United Way of Central Iowa

FY18 Investment Process

December 2016

Purpose & Agenda

- Highlight key steps to completing your investment reapplication for FY18

UWCI Goals & Framework
Program Assessment Elements
Financials
Program Presentation Tips
Timeline & Additional Trainings/ Study Hall
Instructions for Website & Supporting Documents

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EDUCATION

GOAL FOR 2020

Increase the percentage of Central Iowa students who graduate from high school from 83.4% (2008) to 95.0% by 2020.

INCOME

GOAL FOR 2020

Increase the percentage of Central Iowans who are financially self-sufficient from 68.4% (2008) to 75% by 2020.

HEALTH

GOAL FOR 2020

Increase the Well-Being Index score from 61.5 (2014) to 64.5 by 2020*

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Community Data

Education Dashboard

Export | Options | Edit

Education Dashboard

	Time Period	Actual Value	Benchmark	Baseline % Change
R EDUCATION GOAL: All youth are ready for college, work and life				
I OPP Percent of Youth that graduate from high school-five year	FY 2014	93.2%	95.0%	12% ↑

Income Dashboard

Export | Options | Edit

Income Dashboard

	Time Period	Actual Value	Benchmark	Baseline % Change
R INCOME GOAL: All families are economically self sufficient				
I Percent of individuals in Central Iowa who are financially self sufficient	FY 2014	65.3%	64.8%	-4% ↓

Health Dashboard

Export | Options | Edit

Health Dashboard

	Time Period	Actual Value	Benchmark	Baseline % Change
R HEALTH GOAL: Increase the Well-Being Index Score from 61.5 in 2014 to 64.5 by 2020				
I Well-Being Index	FY 2015	62.60	64.50	2% ↑

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United Way Goals and Framework: Strategy Maps

- Framework outlines the UWCI goal, indicators, results, strategies and some universal performance measures
- Each strategy map shows the defined elements to highlight the whole framework
- References the research related to the strategy/result
- Performance measures are listed by strategy
- Most important performance measures tell us whether program participants are better off
- Strategy map is not inclusive of all performance measures that are reported by UWCI funded programs
- Excellent document to share with your board

United Way Goals and Framework: Results Scorecard

- Web-based data collection and evaluation tool for program performance measures and community indicators, developed by Results Leadership Group, based upon Mark Friedman's results-based accountability framework
- UWCI funded programs have a Scorecard with identified TARGET MEASURE(s) (percent) on which programs are evaluated
- Funded partners are encouraged to engage in *Turn the Curve* exercises (whenever data is input) to evaluate work and complete Results Scorecard qualitative information – for help, contact UWCI staff
- UWCI's website contains a snapshot of the aggregate measures in Education, Income, and Health to publicly communicate what and how change is happening in the community
- UWCI uses Scorecard to evaluate if strategies and programs turn the curve at the community level
- UWCI uses Scorecard information to describe impact to the community, donors and to attract new donors

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Data Integrity

1. Data Integrity means reporting only accurate data
2. Do not DUPLICATE data when reporting
   - First reporting period is all clients you are currently working with including those that may be in the program prior to July 1.
   - Second reporting period and all others(if reporting quarterly), is reporting only new clients
   - Outcome measure should be equal to, or less than number served
3. All programs will see 2 new performance measures that ANNUALIZE the numerator and denominator of the TARGET MEASURE(s)
4. All TARGET MEASURES will be ANNUALIZED
   - If a TARGET MEASURE is over 100%, please double check the accuracy and/or be prepared to explain during the presentation with the Cabinets

Investment Process Information: Program Assessment Elements

FY18 UWCI Investment Process - Program Assessment Elements

Accountability (9% of total points)

1	Agency attended quarterly Agency Director's Meetings
2	Program data was submitted on time

Program Description (18% of total points)

	What We Do - **Program description under "What We Do" includes:**
3	Brief description of the agency, specific to Central Iowa if part of a larger entity
4	Provide a clear and concise description of how the UWCI funded program operates
5	Specific information about how UWCI funds are used in program (what services UWCI supports)
6	Description of how services are delivered, emphasizing best practices to meet the clients' needs
	Who We Serve - **Program description under "Who We Serve" includes:**
7	Description of the population, including underserved (low income, special needs, refugees & immigrants, ex-offender, etc.) served by the UWCI funded program, including eligibility criteria and geographic location (county, high risk neighborhoods, etc.)
	How We Impact* - **Program description under "How We Impact" includes:**
8	Description of how program is contributing to meeting the Community Goals in Education, Income or Health
9	Description of how program is impacting the UWCI strategy through which the program is funded
	Success Story
10	Success Story related to UWCI investments is provided (see Components of a Success Story handout)
11	UWCI Release Form is provided for the Success Story

Results Accountability/Program Performance (73% of total points)

	Performance Measures* - **Based on review of the data in the Scorecard snapshot and trend lines reviewed:**
12	The Target Measure(s) is/are maintaining or trending in the right direction, from the baseline
13	The Target Measure(s) appears to be on track towards meeting benchmark for 2020
	Story Behind the Curve
14	Description of the trend(s) that help tell the story, including explanation of variances in numbers and causative factors
15	Description of what the program is currently doing to have successful outcomes for the clients served
16	Description of how benchmarking process has stretched the capacity of the UWCI funded program
17	Description of research and/or best practices that is *currently used* to guide the structure and delivery of the UWCI funded program
	Partners
18	Description of partners and/or collaborations that are helping, or can help, in turning the curve, including existing and potential partnerships
19	Description of partners and the role they play in turning the curve or meeting benchmarks
20	Description of leveraged resources for the funded program, including volunteer hours, match dollars and/or other funding sources
	What Works (what you've learned and what enhancements you could make)
21	Description of research/best practice that if applied in the future, could help the program get better results, faster, for clients served
22	Description of program strategies/activities that could work to turn the curve faster on the targeted measure(s), including those identified through the benchmark process
23	Description of volunteer and advocacy efforts (local or national) that could help enhance the work the program is doing in the community, including how UWCI can assist
	Action Plan*
24	From actions described under 'What Works', describe specific, data driven actions and/or program improvements the program will take within the next year (short-term) to reach successful outcomes for clients
25	From actions described under 'What Works', describe specific, data driven actions and/or program improvements the program will take within the next 3-5 years (long-term) to reach successful outcomes for clients
26	From the Action Plan, identify and describe low cost or no cost solutions that could be utilized to fulfill the action plan
27	If additional resources are required to fulfill the Action Plan, describe what steps the program will take to acquire these resources

* Considered key and are weighted to reflect this level of importance.

- A listing of the elements on which each program will be scored by the Cabinet volunteers
- Language represents how the volunteers will score the program
- Follows the Results Based Accountability framework
- Relies mainly on Results Scorecard data and Turn the Curve qualitative and updated information
- Use these elements to guide written information
- The volunteers will review the data and narratives <u>directly</u> from Scorecard

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FY17 Volunteer Feedback

Use the volunteer feedback to aid in completing your report

Color Ratings, Volunteer Reccommendations & Feedback

for FY17 Investments

AGENCY NAME
Financial Assessment: Green

Program:
Strategy: Education Strategy 2.2: Provide quality and engaging out-of-school opportunities for elementary school students that reinforce and enhance academic & social/ emotional learning

What We Do	Who We Serve	How We Impact	Success Story	Program Description	Performance Measures	Story Behind the Curve	Partners	What Works	Action Plan	Results Accountability / Program Performance	Total Overall Score

FY 16 Investment	FY 17 Investment

Volunteer Feedback:
- Annualize measures
- Increase communication and collaboration between literacy coaches and program staff
- Include a breakdown of demographic data of students; what is being done to prepare for diversity growth
- Outreach to refugee population – remove barriers such as transportation - specific Action Plan
- Breakdown on budget (by sites)

KEY:	
	Meets and/ or exceeds expectations
SFM	Strategic Funding Model
	Room for improvement
	Does not meet expectations
* For details and more information on the color rankings, please visit our website: http://www.unitedwaydm.org/funded-program-toolkit under 'other resources'	

Accountability (9% of total points)

This section is pre-scored

1	Agency attended quarterly Agency Director’s Meetings
2	Program data was submitted on time

Program Description (18% of total points)

What We Do

3	Brief description of the agency, specific to Central Iowa if part of a larger entity
4	A clear and concise description of how the UWCI funded program operates
5	Specific information about how UWCI funds are used in program (what services UWCI supports)
6	Description of how services are delivered, emphasizing best practices to meet the clients’ needs

Who We Serve

7	Description of the population, including underserved (low income, special needs, refugees & immigrants, ex-offender, etc.) served by the UWCI funded program, including eligibility criteria and geographic location (county, high risk neighborhoods, etc.)

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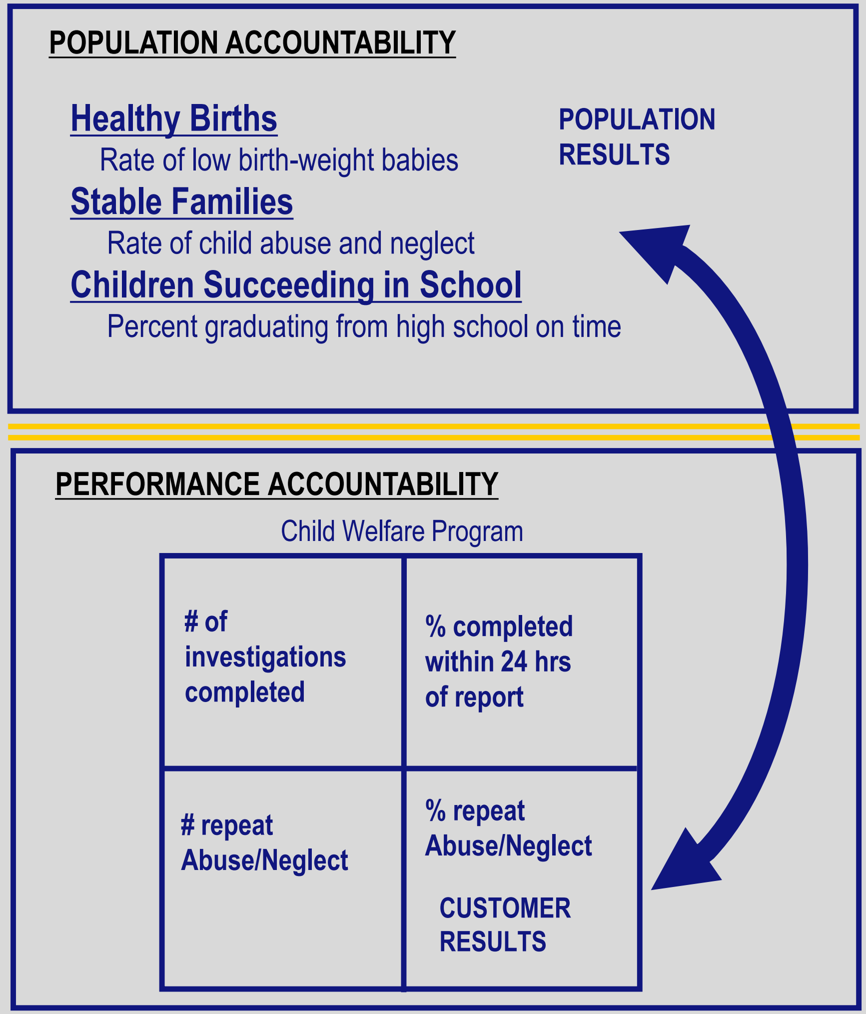
Program Description, continued

How We Impact

8	Description of how program is contributing to meeting the Community Goals in Education, Income or Health
9	Description of how program is impacting the UWCI strategy under which the program is funded



Program Description, continued

Success Story

10	Success Story related to UWCI investments is provided (see Components of a Success Story handout)
11	UWCI Release Form is provided for the Success Story

- 7 Success Story Components are listed on your handout
- UWCI Release Form needs to be updated each year using this naming convention: Agency_program_FY18
  (ex. Oakridge_BeReal_FY18)

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Results Accountability/Program Performance (73% of total points)

Performance Measures
This section is pre-calculated

12	The Target Measure(s) is/are maintaining or trending in the right direction, from the baseline
13	The Target Measure(s) appears to be on track towards meeting benchmark for 2020

It is very important that the historical data for your performance measures is entered as soon as possible.

If you have questions about your data on the Scorecard – it is <u>your</u> responsibility to contact your data lead to get those questions resolved *well in advance* of the submission date.

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Results Accountability/Program Performance, continued

Story Behind the Curve

14	Description of the trend(s) that help tell the story, including explanation of variances in numbers and causative factors
15	Description of what the program is currently doing to have successful outcomes for the clients served
16	Description of how benchmarking process has stretched the capacity of the UWCI funded program
17	Description of research and/or best practices that is *currently used* to guide the structure and delivery of the UWCI funded program

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Results Accountability/Program Performance, continued

Partners

18	Description of partners and/or collaborations that are helping, or can help, in turning the curve, including existing and potential partnerships
19	Description of partners and the role they play in turning the curve or meeting benchmarks
20	Description of leveraged resources for the funded program, including volunteer hours, match dollars and/or other funding sources

This segment is where the information on leveraged resources should be reported. It's important for programs to highlight in-kind donations, volunteer hours and funding match.

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Results Accountability/Program Performance, continued

What Works

21	Description of research/best practice that if applied in the future, could help the program get better results and faster for clients served
22	Description of program strategies/activities that could work to turn the curve faster on the targeted measure(s), including those identified through the benchmark process
23	Description of volunteer and advocacy efforts (local or national) that could help enhance the work the program is doing in the community, including how UWCI can assist

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Results Accountability/Program Performance, continued

Action Plan

24	From actions described under 'What Works', describe specific, data driven actions and/or program improvements has planned for the next year (short-term) to reach successful outcomes for clients
25	From actions described under 'What Works', describe specific, data driven actions and/or program improvements the program has planned for the next 3-5 years (long-term) to reach successful outcomes for clients
26	From the Action Plan, identify and describe low cost or no cost solutions that could be utilized to fulfill the action plan
27	If additional resources are required to fulfill the Action Plan, describe the resources required and the steps the program will take to acquire these resources

Please pay particular attention to the information provided in action plan – volunteers expect to see details about how the program is responding to changes in client needs, improving services, what the program would like to do in the future to improve outcomes. Adding a timeline for the action plan is also helpful.

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Investment Process Information: Financial Reporting

- In Andar/Community Building, each organization is asked to provide revenue and expenses information for both the agency as a whole and each program
- Year end actual financials should be provided for the year that ended in 2016. For those on a calendar year, please provide the best information you have; it does not have to be audited.

Investment Process Information: Financial Reporting

- The organization year end actuals should include the financials for the entire agency. We want to see the scope of your organization in a way that correlates to the information on your audit or 990. Please do not limit the agency financials to only the programs UWCI funds, nor only to the UWCI service area.
- Likewise, the program year end actuals should show the whole scope of the program. If the program serves outside of the UWCI service area, the revenue and expenses should indicate this. This is important because staff and volunteers are looking at the UWCI funds as a percent of the program. If the revenue for the program as a whole is not represented, then in some cases it appears that UWCI is 100% of the program funding, when in fact it is not.)

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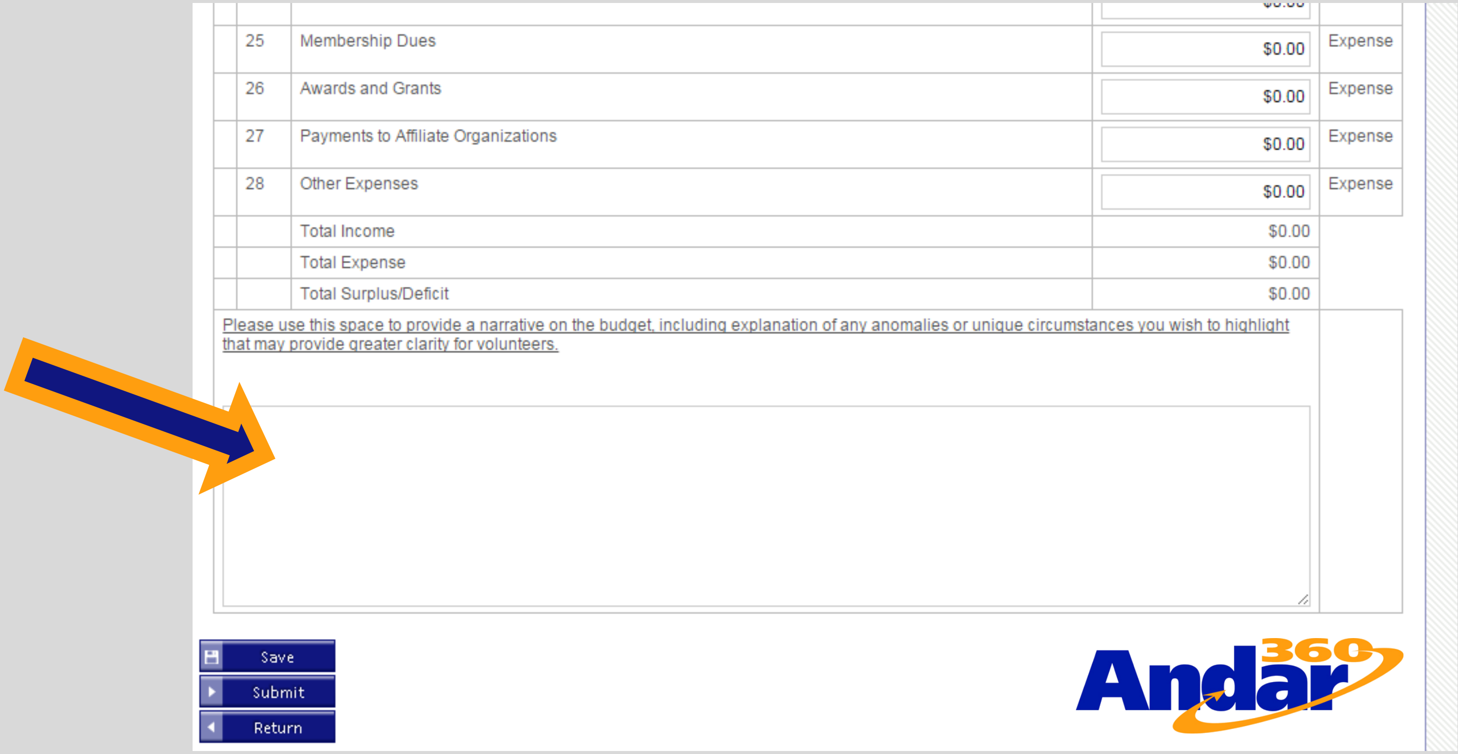
Investment Process Information: Financial Reporting

- Take advantage of the narrative section provided beneath the form you complete in the Community Building portal to express any anomalies or unique circumstances regarding your budget to the volunteers.



25	Membership Dues	$0.00	Expense
26	Awards and Grants	$0.00	Expense
27	Payments to Affiliate Organizations	$0.00	Expense
28	Other Expenses	$0.00	Expense
	Total Income	$0.00	
	Total Expense	$0.00	
	Total Surplus/Deficit	$0.00	

Please use this space to provide a narrative on the budget, including explanation of any anomalies or unique circumstances you wish to highlight that may provide greater clarity for volunteers.

Save
Submit
Return

Investment Process Information: Financial Review

Financial Review of Community Impact Partners

- Starting in 2012, financial information was summarized by Drake student volunteers and reviewed by UWCI's Finance and Community Impact teams. This will continue for this fiscal year.
- Public 990 information and audits were used to assess financial attributes of your organization.

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Financial Review, continued

Organizations with $200,000 or more of total revenue and more than $50,000 in aggregate United Way funding

- Are expected to provide an audit and a copy of the most recent Form 990
- Are expected to provide a management letter with responses to auditor comments indicating a possible weakness or deficiency in internal control
- Any organization receiving federal funds of $750,000 or more are expected to provide the A-133 governmental audit report to demonstrate compliance
- If these organizations are unwilling to provide a management letter or A-133 correspondence, the organization may alternatively summarize the findings and their responses.

Financial Review, continued

Organizations with $200,000 or less of total revenue and less than $50,000 in aggregate United Way funding

- An audit is requested and providing it, if available, is strongly encouraged but not required
- A management letter with responses to auditor comments is requested but not required
- The A-133 governmental audit report is requested but not required

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Financial Review, continued

Other Organizations

- Governmental organizations and affiliates are exempt due to their public affiliation and oversight
- Local organizations that are branch offices of large regional and national organizations will be reviewed on a case-by-case basis
- Other organizations falling below the review thresholds set out above will be considered on a case-by-case basis.

If you have questions whether or not your organization falls below the review threshold, please see Vanessa Sedrel.

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Financial Review, continued

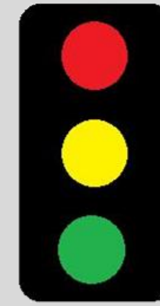
Areas of Business Fundamentals and Attributes

Attributes were established for four fundamental areas. The areas and attributes are:

1. Sustainability
2. Efficiency
3. Governance
4. Independent audits

Financial Review, continued

- Financial Assessment Rating
  - United Way may indicate the financial assessment has resulted in a “red” flag. A red flag is not meant to suggest United Way has reached a negative judgment or implication as to your organization’s financial management or financial condition.
  - A red flag will indicate that there will be contract stipulations in upcoming funding agreements to establish data to be shared by your agency with United Way and possible follow up in a meeting to help United Way better understand the current circumstances regarding one or more attributes.
  - If United Way’s findings might bring new insight to anyone in your organization, and you would like to spend time exploring any technical assistance United Way might offer on the findings, United Way will work to support those requests



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To review…

the following information will be used to evaluate funded programs and determine FY18 funding decisions:

Data (historical beginning July 2010) to December 31, 2016, including: ▪ Data trend for each performance measure ▪ Narrative information on Program: What We Do, Who We Serve, How We Impact and Success Story ▪ Narrative information on targeted measure(s): Story Behind the Curve, Partners, What Works and Action.	CLEAR IMPACT reach your peak
Financial (revenue and expenses) information for the fiscal year that ended in 2016	Andar 360
Audit & form 990 for the Financial Assessment process	Andar 360

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Investment Process Information

Reporting Questions, please contact your appropriate Data Lead:

- **Education**
  Marian Godwin
  mruetergodwin@unitedwaydm.org

- **Income / Essential Needs**
  Corinne Lambert
  clambert@unitedwaydm.org

- **Health**
  Terie Taylor-Wolf
  twolf@unitedwaydm.org

- **ANDAR / Community Building**
  Vanessa Sedrel
  vsedrel@unitedwaydm.org

Partner Program Meetings

Programs will have an opportunity to meet with Cabinet volunteers to answer questions – these meetings will take place during the month of April

You will receive the packet volunteers will be reviewing prior to your meeting. **Take time to review your materials and come to the meeting familiar with the program report and your Scorecard data.**

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Partner Program Meetings

Tips for Partner Program Meetings

- Relax!
- Keep a balance between anecdotal stories and pure data
- Bring 3-4 people who will add content to the meeting (i.e. board member, agency director, subject matter expert, data person)
- Don't repeat details that can be found in the report
- Prepare in advance with your staff – practice
- Volunteers are reviewing multiple programs, so be prepared to answer their questions
- Use the first five minutes of the meeting time to sell the program and how the program is helping UWCI achieve the community goal for Education, Income or Health
- Programs that are scripted in terms of what will be presented; in addition to each staff person knowing their role, are the most successful
- Relax!

Volunteer Panel

- Denise Swartz

  Health Cabinet

- Pattie Dennis

  ELI Investment Committee & Education Cabinet

- Sean Pelletier

  Income Cabinet

Timeline

Agency Director's Meeting / FY18 Investment Training Training is intended for Agency Directors <u>and</u> Program Staff	December 12 & 15 – Overview Session December 14 – Full Version December 15 – Essential Needs
Study Hall for Investment Process at United Way	Thursday, January 5 – 3:00-5:00 Monday, January 9 – 1:00-3:00 Wednesday, January 11 – 8:00-10:00
Materials due for FY17 application process **(Results Scorecard and Andar/ Community Builder)**	**January 25, 2017** – Hard Deadline
Agencies notified of Review Meeting date and time	February
Partner meetings with Cabinet / Investment Committee volunteers	Late March through the end of April
Funding recommendations approved by Cabinets	May
Funding decisions communicated to funded partners	May 31, 2017 (tentative)
UWCI board approval of FY18 budget	June 29, 2017
Contracts for FY18 sent to agencies	By July 5, 2017

Investment Study Hall

Come to ask any questions regarding the investment process, Scorecard, and Andar / Community Builder

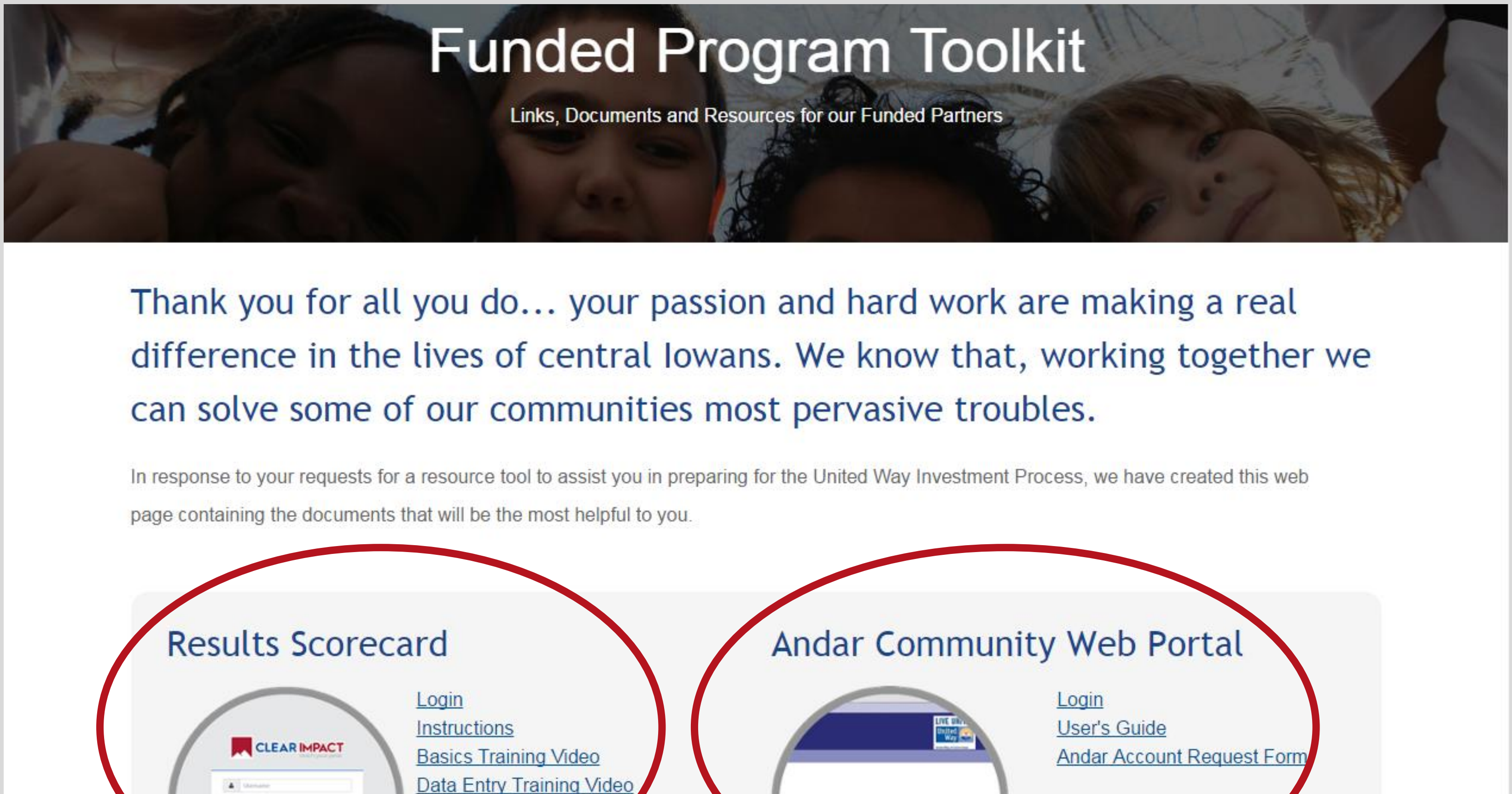
Thursday, January 5th	3:00-5:00
Monday, January 9th	1:00-3:00
Wednesday, January 11th	8:00-10:00

All sessions will be located at UWCI, Room 4

How to find…

- **Today's Power Point and supporting documents:**

http://www.unitedwaydm.org/funded-program-toolkit



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CLEAR IMPACT
reach your peak

Results Scorecard training webinar is available on our website

Please remember:

- Agency staff must enter in the narrative sections in Scorecard (*What we do*, *Who we serve, How we Impact*, and *Success Story)* Please do not send these to UWCI staff to upload. If you are having technical difficulties, please contact your data lead
- Agency staff must upload the *Success Story Release Form* into Scorecard using this naming convention: **Agency_program_FY18**

  (ex. Oakridge_BeReal_FY18)

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Online Resources

Results Based Accountability information

- Provides background information on Results Based Accountability – the framework UWCI uses for reporting and evaluation. The Results Scorecard and the assessment elements are based directly on the Results Based Accountability model

Turn the Curve Exercise

- Instructions for facilitating a *Turn the Curve* exercise with programs. Programs are encouraged to conduct a Turn the Curve exercise with program staff each time they enter new data. Turn the Curve assists programs in completing the narrative information on Results Scorecard

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Online Resources

Listing of Programs by Strategy

- Shows all of the programs in which UWCI invests funds, sorted by strategy
- Will help programs determine other organizations in the community who are doing similar work

Financial Review

- Overview and description of financial attributes reviewed during financial assessment

Online Resources

Instructions for Community Building

- Instructions for logging into the Community Building/Andar site and completing submission of materials

Instructions for Results Scorecard data entry

- Instructions for logging into Results Scorecard and completing data entry

Donor Directed contribution policy

- The policy for organizations that receive donor directed contributions

Online Resources

Education, Income and Health Cabinet members

- Lists the volunteers who serve on the Cabinets that are responsible for achieving the Community Goals for 2020 and determining appropriate investments
- It is not permitted to contact these individuals between now and July 1, 2017 to avoid the appearance of a conflict of interest

UWCI Community Impact staff members

- Lists the Community Impact staff member, identifies each person’s role and provides contact information

Questions?

Thank You!

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