

Attachment H. S.M.A.R.T. Community Improvement Goal Grant Process

Purpose: Define the Salina Area United Way investment process for deciding how community resources will be distributed to certified community partners.

Intent: During 2009 the United Way has completed an extensive self-assessment and review of past strategic plans. As a result, the Salina Area United Way organizational focus is to be a leadership organization working for lasting change for the common good of all living in the Salina area. This is not a new decision. The Salina Area United Way is committed to being a Community Impact United Way in 2005 and has continued with this goal, despite some organizational setbacks. Paramount to Salina's Community Impact journey is the need for meaningful and measurable results which improve lives and strengthen the Salina community.

2010 and 2011 are intended to be a transition period to a much smarter and improved Community Investment process. Salina Area United Way cannot emphasize enough the importance of this process in preparation for 2012 funding decisions. This process is intended to provide Salina area community a chance to discuss and dialogue about how best to invest Salina Area United Way grant funds. Salina Area United Way wants to be as flexible and helpful as possible in deciding what and how best to fund Certified Partner community improvements in 2010, 2011 and beyond.

Goals:

- Salina Area United Way Board of Directors has agreed to a much more focused and streamlined application process.
- This is an opportunity for continued partnership and collaboration as we all LIVE UNITED to focus on community outcome measures.

Policies: This transition will be implemented as follows:

- All grants will be awarded at 90% of the percentage of available resources for 2010 and 2011 on the condition that applicants maintain %Complete+Certified Partner Status, and that applicants promise to complete a Combined Federal Campaign Application in January 2010 and 2011.
- Applicants interested in receiving the remaining 10% of the available funding for 2010, will be given an opportunity to submit a revised S.M.A.R.T. Improvement Goal application with goals and actions steps that demonstrate how in the future they will provide meaningful and measurable improvement in Salina in the areas of education, financial stability, and health.
- Applicants interested in receiving the remaining 10% of the available funding for 2011, will demonstrate meaningful and measurable progress on their 2010 S.M.A.R.T. Improvement Goal application. This progress will document actions taken and any changes in plans to improve Salina by addressing an identified need or issue related to topics of education, financial stability, and health.
- Starting in 2012, Investment grants will be awarded at 90% of each partners percentage of available resources on the condition that applicants maintain %Complete+Certified Partner Status, maintain a current Investment Agreement, submit an annual Combined Federal Campaign Application, provide required reports and continue to demonstrate meaningful and measurable progress on Community S.M.A.R.T. Improvement Goals. All community partners will have the opportunity to compete, based on experience and expertise, for the remaining 10% of available resources as part of a Community Impact Transformation Initiative (RFP) established through the United Priority Community Engagement process.

Process

1. The Salina Area United Way Board will establish the terms for the Community Investment Agreement at least two months before the end of the current Grant.
2. The Executive Director of the United Way will send a letter to each Certified Partner, Executive Director and Board President with a copy of the Investment Agreement and a summary of changes and time frames for when the signed agreement is to be returned to the United Way.
3. 2010 and 2011 Investment Grants amounts will be calculated using percentage on 2009 investment funding for resources available for Community Investment from fundraising efforts. 2010 and 2011 investment grants will be determined by the percentages on the attached summary page by organization, priority topic and program name.
4. Salina area United Way Board of directors will evaluate fundraising results, organizational reserves and the general regional economy to determine community resources available for funding by priority topics
5. If Salina area community does not donate as much as previous years, the United Way board has decided to reduce all expenses by a percentage across the board. This will include an across the board reduction in administrative expenses and investment funds.
6. For the first quarter of the year or until the time the Salina Area United Way board decides how community resources will be invested, Certified Partners in good standing will be funded at 85% of previous year's investment grant.
7. The Salina Area United Way board will make a final budget decision for each calendar year at the March Board meeting. Results of this decision will be communicated to each Certified Partner as soon as possible.
8. Community volunteers will review S.M.A.R.T. Improvement Goal Grant Applications in four steps. Volunteers will be recruited based on expertise and experience in quality and outcome measurement. Volunteers will be trained in application review guidelines and criteria incorporated in the S.M.A.R.T. Improvement Goal Application form. Volunteers will work together in teams to standardize review and consistent evaluation of improvement goals to achieve meaningful and measurable results by United Priority topics of Education, Financial Stability and Health.
9. After each step, Certified Partners will be given feedback from community volunteers and an opportunity to provide additional information, clarify questions and revise grant requests to establish shared intent, mutual respect, and mission agreement. Certified Partners will have flexibility in completing the process early. Ideally final agreement on Improvement Goals will be completed by June 1.

Goal Process Steps	Target Date
Step 1. Assess Volume by Priority Topic	2/15
Step 2. Identify a Priority Topic and Target Issue to Improve in 2010 and 2011 This means we have 30 days to review and approve before they can move on to step 3.	3/1
Step 3. Describe S.M.A.R.T. Goal Actions to Improve the Salina Community	4/1
Step 4. Describe the Value of S.M.A.R.T. Goal Actions to Improve the Salina Community	5/1
S.M.A.R.T. Improvement and Agency Budget	5/1

This process is intended to provide partners, United Way and the Salina area community a chance to discuss and dialogue about how best to invest Salina Area United Way grant funds. United Way

wants to be as flexible and as helpful as possible to partner organization in deciding what and how best to fund community improvements in 2010, 2011 and beyond.

10. United Priority Improvement Goal Team members will make recommendations to the United Priority Cabinet. The United Priority Cabinet will review each team's findings and make a final recommendation to the United Way Board of Directors for final distribution of the Community Investment Grant Fund dollars from the annual United Way Campaign.
11. Adjustments in funding will be calculated by United Way staff for the remaining months of the year. Revised funding amounts will start July 1, if a signed copy of the Investment Agreement, Agreement on S.M.A.R.T. Improvement Goals and required reports has been returned to the United Way

2010 and 2011 investment grants will be determined by the following percentages

AGENCY	New UNITED PRIORITY AREA	PROGRAM	% of Investment Funds	Base Allocation w/ Satisfactory CFC Application	S.M.A.R.T. Improvement Application
American Red Cross	Health	Health & Education Services	1%	90%	10%
American Red Cross	Financial Stability	Armed Forces Emergency Services	2.5%	90%	10%
American Red Cross	Financial Stability	Disaster Services	5.7%	90%	10%
American Red Cross Total			9.3%		
Ashby House	Financial Stability	Shelter/Life skills	4.2%	90%	10%
Big Brothers Big Sisters	Education	Mentoring	5.5%	90%	10%
Boy Scouts	Education	Youth Development, Outreach & Mentoring	5%	90%	10%
CAPS	Education	Parenting Education/Support	2.5%	90%	10%
CAPS	Education	Family Mentoring	3.8%	90%	10%
CAPS Total			6.2%		
Catholic Charities	Health	Counseling	1%	90%	10%
Catholic Charities	Financial Stability	Immigrant & Assimilation Services	2.4%	90%	10%
Catholic Charities Total			3.5%		
CKF	Health	Counseling Center	6.4%	90%	10%
DVACK	Financial Stability	Emergency Shelter, Counseling & Education	9.8%	90%	10%
Girl Scouts	Education	Girl Scout Program	2.4%	90%	10%
Kansas Legal Services	Financial Stability	Domestic Violence Program	2.1%	90%	10%
Martin Luther King, Jr. CDC	Education	Early Childhood Care & Education	5.9%	90%	10%
Salina Child Care Association	Education	Early Childhood Care & Education	9.2%	90%	10%
SALINA Family HealthCARE	Health	Health Clinic	5.1%	90%	10%
Salina Family YMCA	Education	School Aged Child Care	2.1%	90%	10%
Salina Family YMCA	Education	Early Childhood Care & Education	3.3%	90%	10%
Salina Family YMCA	Education	Camp Swat	1.4%	90%	10%
Salina Family YMCA Total			6.8%		
The Salvation Army	Education	After School Program	2.4%	90%	10%
The Salvation Army	Financial Stability	Christmas Fund	0.2%	90%	10%
The Salvation Army	Financial Stability	Emergency Family Assistance	5.7%	90%	10%
The Salvation Army Total			8.3%		
The Volunteer Connection	Financial Stability	Volunteer Mobilization	5.8%	90%	10%
United Cerebral Palsy	Health	Family Support Services for Salina Area	3.8%	90%	10%
Veridian Behavioral Health	Health	Counseling	0.6%	90%	10%
Grand Total			100%		