that are meeting community needs identified by citizen involvement. It is funding that is restricted to a specific program; a response to an agency request to fund all or part of a given program or implementation of a United Way request to an agency to take responsibility for a specific program.

For example: The Red Cross received substantial UW allocations and donations for its program of disaster relief after 9-11, but not for its specific blood program.

Scouting program funding objectives can be met by matching our services with identified community needs, without abandoning our mission statement and principles.

Through careful study and evaluation of BSA programs, we can better understand program funding. We must identify staff time, staff resources, council resources, and services that are being used to help fight unemployment, poverty, crime, environmental issues, education concerns, drug abuse, child abuse, and other community needs.

Is Program Funding Still a Trend?

Yes, it is. United Ways are continuing to fund programs rather than agencies in some areas of the country. Program funding was introduced several years ago, and it was strongly promoted at the United Way of America annual leadership conferences. Its focus is for local councils (agencies) to evaluate their program elements in relation to community priorities and establish guidelines and criteria as to how they can help meet these needs.

United Ways focus on program funding to have a clearer understanding of how United Way funds are being used by agencies and how they make a difference in the community.

Program funding has grown to 64 percent of United Ways using this method. It is also the necessary foundation for the development of measuring outcomes funding, which is a faster growing trend.
PROGRAM FUNDING (continued)

United Ways have been moving toward developing ways of determining outcomes of the programs they fund for many years, and the demand has expanded rapidly during the past six years. Thus, program funding as a measurement has become the foundation for United Ways to evolve into outcome measures funding.

Note: Although interest in outcomes was not the initial reason for United Ways’ adoption of program funding, it has now become the major factor for United Ways that still use other types of funding to consider program funding.

How Can a Council Work With Program Funding?

Listen – ask the United Way questions, and listen to their answers.

Understand the priorities of your local United Way. For example, if comprehensive youth development is a low priority, then identify issues with high priorities that Scouting addresses. Show a willingness to collaborate with other organizations and service providers.

Review all aspects of the council program, analyze time studies, examine the resources available to meet community needs, and determine their cost.

Educate United Way and Scouting volunteers to suggest that Scouting is more than just a “traditional” organization.

Local councils can educate United Way leadership. Even though Scouting is a “program,” there are many components of our program that deserve funding because they address United Way priorities and needs in the community.

ALLOCATIONS RELATIONSHIPS WITH UNITED WAYS

Today, the Boy Scouts of America continues to make a positive impact on communities through programs addressing some of the critical issues facing youth, the middle-aged, and the elderly, such as health, crime and violence, substance abuse, crisis intervention/emergency services, education/literacy, mental health, abuse/neglect, economic issues, child care, and housing. Scouting is suited to meet these challenges.

Boy Scout councils can make a positive statement, preparing a viable case for support. The Finance Impact Department has several United Way support resources available to assist in these efforts. These resources, plus the booklet Scouting’s Positive Impact on the Community, are all available on the FSD Web site: http://www.fsd.org. This is an extremely valuable resource guide in developing an allocation presentation.
However, the responsibility for marketing your council’s success in, and potential for, providing solutions to both immediate and long-range community priority needs must be addressed at the local level.

This checklist offers suggestions for maintaining or improving your council’s United Way funding. Each United Way is independent, with unique priorities and strategies for meeting community needs; thus, council leaders must interpret Scouting’s resources, tools, and delivery methods in meeting local United Way priorities.

**LOCAL COUNCIL ALLOCATIONS CHECKLIST**
(Not in order of priority)

(Mark with an “X” if completed.)

1. _____ Are top community leaders involved in your council operation?

2. _____ Have you researched and studied the historical relationship between the council and United Way? Do your council and board actively support the United Way campaign?

3. _____ Has your council analyzed United Way priorities and innovatively matched your local council programming to their identified needs?

4. _____ Does your council use United Way terminology in describing council support of the United Way?

5. _____ Are your council achievements (e.g., Eagle, pack, and troop service projects; Good Turns; etc.) statistically measuring Scouting’s positive impact on the community, and then shared with the United Way?

6. _____ Does your council’s long-range plan incorporate United Way priorities?

7. _____ Did your council creatively involve United Way’s key leaders and other respected community leaders in the development of your plan?

8. _____ Is the council proactive in any “priority needs assessment,” “priority setting,” or “community problem-solving” programs initiated by the United Way?

9. _____ Do you understand the volunteer and professional relationships between the United Way and the Boy Scouts of America?

10. _____ Have you analyzed past allocation presentations and documents, interpreted budget funding results, and asked United Way to critique your organization in previous years?
LOCAL COUNCIL ALLOCATIONS CHECKLIST (continued)
(Not in order of priority)

(Mark with an “X” if completed.)

11. _____ Have you chosen the best method (in person, board member, Scouting youth, video, slides, written script, document, etc.) for your presentation?

12. _____ Have you chosen the most credible, respected, and well-known individuals from the community to represent your council?

13. _____ Do you have a year-round relationship and cultivation program with United Way volunteers and professionals?

14. _____ Does the United Way receive your council newsletter and specific invitations to local council and district activities?

15. _____ Does the United Way distribute donor designations to your local council? Are they above and beyond your normal allocation?

16. _____ Do you utilize United Way personnel and resources in council and district activities, (e.g., Scouting for Food, Eagle courts of honor, council and district annual dinners, etc.)?

17. _____ Are you using the Boy Scouts of America literature and terminology in United Way communications (merit badge system, Good Turns, Louis Harris and Interactive Results, “Values of Men and Boys in America,” local council survey kit, Scouting’s Positive Impact on the Community guidebook, BSA fact sheets, Scoutreach literature, volunteer and camping outcomes, Boys’ Life magazine, Scouting magazine, etc.)?

18. _____ Do you treat the United Way with the same courtesy and respect given to large major contributors to your Friends of Scouting campaign?

19. _____ Does the United Way know the names and types of the culturally diversified chartered organizations that your council collaborates with on a daily basis to help solve community needs?

20. _____ Does your council recognize and thank the United Way annually for their support, in public?

21. _____ Do the council and district newsletters reflect United Way campaign promotion and support, with copies sent to the United Way?

22. _____ Has your council developed a pamphlet on the values and purposes of Scouting for distribution to allocation committee members (particularly women without a Scouting background or knowledge of the programs)?
LOCAL COUNCIL ALLOCATIONS CHECKLIST (continued)
(Not in order of priority)

(Mark with an “X” if completed.)

23. _____ Does your council and local United Ways have copies of each other’s policies and procedures manuals?

24. _____ Does your council submit requests for funding proposals for special projects, in addition to allocation requests, for United Way funding?

25. _____ Does the council have United Way applications and allocation forms on computer?

DONOR CHOICE

We live in a society where individuals seek more choices within their lives and the lives of those around them. The idea of choice extends to funding human service needs, including local United Ways. Thus, it affects BSA councils across America. Local council leaders, professionals, and volunteers need to become well-informed on this subject.

What Is Donor Choice?

According to the United Way of America, donor choice is an additional feature that many United Ways provide to donors with the authorization and the support of local employers. The decision to provide donor choice is made by each United Way board of directors after careful examination of community acceptance.

Is Donor Choice a Trend?

Local United Ways across the country may provide various methods of donor choice. As donor choice continues to play an important role in the organization of many United Way campaigns, it is anticipated that more United Ways will include donor choice as part of their program.

According to United Way of America Research Services Designations and Donor Choice in United Way Campaign: “82% of United Ways formally offer choices to donors on a pledge card or designation card. An additional 15% of United Ways do not formally offer choice, but receive and handle designations.”

“Individuals make the vast majority of designations, accounting for 97% of total designated dollars. Corporations account for the remaining 3% of dollars designated.”

Local United Ways continue to use the citizen review process in many donor choice funding options as a method for distributing funding to agencies.
DONOR CHOICE (continued)

Are All Donor Choice Programs Alike?

Types of Donor Choice

The choices offered most frequently by United Ways are:

- United Way member agencies: 72 percent
- Other United Ways: 49 percent
- Citizen review process (allocations committee): 37 percent

Thirty-five percent of United Ways offer designations to unaffiliated nonprofits. Just less than one-half of these United Ways (or about 17 percent of all United Ways) allow such designations to nonprofits not included in the area of “health and human services.”

Donor choice is not the same from community to community, although several characteristics are common:

- The employee completes a payroll authorization card, which stays with the employer, and a donor choice form, which goes to United Way.

- The donor may designate the agency or agencies they wish to support, in accord with the general eligibility requirements established by the United Way.

- In some cases, a minimum gift is required.

- The administrative fee assessed to cover processing is deducted from each designation prior to payment to the chosen agency.
DONOR CHOICE (continued)

Donor Choice Designation Program Types

Type A. **No Formal Choice Program**: No formal choices are offered, although most communities receive and handle designations.

Type B.1  **“Old Donor Option”**: Offers agency write-ins, including member agencies and those not funded by the United Way. Does not offer citizen review process.

Type B.2  **“Inside-Only Donor Option”**: Offers one or more of these key “inside” options – member agencies, partner/contract agencies, other United Ways. Does not offer citizen review process. Does not offer other nonprofits not funded by United Way.

Type C.  **“New Donor Choice”**: Offers citizen review process. Most offer member agencies and many offer fields of service. Does not offer other nonprofits not funded by United Way.

Type D.  **“Wide Choice”**: Offers citizen review process, member agencies, and nonprofits not funded by United Way. Most offer fields of service.

Type O.  **Other Choice**: Other local variations of choice offerings.
DONOR CHOICE (continued)

How Has Donor Choice Affected BSA Councils?

In some instances, donor choice has reduced the total amount of money available for United Way allocations to member agencies. Many designations received by the United Way are directed to non-United Way agencies. In United Way campaigns that raise large amounts of money and where donor choice is popular, less money has been available for distribution to United Way agencies.

How Can Local Councils Deal With Donor Choice?

- Maintain a high profile and identity in the community. Tell Scouting’s story in relation to community needs.
- Communicate to volunteer leaders the importance of the annual United Way campaign, encouraging them to talk about support for all United Way agencies with their fellow workers, etc.
- Involve volunteers and staff as members of speaker bureaus and presentation teams, providing additional opportunity for BSA identification during workplace campaigns.
- Maintain close contact with the local United Way, being certain that all policies relating to the donor choice program are being followed.
- Respond to all inquiries by contributors in the community with factual information about how the donor choice program works, how it is administered, and what benefits have been derived as a result of the program.
- Participate in any co-marketing strategies that the local United Way and its agencies might develop.
- Carry out a year-round communication program, including items in local company newsletters, professional and business publications, cable TV, public broadcast, and community access outlets, in addition to the traditional print and electronic media.

Councils located in Detroit, Michigan; Bellingham, Washington; Zanesville, Ohio; Jacksonville, Florida; New Orleans, Louisiana; Lancaster, Pennsylvania; and Sioux City, Iowa; have used this type of funding.
UNITED WAY OF AMERICA DOLLARS RAISED 2002

United Way of America reports increases in total money raised in 2001: $3.91 billion, largest total in the past 10 years, exceeding $3.25 billion in 1996 and $3.17 billion before Aramony scandal.

UNITED WAY DOLLARS TO BSA (1992-2002)

(Adjusted for Inflation – 1992 Base Year)

BSA councils received $74.5 million in 2002 for a 4.5 percent decrease over the previous year. United Way income to local councils averaged 12.7 percent.

The net dollars received from the United Way (adjusted for inflation) by BSA councils based on the consumer price index (CPI) has declined from 1992 to 2002.

A 13.9 percent total decline in United Way income over the past 10 years has reduced the purchasing power of BSA councils.

However, United Ways continue to remain one of the largest total operating income sources to local councils across the country, ranking third to Friends of Scouting.

TIME STUDY ANALYSIS

A time study analysis should be completed by professional BSA staff members at least four times a year. It can be used to determine the allocation of employee compensation expenses in the functional distribution of expenses, and in answering questions raised by United Ways regarding percentage of time the BSA spends supporting programs to meet community needs.

These studies will help document the percentage of time a professional staff member spends in the following areas: program, finance, and management.

The process on how to complete a time study analysis is located in the Local Council Accounting Manual, Volume 2, Chapter 6, Appendices 6-15 to 6-21, developed by BSA Council Administration Services.
How to Develop a Time Study Analysis

Functional Expense Categories
Sample

Program

Included as a program function are the following types of services:

Services to chartered organizations, units, volunteer leaders, camping (year-round and summer), activities, leadership training, recruiting of youth members and adult leaders, organization of new units and conservation of established ones, health and safety, advancement, unit money-earning projects, district committee meetings, roundtables, community relations, meetings and training related to the program, field service in general, and direct supervision of the above.

Management and General

Note that “management and general” is not necessarily limited to the Scout executive’s job. Any time spent by the Scout executive or other professionals on the supervision of camps, activities, and other program services should result in a pro-ration of their salaries and related expenses to the program function. A similar pro-ration should be performed for any time spent on supervising fund-raising. The following list indicates management and general activities:

Non-program executive direction, meeting on overall council management, and personnel administration.

Accounting, auditing, budgeting, legal services, surveys and studies, and administrative reporting (annual reports, announcements of board appointments, etc.).

Office management, purchasing, and maintenance of membership records.

Fund-Raising

Time spent on the following would be classified as fund-raising:

Participation in and direction of an FOS, capital, or endowment campaign; recruitment and training of workers for same; processing of prospect lists; etc.

Participation in and direction of publicity for fund-raising and meetings with prospective contributors. Solicitation of bequests, grants, and project sales.
TIME STUDY ANALYSIS

United Way campaign participation by employees, in addition to normal duties with the Boy Scouts of America, is not relevant, as it involves no cost to the local council.

It is important that the Scout executive give leadership in determining what charges are made against which functions. For instance, most Scout executives spend a large proportion of their time on program administration rather than general administration, and this time should be identified functionally with program and not with management and general. The typical district executive will spend the most time on Program. Many district executives manage their Friends of Scouting campaign, but even then, leadership is constantly being recruited, and that needs to be considered when recording fund-raising costs.

Cautions

1. Do NOT apply the percentages in the following examples to your council; they are shown only for illustration purposes. Each council must develop its own percentages based on its own employee time analyses.

2. Do not include in the time analysis any employee whose salary is charged directly to a usage code other than 99.

Time studies can be conducted and records of accomplishments developed so the council can interpret, in dollars, the amount it expends to meet priority community needs. The result is an increase of funding. Through this process, the United Way allocations committee, staff, and board members will have a better understanding of the scope and relevancy of the contemporary Scouting program.
### SAMPLE TIME ANALYSIS

(Name of staff employee) (Position)

<table>
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<tr>
<th>No.</th>
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<th>Fund-Raising</th>
<th>Total Hours</th>
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<td>1</td>
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<td>1</td>
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<td>101</td>
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<td>3</td>
<td>3</td>
<td>90</td>
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<td>3</td>
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<td>-</td>
<td>-</td>
<td>94</td>
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<tr>
<td>4</td>
<td>2 wks. ending 10/15</td>
<td>92</td>
<td>1</td>
<td>2</td>
<td>95</td>
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<tr>
<td></td>
<td><strong>Totals</strong></td>
<td><strong>356</strong></td>
<td>5</td>
<td>19</td>
<td><strong>380</strong></td>
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Percentages

|         |                |             |             |             |             |
|---------|----------------|-------------|-------------|-------------|
|         | 93.7%          | 1.3%        | 5.0%        | 100%        |

### SAMPLE COUNCIL PROGRAMS/UNITED WAY PRIORITIES ANALYSIS

<table>
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<tr>
<th>No.</th>
<th>Period</th>
<th>Drug Awareness</th>
<th>Youth Protection</th>
<th>Youth At Risk</th>
<th>LFL Groups</th>
<th>Scouting For Food</th>
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<td>10</td>
<td>15</td>
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<td>30</td>
<td>11</td>
<td>86</td>
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<td>2 wks. ending 4/20</td>
<td>8</td>
<td>12</td>
<td>16</td>
<td>25</td>
<td>23</td>
<td>84</td>
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<td>21</td>
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<td>22</td>
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<td>92</td>
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<td>79</td>
<td>105</td>
<td>81</td>
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Percentages

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<tr>
<td></td>
<td>11.0%</td>
<td>14.0%</td>
<td>22.0%</td>
<td>29.0%</td>
<td>24.0%</td>
<td>100%</td>
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If your local United Way requests an accounting of professional staff time in relationship to supporting the areas of program, management, or finance, then a time study would meet these needs.
TYPES OF UNITED WAY ALLOCATIONS
REQUESTS FOR FUNDING

Traditional Funding/Agency Funding

Allocation requests of this type are general. The funding is specifically intended to subsidize all or part of an agency’s administrative or operating program costs. Agencies are funded rather than specific programs. This provides the agency with the flexibility to use funds where most needed in its operations. Comprehensive Youth Development covers funding traditional Scouting programs such as Cub Scouting, Boy Scouting, and Exploring.

The 36 percent of United Ways that use agency funding state that they nevertheless have a program focus and require submission of budget and services information by program, as well as for the overall agency.

Councils located in Lexington, Kentucky, and Kahului, Hawaii, have used this method.

Program Funding

Allocation requests of this type are based upon agency programs that meet specific priority needs in the community, as identified by the local United Way. Non-traditional Scouting programs such as Scouting for Food, Urban Emphasis, and Scouting for the Disabled could be examples of meeting community needs in the areas of poverty, crime prevention, and youth at risk.

Councils located in Buffalo, New York; Portland, Oregon; Corpus Christi, Texas; Kalamazoo, Michigan; St. Petersburg, Florida; Lynchburg, Virginia; Modesto, California; Aurora, Illinois; and Rocky Mount, North Carolina; have used this method.
Measuring Program Outcomes

Allocation requests of this type are based upon measurable program outcome objectives. An agency would develop a list of proposed goals and objectives addressing a specific community need that has been identified by the local United Way, and include it with their allocation request. At the end of the United Way year, these objectives would be evaluated and assessed, and agencies would receive future funding for the next year based upon results attained in each special priority needs area.

Allocation requests of this type are based upon the United Way’s desire to measure the impact of direct service by an agency to specific populations and the population-at-large in target areas of the community.

An agency may be asked to justify and evaluate its “reason for existence” as an organization in providing a direct service to the community. The question of how Scouting positively impacts or makes a difference in the lives of youth may need to be addressed.

United Ways Using Measuring Program Outcomes

Birmingham, Alabama; Mobile, Alabama; Tucson, Arizona; Window Rock, Arizona; Little Rock, Arkansas; Camarillo, California; Orange County, California; Western Los Angeles, California; Denver, Colorado; Fort Collins, Colorado; Loveland, Colorado; Pueblo, Colorado; Gales Ferry, Connecticut; Hartford, Connecticut; National Capital Area, Washington D.C.; Boynton Beach, Florida; Ft. Lauderdale, Florida; Highland City, Florida; Pensacola, Florida; Sarasota, Florida; St. Petersburg, Florida; Tampa, Florida; Athens, Georgia; Atlanta, Georgia; Macon, Georgia; Bloomington, Illinois; Chicago, Illinois; Springfield, Illinois; Evansville, Indiana; Griffith, Indiana; Indianapolis, Indiana; Davenport, Iowa; Kansas City, Kansas; Salina, Kansas; Lexington, Kentucky; Baton Rouge, Louisiana; New Orleans, Louisiana; Shreveport, Louisiana; Kennebunk, Maine; Portland, Maine; Baltimore, Maryland; Boston, Massachusetts; Brockton, Massachusetts; Holyoke, Massachusetts; Springfield, Massachusetts; Detroit, Michigan; Flint, Michigan; Minneapolis, Minnesota; St. Paul, Minnesota; Kansas City, Missouri; St. Joseph, Missouri; Omaha, Nebraska; Camden, New Jersey; Elizabeth, New Jersey; Morristown, New Jersey; Santa Fe, New Mexico; Albany, New York; Corning, New York; Goshen, New York; Rochester, New York; Syracuse, New York; Charlotte, North Carolina; High Point, North Carolina; Raleigh, North Carolina; Research Triangle Park, North Carolina; Akron, Ohio; Cleveland, Ohio; Columbus, Ohio; Dayton, Ohio; Findlay, Ohio; Mansfield, Ohio; Toledo, Ohio; Youngstown, Ohio; Klamath Falls, Oregon; Portland, Oregon; Bethlehem, Pennsylvania; Gettysburg, Pennsylvania; Philadelphia, Pennsylvania; Pittsburgh, Pennsylvania; Pottstown, Pennsylvania; Wilkes Barre, Pennsylvania; Anderson, South Carolina; Greenville, South Carolina; Chattanooga, Tennessee; Nashville, Tennessee; Abilene, Texas; Amarillo, Texas; Austin, Texas; Dallas, Texas; Ft. Worth, Texas; Lubbock, Texas; San Antonio, Texas; Sherman, Texas; Tyler, Texas; Salt Lake Area, Utah; Alexandria, Virginia; Norfolk, Virginia; Richmond, Virginia; Everett, Washington; Longview, Washington; Spokane, Washington; Clarksville, West Virginia; Janesville, Wisconsin; Menasha, Wisconsin; Milwaukee, Wisconsin; and Wausau, Wisconsin; have been using this method.
RESOURCES

Fund Distribution Trends in the Nineties, Community Building and Fund Distribution Department, United Way of America, October 1996.

Fund Distribution Strategies, Key Issues Papers on Fund Distribution, United Way of America, 1996.


Local Council Research Survey Kit, No. 02-127, Relationships/Marketing Group, BSA.


BSA Summer Camp Outcomes Study, a study conducted by Harris Interactive, 2001 printing.

BSA Volunteer Outcomes Study, a study conducted by Harris Interactive, 2003 printing.

TO: BSA Professionals
FROM: Finance Support Division
SUBJECT: Revised and Updated United Way Reference Guide
June 2003

Here is a copy of the revised *Understanding United Way Trends to Enhance Allocation Presentations* for local councils. We encourage you to read specific areas involving United Way trends, donor choice, types of allocations, program funding, time studies, and the newest trend - outcome measures funding - which may be of particular interest to you.

This new reference guide can also be found on the Finance Support Division’s Web site at [www.fsd.org](http://www.fsd.org), under Finance Literature – United Way.

We hope that this guide will provide some additional needed support as you prepare local United Way allocation requests. We wish you the very best with your funding opportunities!