

Diocese of Youngstown Catholic Charities Corporation

Catholic Charities Affiliate Agency Relations Manual

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Diocese of Youngstown Catholic Charities Corporation (DOYCCC)
AFFILIATE AGENCY RELATIONS MANUAL
Table of Contents

Preface.....	3
A. ORGANIZATION OF BOARD OF DIRECTORS	
A.1 Affiliate Agency Board Organization.....	4
B. POLICIES REGARDING EXECUTIVE DIRECTOR	
B.1 Appointment Process.....	5
B.2 Qualifications.....	6
B.3 Accountability and Evaluation Process.....	7
B.4 Removal Process.....	8
C. ADMINISTRATIVE POLICIES	
C.1 Organizational Status Change.....	9
C.2 Expansion and Dissolution.....	10
C.3 Strategic Planning.....	11
C.4 Fiscal Operation.....	12
C.5 Eligibility Criteria for Catholic Charities Funding	13
C.6 Priorities for Use of Catholic Charities Funding	14
C.7 Personnel Policies.....	15
C.8 Service Implementation and Fees.....	16
C.9 Guidelines for Service Delivery.....	17
D. RELATIONSHIPS WITH THE DIOCESE OF YOUNGSTOWN CATHOLIC CHARITIES CORPORATION (DOYCCC)	
D.1 DOYCCC Audit, Budget & Finance Committee	18
D.2 DOYCCC Communications Policy.....	20

PREFACE

Catholic Charities extends the love and compassion of Jesus Christ to those who are poor, vulnerable, and without hope. Through tangible assistance and other essential services, Catholic Charities affirms human dignity, meets basic human needs, strengthens families, builds communities, and empowers others to transform their lives. Catholic Charities shares the mission held by Catholic Charities USA: “to provide service to people in need, to advocate for justice in social structures, and to call the entire Church and other people of good will to do the same.”

The Diocese of Youngstown Catholic Charities Corporation (hereinafter referred to as “DOYCCC”) operates synchronously with the Diocesan Office of Catholic Charities to provide leadership and financial accountability for the use of Catholic Charities’ funds.

According to the code of regulations of the DOYCCC, the Diocesan Director of Catholic Charities serves as the Secretary/Treasurer of the DOYCCC. The Vicar/Director for Social Concerns, who serves as the DOYCCC President, has delegated authority for administrative oversight of the Catholic Charities Affiliate Agencies to the Diocesan Director of Catholic Charities. Hereafter, responsibilities attributed to “Diocesan Director of Catholic Charities” have been delegated by the DOYCCC President.

The Boards of Directors of the DOYCCC and its Affiliate Agencies have adopted the *Catholic Charities USA Code of Ethics*. This document serves to guide the DOYCCC and its Affiliate Agencies in the concrete implementation of the broad moral philosophy of its mission of justice and love.

In addition, the Affiliate Agencies are required to follow the *Ethical and Religious Directives for Catholic Healthcare Services* issued by the USCCB wherever appropriate and applicable. If an Affiliate Agency is unclear regarding such guidelines it will contact the Diocesan Director of Catholic Charities for direction and guidance.

The purpose of this document on agency relations is to detail relative roles and expectations regarding the Affiliate Agencies and their relationships to the DOYCCC. Effective application of this *Catholic Charities Affiliate Agency Relations Manual* will help to ensure:

1. the maintenance of the canonical rights and responsibilities of the Diocesan Bishop, as DOYCCC Chairman
2. the affirmation of the principals of subsidiarity, collegiality and accountability through practices which respect mutuality and local autonomy
3. the fulfillment of stewardship responsibilities inherent in director and management positions
4. the execution of timely, efficient decision-making at all levels
5. the development and implementation of strong communication channels

This *Catholic Charities Affiliate Agency Relations Manual* is periodically reviewed and subject to revision as necessary.

A.1
AFFILIATE AGENCY BOARD ORGANIZATION

The DOYCCC Board of Directors consists of the Members and the Board Presidents, or designated representatives, from each of the Affiliate Agencies. The Members include the Officers of the DOYCCC: the Chairman shall be the Diocesan Bishop, or his designee; the Vice-Chairman shall be the Diocesan Vicar General; the President shall be the Diocesan Vicar/Director for Social Concerns; and the Secretary/Treasurer shall be the Diocesan Director of Catholic Charities.

Each Affiliate Agency's Executive Director and Board President, or designated representative, meets individually with the DOYCCC Members at the annual meeting of the DOYCCC Board of Directors.

In accordance with the code of regulations of the Affiliate Agencies, and subject to the reserved powers of the Diocesan Bishop, the Affiliate Agencies' Boards of Directors shall have the control and management of the affairs, business, funds and property of the Affiliate Agencies; shall determine the policies of the Affiliate Agencies; and exercise any and all authority which the Affiliate Agencies may have under the Ohio Nonprofit Corporation Law.

The Diocesan Director of Catholic Charities serves as an ex-officio, non-voting member of each Affiliate Agency's Board of Directors, and serves on their Executive Committees.

Affiliate Agency Nominating Committees shall be composed of no fewer than two (2) members of the Affiliate Agency's Board of Directors, and the Diocesan Director of Catholic Charities. The process shall be conducted in the following manner:

- Each year, the Affiliate Agency's Nominating Committee will present for approval a slate of nominees to the local Board of Directors for recommendation to the DOYCCC Board of Directors;
- The recommended slate of nominees will be provided to the DOYCCC Board of Directors for approval. All appointments to Affiliate Agencies' Boards of Directors are subject to the affirmation action of the Diocesan Bishop.
- The Diocesan Director of Catholic Charities, as the DOYCCC Secretary/Treasurer, will notify the Affiliate Agency of the appointment(s).

No paid Affiliate Agency staff member may serve as a member of the Board for that Agency.

POLICY B.1
EXECUTIVE DIRECTOR APPOINTMENT PROCESS

When an Affiliate Agency Executive Director submits his/her resignation or leaves the position for whatever reason, the President of the Agency's Board of Directors notifies the Diocesan Director of Catholic Charities. The appointment of the Executive Director of an Affiliate Agency requires action by the Agency's Board of Directors and the DOYCCC Board of Directors. As stated in the code of regulations of the Affiliate Agencies:

[Among the duties of the DOYCCC Board of Directors is] to approve the appointment of the executive director of the Affiliate Agency by the Affiliate Agency Board of Directors, within the guidelines of the *Catholic Charities Agency Relations Manual* established by the Diocese of Youngstown Catholic Charities Corporation.

The Search Committee for an Executive Director shall be composed of no less than two (2) Directors of the Affiliate Agency's Board and the Diocesan Director of Catholic Charities.

Once formed, the Search Committee:

- develops the search process, taking into consideration the needs and environment of the Affiliate Agency as well as the criteria and specifications of the Executive Director position (see Policy B.2).
- agrees on a candidate and recommends the candidate to the Affiliate Agency Board.

The Affiliate Agency Board will either select or reject the candidate. If the candidate is approved, the Affiliate Agency Board submits the candidate for approval by the DOYCCC's Board of Directors.

When a candidate has been approved by the DOYCCC's Board of Directors, the President of the Affiliate Agency Board and the Diocesan Director of Catholic Charities will:

- establish the terms of employment, including compensation for the candidate. The Affiliate Agency Board, in consultation with the Diocesan Director of Catholic Charities, will make the announcement.
- provide an orientation for the newly appointed Executive Director.

If the candidate is rejected, the search process repeats until a candidate is recommended by the Affiliate Agency Board and approved by the DOYCCC. An Interim Executive Director may be appointed at any time during the process, if necessary.

POLICY B.2
QUALIFICATIONS OF EXECUTIVE DIRECTOR

The Executive Director of an Affiliate Agency is expected to possess the following in order to be eligible for the position:

- a) a demonstrated understanding of and personal commitment to the teachings of the Catholic Church, particularly the social teachings
- b) an advanced degree from an accredited program of social work, administration, business, or other field related to the Affiliate Agency's services and mission
- c) at least five years of work experience in human services, housing, management or finance, including supervisory and administrative assignments
- d) management skills which provide the framework for responsible use of the Agency's human and financial resources, as well as an ability to coordinate the Agency's services with those provided by other community resources
- e) strong verbal and written communication skills

POLICY B.3
EXECUTIVE DIRECTOR ACCOUNTABILITY AND EVALUATION PROCESS

The Affiliate Agency Executive Director is accountable to the Agency’s Board of Directors for the “day to day” operations. The Affiliate Agency Board and the Diocesan Director of Catholic Charities will evaluate the performance of the Executive Director annually.

Accountable to the Affiliate Agency Board, the Executive Director understands and adheres to the following:

- a. The Executive Director, Affiliate Agency Board President and members of the Board will establish annual goals and objectives which correspond with the Agency’s mission and strategic plan. On at least an annual basis, the Executive Director will provide a report on the progress toward the completion of the established goals.
- b. The Executive Director will communicate regularly with the Diocesan Director of Catholic Charities to review regional activities, and to assure consistency of activities with Catholic social teaching and values. Additionally, the Executive Director will attend Catholic Charities Affiliate Agency Directors’ meetings facilitated by the Diocesan Director of Catholic Charities as scheduled.
- c. The Affiliate Agency Board of Directors provides time and funds for the Executive Director to participate in events, training, and discussions facilitated by the Catholic Conference of Ohio, Catholic Charities USA, and other applicable organizations.
- d. The Affiliate Agency Board of Directors, through an appropriate committee consisting of Board members and the Diocesan Director of Catholic Charities is responsible for providing an annual performance evaluation of the Executive Director according to an approved process and timetable. The annual performance evaluation will be based upon the Executive Director’s accomplishment of pre-established annual goals and objectives.

Through the above accountability mechanisms, the Affiliate Agency Board President, the Agency Board of Directors and the Diocesan Director of Catholic Charities will evaluate performance for the Affiliate Agency’s Executive Director and determine any increase in compensation.

POLICY B.4
EXECUTIVE DIRECTOR REMOVAL PROCESS

The removal of the Executive Director may require action by the Affiliate Agency's Board of Directors and, by virtue of the Affiliate Agency's code of regulations, the affirmation action of the Diocesan Bishop. The Agency's Board of Directors or the DOYCCC Board of Directors can initiate the removal of the Executive Director. Documentation and serious consideration must be provided before recommending the removal of an Executive Director. The final decision to remove an Affiliate Agency's Executive Director is subject to the affirmation action of the Diocesan Bishop.

Process for removing an Affiliate Agency's Executive Director:

When the Affiliate Agency's Board of Directors initiates the removal, the Agency Board President will appoint a committee consisting of three (3) Agency Board members and the Diocesan Director of Catholic Charities. After conducting a formal investigation, the committee will provide a recommendation to the Affiliate Agency Board of Directors. The Agency Board of Directors, with assistance from the investigative committee, will take action on the recommendation. If the action is removal, the affirmation action of the Diocesan Bishop must be obtained.

When the DOYCCC Board of Directors initiates the removal, the DOYCCC Members conduct a formal investigation, which may result in a removal decision. Members shall involve the Affiliate Agency Board President in the process. A removal recommendation is subject to the affirmation action of the DOYCCC Chairman.

The Diocesan Bishop maintains the power to remove the Executive Director with or without cause, as stated in the code of regulations of the Affiliate Agency, and with or without influence from members of the Agency Board.

POLICY C.1
ORGANIZATIONAL STATUS CHANGE

In accordance with the Affiliate Agency code of regulations, any form of organizational change will require review and approval by the DOYCCC Board of Directors, and is subject to the affirmation action of the DOYCCC Chairman. Organizational changes are defined as changes which

- a. have a material impact on the philosophy, mission and/or values of Catholic Charities;
- b. propose to amend, alter, modify, suspend or repeal the Affiliate Agency's articles of incorporation, constitution, or code of regulations;
- c. include merger, joint venture, the creation of a new governance structure, or the affiliation of the DOYCCC or its Affiliate Agencies with any other organization in light of Chapter 6 of the *Ethical and Religious Directives for Health Care Services*;
- d. involve the expenditure of any corporate funds in excess of \$250,000.00 and/or the sale, mortgage or encumbrance of any real property of the Affiliate Agency.

When an Affiliate Agency first enters into formal discussion about an organizational status change, the Agency Executive Director and Board of Directors determine whether or not the change meets one of the four (4) conditions requiring the affirmation action of the Diocesan Bishop. If the change does meet one of the conditions, the Executive Director will contact the Diocesan Director of Catholic Charities to explain the proposed change and the reasons for notification. The Diocesan Director of Catholic Charities consults with the Executive Director and Agency Board of Directors on due diligence to create a clear case for the necessity of the organizational status change. The Diocesan Director of Catholic Charities then forwards the status change request to the DOYCCC Board of Directors for consideration and recommendation to the Diocesan Bishop for his affirmation action.

If, after reviewing the case for the organizational status change, the DOYCCC Board of Directors or Diocesan Bishop determines that the proposed change threatens the integrity or reputation of the Affiliate Agency, the DOYCCC, Catholic Charities or the Diocese of Youngstown, the DOYCCC Board of Directors will provide notification of such determination, along with an explanation. After such notification is given, the Affiliate Agency is expected to terminate further discussion regarding the proposed change. Should alterations to the original plan for change be made, the Affiliate Agency is expected to repeat the notification process outlined above.

POLICY C.2
EXPANSION AND DISSOLUTION

Expansion:

The DOYCCC has delegated to the Affiliate Agency Board of Directors the authority to establish new programs/ministries and service sites. The Diocesan Director of Catholic Charities, as an ex-officio member of each Affiliate Agency's Board of Directors, stays abreast of such expansion efforts and may participate in planning process.

Dissolution

Upon dissolution, the Affiliate Agency is to adhere to the policy on "Distribution on Dissolution" outlined in the Agency's code of regulations.

POLICY C.3 STRATEGIC PLANNING

The Affiliate Agency's Board of Directors is responsible for facilitating discussion of strategic planning at the local level. Input from the Diocesan Director of Catholic Charities is required as well to ensure that the Agency's plan parallels the overall goals, mission, philosophy and priorities of the DOYCCC.

- a. At least every four (4) years, the Affiliate Agency's Board of Directors will conduct a strategic planning process that sets forth goals and objectives in the following areas:
 - Catholic Identity: embodiment of an environment and culture that represents and respects the connection between the Affiliate Agency and the Catholic Church
 - Integrity: assurance that the Agency's ministries and services respect the dignity of the client; are delivered in a manner consistent with Catholic Social Teaching; and are relevant to the needs of the community
 - Stewardship: maximization of service impact and operational efficiency through just and prudent financial and human resource practices
- b. Following the Affiliate Agency's Board of Directors' approval, a copy of the strategic plan is submitted to the Diocesan Director of Catholic Charities.
- c. On a periodic basis, the Affiliate Agency's Executive Director will update the Agency's Board regarding the progress of goals outlined in the Strategic Plan.

POLICY C.4 FISCAL OPERATION

The DOYCCC allocates funds from the diocesan Bishop's Appeal to the Affiliate Agencies on an annual basis, and may, at its discretion, make other Catholic Charities funding available to meet current needs and/or to initiate new ministries or services. Ensuring consistency with the mission of Catholic Charities and the teachings of the Catholic Church, the Affiliate Agencies are expected to secure additional revenue from public and private sources to fully fund their operations.

The DOYCCC encourages the Affiliate Agencies to maintain fund reserve balances of no more than 10% of their total operating budgets. Affiliate Agencies with access to significant reserve funds are advised to develop a spending plan to avoid the accumulation of assets at the expense of service to those in need. The DOYCCC reserves the right to decrease any Affiliate Agency's annual allocation when the Agency has sufficient funding resources to meet its budget requirements.

An Affiliate Agency of the DOYCCC, as a separately incorporated institution, is expected to employ responsible and prudent fiscal management practices. All Affiliate Agencies are expected to adopt the *Catholic Charities Fiscal Policies*, for local use. The Agency shall have no history of consistently operating deficits, nor shall it project, for the current or subsequent years, an operating deficit.

Additionally, all Affiliate Agency fiscal staff are expected to be trained in Blackbaud's *The Financial Edge*, utilizing this web-hosted software program to maintain the Agency's financial information and to generate reports for the DOYCCC.

In order to garner financial support from the DOYCCC, each Affiliate Agency must be able to demonstrate its ability to provide one or more services that are a substantial benefit to the residents of the Diocese of Youngstown, and a potential to maintain financial stability by leveraging additional support from funding sources other than the DOYCCC.

Affiliate Agencies are expected to implement and practice:

- a. financial management procedures and appropriate internal controls, which comply with Generally Accepted Accounting Principles (GAAP)
- b. submission of monthly financial statements to the DOYCCC which reflect the complete and accurate financial condition of the Affiliate Agency.
- c. submission of a proposed budget, including supporting documentation as requested, and other financial reports to the DOYCCC according to the established procedures and deadlines (ref. Policy D.1)
- d. management and general administrative expenses limited to 25 percent or less of an Agency's operating expenses as verified by audit

POLICY C.5
ELIGIBILITY CRITERIA FOR CATHOLIC CHARITIES FUNDING

Affiliate Agencies are required to obtain/maintain the following documents in order to receive funding from Catholic Charities:

a. **Code of Regulations**

The Affiliate Agency shall have a code of regulations that clearly define the Agency's purpose, objectives, duties, authority and the responsibilities of its governing Board of Directors. Additionally, the Agency's code of regulations must reflect the reserved powers of the Diocesan Bishop.

b. **Articles of Incorporation and Tax Exempt Status -- Federal and State**

The Affiliate Agency shall be incorporated, not-for-profit, voluntary, exempt from federal income tax under Section 501 © (3) of the Internal Revenue Code, and in compliance with governmental regulations and reporting requirements by:

- * filing an annual not-for-profit corporation registration
- * obtaining any necessary state sales and use tax exemption
- * complying with applicable nonprofit requirements established by the Ohio Attorney General and maintaining good standing with the Ohio Secretary of State
- * completing, submitting and publishing IRS Form 990 electronically for public access

c. **Non-Discrimination Policy and Affirmative Action Statement**

The Affiliate Agency shall maintain an affirmative action statement and shall operate, by policy and practice, without discrimination based on race, color, religion, gender, national origin (ancestry) military status (past, present or future), veteran status, disability, age (40 years of age or older), sex (including sexual harassment), sexual orientation, genetic information, or any other class protected by law, except as permitted by Federal, State or local laws, rules and regulations applicable specifically to clerical and religious personnel. This shall be true in all respects of the Agency's operations, including service to people.

d. **Necessary Program Licenses or Certification**

The Affiliate Agency shall maintain current licenses or certifications as required for its services. Qualified professional staff adequate to provide such services shall be employed. Whenever possible, the Agency, as an Affiliate of the DOYCCC, is encouraged to cooperate with other diocesan-Affiliated Agencies and institutions to provide services under a single licensure, ensuring uniformity of service and cost effectiveness.

e. **Certified Financial Audit**

The Affiliate Agency shall annually obtain an accrual-based financial audit, consistent with Generally Accepted Accounting Principles (GAAP), prepared by an independent certified public accountant. Audits shall be in conformance with the appropriate American Institute of CPAs (AICPA) audit guide. The Affiliate Agency shall submit the audit and management letter, along with a copy of IRS Form 990 to the DOYCCC on an annual basis.

POLICY C.6
PRIORITIES FOR THE USE OF CATHOLIC CHARITIES FUNDS

Catholic Charities extends the love and compassion of Jesus Christ to those who are poor, vulnerable, and without hope. Through tangible assistance and other essential services, Catholic Charities affirms human dignity, meets basic human needs, strengthen families, builds communities, and empowers others to transform their lives.

Rooted in the Diocese of Youngstown mission “to minister to the people in the six counties of Northeastern Ohio (and) to the world community,” Catholic Charities shares the mission held by Catholic Charities USA: to provide service to people in need, to advocate for justice in social structures and to call the entire Church and other people of good will to do the same.

The work of Catholic Charities is rooted in and inspired by Matthew 25: 37-40:

Then the just will ask him: ‘Lord, when did we see you hungry and feed you or see you thirsty and give you drink? When did we welcome you away from home or clothe you in your nakedness? When did we visit you when you were ill or in prison?’

The king will answer them: ‘I assure you, as often you did it for one of my least brothers, you did it for me.’

Funds allocated to the Catholic Charities Affiliate Agencies from the DOYCCC support ministries and services that affirm human dignity, meet basic human needs, strengthen families, build communities, and empower others to transform their lives.

POLICY C.7
PERSONNEL POLICIES

The Affiliate Agencies adopt uniform personnel policies to ensure consistency. The DOYCCC will facilitate a periodic review of the Affiliate Agencies' personnel policies to assure that they meet current human resource requirements. If the Affiliate Agencies are deficient, it is the responsibility of the Diocesan Director of Catholic Charities, with the Affiliate Agencies' Boards of Directors and staff, to bring policies into compliance. The DOYCCC monitors changes in laws and regulations, and consults with diocesan legal counsel and other professional resources to revise policies for the Affiliate Agencies when appropriate.

Affiliate Agency personnel policies will comply with all federal, state and local requirements, and reflect the influence of Catholic social teaching and social justice to ensure fair and equitable treatment for all employees. Policies are to be consistent with currently accepted, progressive human resources practices, and conducive to healthy, productive employer/employee relationships.

POLICY C.8
SERVICE IMPLEMENTATION & FEES

Consistent with their shared Code of Ethics, the Affiliate Agencies will consider the following principles of Catholic Social Teaching in the development and implementation of its programs:

- * Human Dignity
- * Common Good
- * Subsidiarity
- * Solidarity with the Poor

The core value employed by the DOYCCC and its Affiliate Agencies is hospitality, recognizing that truth, freedom, justice and love also provide the foundation for client relations and general Agency operations.

Affiliate Agency ministries and services shall be provided in accordance with the following guidelines:

- a. The Agency shall provide services that address one or more demonstrated needs existing within the Diocese of Youngstown service area.
- b. The Agency shall provide services to persons who either live or work within the Diocese of Youngstown.
- c. Ministries and services should not duplicate the efforts of existing community agencies, except when necessary and appropriate
- d. Ministries and services should affirm human dignity, meet basic human needs, strengthen families, build communities, and empower others to transform their lives.
- e. Quarterly progress reports in the form of statistics must be submitted to the Diocesan Director of Catholic Charities. Continued funding is contingent upon the timely submission of such materials.

FEES

An Affiliate Agency, as a direct service provider, shall maintain and update a sliding fee schedule when applicable. However, service should never be denied solely due to inability to pay.

In order to contain expenses, Affiliate Agencies are expected to take the necessary measures to collect the fees owed to it, keeping in mind the virtues of Christian compassion and social justice.

POLICY C.9
GUIDELINES FOR SERVICE DELIVERY

The DOYCCC and its Affiliate Agencies are committed to affirming human dignity, meeting basic human needs, strengthening families, building communities, and empowering others to transform their lives.

Affiliate Agencies funded by the DOYCCC will assure that

1. clients are given timely appointments and that the disposition of the request is expedited.
2. referrals from Catholic priests or parish staffs are given top priority. An Agency staff member is expected to provide feedback to the referring party, respecting the confidentiality of the client.
3. a process for recognizing and dealing with emergency situations that require immediate attention is implemented
4. clients requesting services not provided by the Agency will be given the knowledge of and access to other resources in the community.
5. staff have the information the necessary to handle requests for assistance in a timely manner.
6. staff is provided with a background in Catholic social teaching and the Catholic Charities tradition in social service.
7. staff recognizes the high priority of basic needs assistance and its relationship to the essence of Catholic Charities' "preferential option for the poor."
8. assistance is offered on a regular basis.
9. a holistic approach to dealing with families in crisis is promoted.

The Affiliate Agencies will also act as conveners in their respective communities to help ensure the best use of community resources among providers of services to the poor.

POLICY D.1
DOYCCC AUDIT, BUDGET & FINANCE COMMITTEE

The responsibility of the DOYCCC Audit, Budget & Finance Committee is to oversee the financial affairs of DOYCCC, which includes the process of allocating funds to the Affiliate Agencies. The annual budget process for the DOYCCC Affiliate Agencies is as follows:

August

The DOYCCC initiates the budget process for the upcoming year. Typical items requested from Affiliate Agencies for budget consideration include:

1. Affiliate Agency Budget Summary (template provided)
2. Ministry Planning Form – one for each ministry (template provided)
3. List of pending/anticipated grants impacting the Agency’s funding for the subsequent year
4. Agency Cash Accounts Worksheet (template provided)
5. Personnel Worksheet (template provided)
6. Board of Directors roster for the current year
7. Most current financial audit
8. Most current IRS Form 990
9. Combined and individual ministry income statements (instructions for presentation of information to be provided)
10. Balance sheet with detail (instructions for presentation of information to be provided)

Other documents or materials may also be requested by the DOYCCC as part of the Affiliate Agency budget packet.

September

Preliminary total budget summaries are due back to the DOYCCC. Instructions for submission are provided by the Diocesan Director of Catholic Charities.

Affiliate Agency Directors meet individually with the Diocesan Director of Catholic Charities and the Diocesan Director for Social Concerns to discuss proposed budget and request to DOYCCC.

October

Completed budget packets are due.

Affiliate Agencies participate in budget hearings with the DOYCCC Audit, Budget & Finance Committee. Included in the budget hearings are the Affiliate Agency Executive Director, one Affiliate Agency Board member (optional), members of the DOYCCC Audit, Budget & Finance Committee, the Diocesan Director of Catholic Charities, and the Diocesan Director for Social Concerns.

At the budget hearing, the Affiliate Agency Executive Director, along with the Board representative, if applicable, presents a summary of their Agency’s proposed budget, referencing changes between the current year’s budget and the proposed budget. Following the presentation, the Agency Executive Director and Board representative address questions from the Committee.

When all Affiliate Agencies have presented their budgets, the DOYCCC Audit, Budget, & Finance Committee determines allocation recommendations for approval by the Members of the DOYCCC at their Annual Meeting,

November

Affiliate Agency budgets are presented for approval at the DOYCCC Annual Meeting.

January

Diocesan Director of Catholic Charities notifies the Affiliate Agencies by email and U. S. Mail of their allocation for the new year.

The DOYCCC reserves the right to amend the Affiliate Agency budget process, as well as postpone or suspend the budget hearing process, at its discretion.

POLICY D.2

DOYCCC COMMUNICATIONS POLICY

The DOYCCC and its Affiliate Agencies embrace opportunities to publicize the positive impact of their ministries and services on the various communities in the Diocese of Youngstown. Press releases may cover such topics as new contracts, services, and locations; board appointments; agency awards and recognitions; staff appointments and recognitions; and special events. Such external communications should be coordinated in a manner that avoids duplication when more than one Affiliate Agency and/or the DOYCCC are the subject of the press release.

General Information:

Media communications and the issuance of press releases will be generated by Catholic Charities' Affiliate Agencies at the local level and by the DOYCCC at the diocesan level. The DOYCCC can provide assistance to Agencies in disseminating information to the media at the local level, as well as regionally and nationally, if requested. At times the initiation of a local press release may come from the DOYCCC in full cooperation with the Affiliate Agency/Agencies.

Copies of Affiliate Agency press releases, published news articles or announcements should be shared with the DOYCCC via email, fax transmission, mail or other means in a timely fashion. Likewise, the DOYCCC will share its press releases, published news articles or announcements with its Affiliate Agencies.

Each Affiliate Agency is expected to have a designated spokesperson for communication with the media, as well as a contingency plan in the event the spokesperson is unavailable.

Affiliate Agencies are to refer any inquiries pertaining to issues concerning the DOYCCC to the Diocesan Director of Catholic Charities.

Special Assistance:

The DOYCCC offers the Affiliate Agencies special assistance with any matters concerning media, communications, issuance of press releases, and other public relations functions if requested.

Strategic Communications Plan:

The Affiliate Agencies are expected to use the Strategic Communications Plan developed by the DOYCCC as a foundation for their own communications and public relations efforts, in order to maintain consistency in terms of branding and messaging throughout the six counties of the diocese.