COMMUNITY IMPACT GRANT

FUNDING PROCESS

Key Dates

JUNE 15 FUNDING APPLICATIONS AVAILABLE ONLINE AT WWW.YANKTONUNITEDWAY.ORG

AUGUST 1 FUNDING APPLICATION DUE

FEBRUARY 1 GRANT AWARD ANNUAL REPORT DUE

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Executive Summary

Thank you for your interest in applying for Community Impact Grants from United Way & Volunteer Services of Greater Yankton. Our Board of Directors find this to be one of the most satisfying parts of their involvement with United Way, investing in the success of our partners and learning more about the programs you provide to meet the critical human needs in our community.

United Way seeks to partner with the most efficient, effective, and innovative service providers in the greater Yankton community. Any 501c3 organization seeking funding must demonstrate the ability to operate programs in a manner consistent with the highest standards of quality, which shall include compliance with United Way management and financial requirements.

In order for the United Way to solicit contributions during the annual Community Campaign, the organization must be able to assure donors that certain rigorous requirements are met. It is the responsibility of the United Way to provide and/or conduct an annual documentation audit substantiating these assurances.

United Way focuses on measurable results within all funded programs and sharing that impact with the community more effectively. Therefore, it is required that all programs clearly identify outcomes and goals for which you are seeking funding. United Way Community Impact investments address priority outcomes in Education, Financial Stability and Health. Please identify and break down your funding request based on which priority area you feel each program provided fits.

Thank you again for your interest in partnering with United Way in meeting the needs of thousands of individuals in the Greater Yankton area. Your work is deeply appreciated.

Please contact me at (605)665-6766 or at lauren.h@yanktonunitedway.org regarding any questions.

Lauren Hanson, Executive Director
United Way & Volunteer Services of Greater Yankton

Overview of Funding Assessment Areas

All applications received are scored using a worksheet developed by the United Way of Greater Yankton Allocations Committee and Board of Directors. This worksheet *(Appendix A)* scores applications in each of the following assessment areas:

ORGANIZATION CAPACITY (25%)

- THE PROPOSED PROGRAMMING IS CONSISTENT WITH THE ORGANIZATION MISSION.
- THE ORGANIZATION HAS THE HISTORY, EXPERTISE, AND EXPERIENCE TO CARRY OUT THE PROPOSED PROGRAMMING.
- THE ORGANIZATION COLLABORATES WITH OTHER ORGANIZATIONS THAT HAVE A STAKE IN THE SUCCESS OF THEIR CLIENTS.
- THE ORGANIZATION IS STABLE AND EFFECTIVE.
- THE ORGANIZATION HAS UP TO DATE CERTIFICATIONS AND AN ACTIVE BOARD OF DIRECTORS.
- DOES THE ORGANIZATION MAINTAIN A STRATEGIC OR OPERATIONAL PLAN?

FINANCIAL MANAGEMENT & NEED FOR FUNDING (25%)

- THE ORGANIZATION DEMONSTRATES A DIVERSIFIED FUNDING STREAM - LEVERAGING AND/OR PURSUING ADDITIONAL FUNDING RESOURCES AVAILABLE.
- THE ORGANIZATION DEMONSTRATES A CONTINUED NEED FOR UNITED WAY COMMUNITY IMPACT FUNDS AND OVERALL FUNDING REQUEST IS REALISTIC TO PROGRAM GOALS.
- THE ORGANIZATION CARRIES AN ADEQUATE RESERVE AMOUNT IN RESPECT TO NON-PROFIT STANDARD, AGENCY POLICY OR FUTURE ORGANIZATIONAL PLANS.
- THE ORGANIZATION'S OVERALL FINANCIAL MANAGEMENT.
- IS THE BUDGET COMPLETE AND ARITHMETICALLY, CORRECT?
- DOES THE BUDGET NARRATIVE FULLY ANSWER ALL QUESTIONS?
- DOES THE ORGANIZATION'S ACCOUNTING PRACTICES MEET INDUSTRY STANDARDS?

PROGRAM IMPACT (50%)

- PROGRAM DESCRIPTIONS PROVIDE A COMPREHENSIVE, CLEAR AND UNDERSTANDABLE OVERVIEW OF GOALS AND PROGRAM DESIGN.
- THE ORGANIZATION HAS IDENTIFIED AND SUPPORTED THE NEED FOR PROGRAMMING AND SERVICES.
- PROGRAM SUCCESSES AND DESIGN ALIGN TO UW COMMUNITY IMPACT GOALS.
- APPROPRIATE IMPACT GOALS, OUTCOMES AND PERFORMANCE MEASUREMENTS ARE SELECTED.
- OVERALL, HOW THE PROGRAM IMPACTS THE COMMUNITY. HOW WELL DO THEY DO WHAT THEY DO?
- DOES THE PROGRAM EMPLOY EVIDENCE-BASED PRACTICES?
- DOES THE PROGRAM CLEARLY IDENTIFY TARGET POPULATION AND SERVICES PROVIDED TO THEM?

PURPOSE AND STATUS

The provision of needed human services, in accordance with the mission of the United Way & Volunteer Services of Greater Yankton, Inc. shall be accomplished by independently existing organizations who become eligible for allocation of the Corporation's funds by formal affiliation with the Corporation. This section shall not be deemed to require allocation of all the Corporation's funds to Partner Agencies.

REQUIREMENTS FOR PARTNERSHIP

The procedure and information necessary for application and approval as a Partner Agency shall be determined from time to time by the Corporation's Board of Directors.

To be eligible for application, any organization must: Be organized for the purposes of human betterment in education, financial stability, or health;

Render services to those in need of said services regardless of age, sex, race, religion, disability, national origin, or financial ability;

Demonstrate that it meets a need not already filled or capable of being filled by an existing agency in greater Yankton, and that the need for its services is sufficient to warrant the establishment and support of a separate agency;

Conform to commonly accepted standards in the field of service in which it is involved;

Be organized and qualified as a not-for-profit organization and be designated as such by the Internal Revenue Service;

Make application for and receive approval of allocation funds from the Corporation.

An agency wishing to appeal its allocation must submit a letter to United Way requesting a meeting with the Allocations Committee. This request must be submitted within 14 days of the date appearing on the United Way allocation letter.

The first appeal conference will be held with the Allocations Committee. A subsequent request for another appeal will be considered by the Board of Directors. The Board of Directors' decision will be final.

DUTIES AND RESPONSIBILITIES

Meet and abide by each requirement and standard set forth in each decision, resolution, rule, regulation, and policy adopted by its Board of Directors consistent with the purposes and functions of the Corporation.

Maintain a responsible management with a board of directors or administrative committee which shall meet at least four (4) times per year.

Cooperate with other Partner Agencies in preventing duplication of effort and in promoting economy, efficiency, and a sound community welfare program.

Cooperate with all committees of the Corporation charged with the responsibility of allocation and campaign to the end that those phases of the business of the Corporation may be adequately and properly performed.

Adopt and present to the Allocation Committee of the Corporation, when requested, an annual budget for the ensuing year containing such information as shall be required by the Allocation Committee and requesting from the Corporation an allocation amount consistent with the programs, services and needs of the agency and its fundraising prospects for the year in question.

Keep regular books of account in form satisfactory to the Corporation. Furnish the Corporation with a copy of the agency's accounts of its annual financial statement. If the agency has a statement prepared by a qualified, independent public accountant, licensed, or authorized by law to act in that capacity, to furnish the Corporation with a copy of such report.

Prepare and make available such service and financial reports and such evaluation of programs as may from time to time be required by the Corporation.

Secure the active cooperation of its staff, board members and constituency in the annual fundraising campaign of this Corporation.

SUSPENSION OR TERMINATION OF PARTNERSHIP

An agency may terminate its partnership with the Corporation by written resignation submitted to the Board of Directors of the Corporation at least thirty (30) days prior to the end of a calendar year. Such resignation shall be effective at the end of the calendar year, but only upon complete accounting by the agency to the Board of Directors of all fund allocations to such agency.

At the option of the Corporation, a Partner Agency may be reprimanded, suspended, or expelled as a partner if the agency: Violates the bylaws, policies or procedures adopted by the Board of Directors of the Corporation; or
Is guilty of any conduct or omission detrimental or subversive to the accomplishment of the Corporation's mission; or
Is no longer performing a needed service to the community serviced by the Corporation.

Written charges against a Partner Agency may be brought by any member of the Board of Directors of the Corporation and shall be filed with the President. No Partner Agency shall be reprimanded, suspended, or expelled without opportunity for hearing the charges before the Board of Directors. When any charge is so filed, it shall receive due investigation and the agency involved shall be given at least fifteen (15) days written notice of the Board hearing in connection therewith. Any decision to reprimand, suspend or expel a Partner Agency must be by two-thirds (2/3) vote of the Board members attending the hearing. All decisions of the Board, including resolution of conflicting facts or interpretations, and the exercise of discretion, shall be final and conclusive.

The Board of Directors of the Corporation shall have the power to prescribe such rules as it may deem necessary and proper to insure a speedy, fair, and impartial hearing of charges against any Partner Agency.

Should any proceeding under this section result in the suspension of a Partner Agency, no allocation of the Corporation's shall be made thereto for the year in question at the discretion of the Board of Directors.

COMMUNITY IMPACT FUNDING ADMISSION POLICY

The admission policy of United Way encourages participation of agencies offering high priority services to the community which could not be provided more efficiently and effectively by another agency or organization, and which serve unmet human needs. In general, agencies will be ineligible if their function is primarily of a fraternal, political, or religious nature.

Purpose – The agency must have a written statement of its purposes and functions for residents in the geographic area served by United Way.

Articles & Bylaws – The agency must have a constitution and/or bylaws which clearly define the agency's objectives, its organization and the duties, authorities, and responsibilities of its governing body.

Incorporation – The agency shall be legally incorporated as a non-profit health or social welfare organization or chartered as a local unit by an organization so incorporated.

Government Requirements – The nature of the agency and its operations shall be such that contributions thereto are deductible under the Internal Revenue Code, section 501(c)(3) and applicable state of South Dakota laws for the purpose of income, estate, inheritance, and gift taxes. The agency must comply with federal and state registration and reporting laws.

Board – Management of the agency must be vested in a responsible and active board of directors, comprised entirely of unpaid volunteers which meets at least quarterly and establishes and enforces policy. The board should be so structured as to be representative of the community it serves. It should have a specified plan for rotation or other arrangements which provide for new members.

Personnel – The agency shall have a qualified and properly trained staff and/or duly elected or appointed volunteer responsible to its board of directors for the execution of its programs and services.

Non-discrimination – The agency must operate, by policy and practice, without discrimination based on race, sex, age, disability, religion, or national origin in all respects including service to people, the selection of board and committee members, and the employment of professional and other staff. It is understood that some agencies direct the bulk of their program and/or services toward certain segments of the community. (It is recommended that the agencies develop a written affirmative action plan for staff and services).

Continuity – The agency must have been in operation for at least one year at the time of application for membership. In the event the agency does not meet the time requirement but does offer a new and creative way service or one for which there is a documented and urgent need, special consideration may be given at the discretion of the Board of Directors of the Corporation.

Quality of Services Rendered – It is expected that an applicant agency shall be capable of delivering its services competently and efficiently and at costs which are reasonable and generally in line with costs for rendering similar services in United Way agencies. To this end, it is expected that staff and/or duly appointed volunteers delivering the services shall have adequate training or demonstrable experience in the services rendered.

Financial Condition – The agency shall present documentation that it is in sound condition. The entrance level of an agency for the Corporation's financial support shall be related to its prior year's budget and its current level of rendering service. Fee policies must be related to the cost of providing the service as well as the clients' ability to pay for the service. Full data on the applicant's methods of self-support shall be provided.

Agency Information – The Board of Directors of the Corporation may request additional information concerning the services provided by the agency. The applicant agency shall fully cooperate in furnishing data as requested.

Collaboration – The agency must evidence its willingness to cooperate with other agencies in the planning and coordinating of community services to eliminate duplications and gaps in services and by adapting their services towards a more balanced and effective community program.

Accounting and Financial Reporting – The agency must maintain accounting records which are in conformity with the current standards of accounting and financial reporting for voluntary health and welfare organizations. The agency must submit an annual financial statement to the Corporation within ninety (90) days after the year-end in conformity with the standards of the American Institute of Certified Public Accountants.

Supplemental Funding Activities – In addition to receiving and allocating funds, the Corporation is concerned about agencies being able to meet their responsibilities in delivering services to the community. The purpose of the supplemental funding activities policy is to permit the greatest amount of flexibility to agencies in conducting their own fund-raising and, at the same time, to ensure the best possible results for the United Way Campaign.

Agencies are encouraged to fully use the following sources: fees for services; private foundation and government grants; service-related memberships; investment income; bequests, memorial funds, unsolicited donations; revenue from program activities and use of facilities; and out-of-area contributions.

Restrictive Times – All supplemental fundraising activities, advertising and promotion of fundraising activities, sales of tickets and collections of funds, and all use of mass media for fund raising are prohibited from September 1 to November 1 to avoid conflicting with the corporation campaign.

Prohibited Activities – Soliciting employee groups for donations and receiving donations through payroll deduction.

FAILURE TO MEET CRITERIA

When the Allocations Committee in its collective judgment finds that the applicant agency does not meet one (or more) of the proceeding listed criteria, it shall be recommended to the Board of Directors of the Corporation that the application be rejected. Applicant Agencies rejected for membership will be notified and may reapply if and when the criteria are met, and a new application is submitted.

Performance Outcomes & Community Impact Goals

PERFORMANCE OUTCOMES

Organizations with programs seeking United Way Community Impact Grant funding must align with one of United Way's Community Impact Goals listed below. The organization must than measure and provide data, selecting performance outcomes (a minimum of one MEASURE & one INDICATOR) from the framework that are appropriate for the type and level of service being provided.

1) Organizations must share the **number of unduplicated clients and demographics of population** served per program. This answers the question "HOW MUCH DID WE DO?"

2) Organizations must share **one measure per program** which answers the question "HOW WELL DID WE DO IT?" This includes # of services provided, for example: # of *meals served, # of clients screened, # of clients completing program.*

3) Organizations must also share **one indicator per program**. Indicators answer the question "IS ANYONE BETTER OFF?" This is measuring success, change in behavior or an increase in skills, for example: *% of youth who increased skills, % of participants who report their health was maintained or improved.*

COMMUNITY IMPACT GOALS - SHARED MEASUREMENTS & INDICATORS

EDUCATION

School Readiness

GOAL: Increase literacy in young children and families

How well did we do it? Select at least one MEASURE:

- # of books distributed
- Other (# of ESL classes, # of volunteer readers, # of hours spent reading, etc.)

Is anyone better off? Select at least one INDICATOR:

- % of parents who report reading to the child each day
- % of children who demonstrate increased literacy skills
- Other (successful or improved school readiness assessment %, etc.)

GOAL: Improve family ability to support social and language development in young children

How well did we do it? Select at least one MEASURE:

- # of parents/caregivers who participate in parent education groups
- Other (# and % of out of school time staff participating in professional development)

Is anyone better off? Select at least one INDICATOR:

- % of parents/caregivers that demonstrate an increase in knowledge or skills
- % of parents/caregivers who articulate parenting goals & parenting success
- Other

GOAL: Enhance ability to identify children with developmental vulnerabilities and offer early intervention

How well did we do it? Select at least one MEASURE:

- # of children receiving developmental screenings
- # of children who received services as a result of a developmental screening
- Other

Is anyone better off? Select at least one INDICATOR:

- % of children who achieve developmental milestones
- Other (school readiness assessments, etc.)

Leadership & Academic Success

GOAL: Provide character and leadership development among all children

How well did we do it? Select at least one MEASURE:

- # of youth served who receive individual supports during school or community based out of school time programs
- Other (volunteer hours, mentoring hours, etc.)

Is anyone better off? Select at least one INDICATOR:

- % of youth who demonstrate behavior change related to positive progression through services provided
- % of youth who achieve completion of personal goals
- Other (school attendance, etc.)

GOAL: Improve academic skills of children performing below grade level

How well did we do it? Select at least one MEASURE:

- # of youth served who receive individual supports during school or community based out of school time
- # of hours academic assistance is provided
- Other

Is anyone better off? Select at least one INDICATOR:

- % of youth who have increased success in managing their educational goals
- Other (school assessments, graduation rates, etc.)

Career Readiness

GOAL: Increase support of collaborative, workforce training programs

How well did we do it? Select at least one MEASURE:

- # of participants who achieve a GED or gains in educational functional levels
- # gaining a training certificate or similar occupational skills training achievement
- # who obtain employment by the first quarter after exiting the program
- Other (# placed in job internships, etc.)

Is anyone better off? Select at least one INDICATOR:

- Other (course completion %, skills gained, etc.)

FINANCIAL STABILITY

Safety Net of Services

GOAL: Increase availability of resources during a time of crisis to stabilize situations such as basic needs assistance, food & shelter

How well did we do it? Select at least one MEASURE:

- # of clients enrolled in benefit programs
- # of households stabilized
- Other (# of shelter nights, # of meals served, etc.)

Is anyone better off? Select at least one INDICATOR:

- % of clients who return in 12 months for repeat assistance
- Other

GOAL: Increase availability of case management to improve coordination of services among agencies, navigate community resources and prevent future crises

How well did we do it? Select at least one MEASURE:

- # of case management hours delivered
- # of clients connected to community resources
- # of collaborative partners engaged
- Other (# of tax returns completed, # of volunteer hours, etc.)

Is anyone better off? Select at least one INDICATOR:

- % of clients who return in 12 months for repeat assistance
- Other (% completion rate of program, etc.)

Self Sufficiency

GOAL: Provide education paths for adults and or improve financial literacy skills

How well did we do it? Select at least one MEASURE:

- # of clients who complete financial literacy classes or life skill trainings
- Other

Is anyone better off? Select at least one INDICATOR:

- % of clients who successfully complete their personal goals
- % of families whose self-sufficiency status has improved
- Other (# of participants who increased their savings or acquired a financial asset, etc.)

GOAL: Reduce environmental barriers to financial stability including access to affordable housing, childcare, or transportation services

How well did we do it? Select at least one MEASURE:

- # of clients enrolled in benefit programs
- # of affordable and safe housing units provided
- Other (# of rides provided, # of scholarships awarded, etc.)

Is anyone better off? Select at least one INDICATOR:

- % of individuals receiving additional state and or federal program assistance
- Other

HEALTH & SAFETY

Prevention & Wellness

GOAL: Increase access to primary, behavioral & dental health care services

How well did we do it? Select at least one MEASURE:

- # of participants who gained access to resources
- # of individuals with access to health care insurance
- Other (# of volunteer hours, # of counseling sessions, etc.)

Is anyone better off? Select at least one INDICATOR:

- % of participants who report their health was maintained, improved or overall the services provided helped them
- Other (% reduction in non-emergent emergency room visits, etc.)

GOAL: Engage and empower individuals to transition out of the cycle of drug or alcohol use

How well did we do it? Select at least one MEASURE:

- # of participants who gained access to resources
- Other (# of counseling sessions, etc.)

Is anyone better off? Select at least one INDICATOR:

- % of participants who report their health improved or overall the services provided helped them
- % of participants who completed the program
- Other (client treatment success rate, etc.)

GOAL: Increase awareness of and opportunities for wellness, prevention, and early detection

How well did we do it? Select at least one MEASURE:

- # of participants screened through early detection interventions
- # of clients successfully completing health/wellness/education programs
- Other

Is anyone better off? Select at least one INDICATOR:

- % of clients with increased access/knowledge/engagement in wellness opportunities
- Other (% of clients who adopted health lifestyles or avoided risky behaviors, etc.)

GOAL: Enhance lifestyles for people of all ages through physical activity and health eating

How well did we do it? Select at least one MEASURE:

- # of clients successfully completing health/wellness/education programs
- Other

Is anyone better off? Select at least one INDICATOR:

- % of clients with increased access/engagement in physical activities
- % of clients with increased access/engagement of health food options
- Other (% of clients who adopted health lifestyles or avoided risky behaviors, etc.)

GOAL: Foster growth of supportive services for seniors, people with disabilities and their caregivers

How well did we do it? Select at least one MEASURE:

- # of participants engaged in supportive services
- Other (# of support groups/events held, volunteer hours, etc.)

Is anyone better off? Select at least one INDICATOR:

- % reduction of participants feeling of isolation
- % of participants who report their health was maintained, improved or services provided helped them
- Other

Safety Services

GOAL: Strengthen community efforts to prevent violence and abuse

How well did we do it? Select at least one MEASURE:

- # of people served through advocacy efforts
- # of parents/caregivers who participate in education groups or mentoring
- Other (# of awareness events, # of trauma informed trainings, volunteer hours, etc.)

Is anyone better off? Select at least one INDICATOR:

- % of parents/caregivers that demonstrate an increase in knowledge or skills
- Other

GOAL: Improve access to personal safety services and recovery for victims of abuse or violence

How well did we do it? Select at least one MEASURE:

- # of adults served through client centered services
- # of children served through client centered services
- Other (# of orders of protection received, # stabilized in safe housing, etc.)

Is anyone better off? Select at least one INDICATOR:

- Other (% of clients who have increased success managing symptoms, % of child abuse/neglect cases that have repeat child abuse/neglect, etc.

Reporting & Grant Application Timeline

February 1	ANNUAL REPORT DUE
June 15	GRANT APPLICATIONS FINALIZED & MADE AVAILABLE ONLINE
August 1	APPLICATIONS DUE, UNITED WAY FINANCE COMMITTEE SETS BUDGET
August	GRANT REVIEW WORK SESSION & AGENCY PRESENTATIONS AND/OR TOURS
September	FINAL RECOMMENDATION TO THE UW BOD & FINAL VOTE
October 1	AWARD LETTERS DISTRIBUTED TO FUNDING RECIPIENTS
January 1	FUNDING CYCLE BEGINS

FAQ's

1) My organization wants to seek funding for multiple programs within the same Community Impact Goal. Do we register a separate program within eCImpact for each service?
Yes. Your organization must submit only one Prequalification Checklist and one set of financials, but it must have a separate request for each program.

2) How should my organization decide which impact area or Community Impact Goal to apply under?
Organizations should seek funding for programs in which they believe they can drive results. United Way encourages interested organizations to contact UW Community Impact staff if they have questions.

3) Can our organization set its own performance outcomes, measures, or indicators?
Yes and No. United Way has listed goals and performance outcomes that are predefined for each area (Health, Education, and Financial Stability), which allows United Way and its partners to aggregate data. We encourage all organizations to ensure their program fits within the correct funding area. However, to make the transition as easy as possible, we have included "Other" under both MEASURES and INDICATORS where your organization can add their own performance measures. We cannot guarantee that this option will remain for future funding cycles.

4) How many times per year will the organization be required to report to United Way?
You will love this answer. Once! Annual reporting will be required by all awarded programs and are due February 1. Reporting must be uploaded into the e-CImpact portal prior to the mandatory annual Community Impact Partner meeting. Questions? Contact United Way regarding all reporting questions.

5) Will our organization have to apply for funding every year?
Yes. Funding contracts presently cover one year only. United Way volunteers will review outcomes and finances annually. The actual amount and timing of payments is dependent upon:
- PROGRAM COMPLIANCE AND OUTCOMES
- SUCCESS OF ANNUAL UNITED WAY FUNDRAISING CAMPAIGNS

6) Who should I contact for assistance with e-CImpact?
There will be an e-CImpact workshop for all organizations seeking funding annually. Once this training is completed, your organization will then gain access to register on e-CImpact. For assistance, contact Lauren Hanson, Executive Director at lauren.h@yanktonunitedway.org or by calling (605)665-6766.

*Appendix A

COMMUNITY IMPACT GRANT SCORE WORKSHEET

		SCORE	WEIGHT	NOTES
ORGANIZATION CAPACITY – 25%	The proposed programming is consistent with the Organization Mission.	1 - 5	5%	
	The organization has the history, expertise, and experience to carry out the proposed programming.	1 - 5	5%	
	Each program collaborates with other organizations that have a stake in the success of their clients.	1 - 5	5%	
	Rate overall organizational capacity. *Is organization stable and effective? Does it maintain a strategic or operational plan?*	1 - 5	**10%**	
FINANCIAL - 25%	The organization demonstrates a diversified funding stream - leveraging and/or pursuing additional funding resources available.	1 - 5	5%	
	The organization demonstrates a continued need for United Way Community Impact Funds and overall funding request is realistic to program goals.	1 – 5	5%	
	The organization carries an adequate reserve amount in respect to non-profit standard, agency policy or future organizational plans.	1 – 5	5%	
	Rate the organization's overall financial management. *Is the budget complete and arithmetically correct? Does the budget narrative fully answer all questions? Does the organization's accounting practices meet industry standards?*	1 – 5	**10%**	
PROGRAM – 50%	Program descriptions provide a comprehensive, clear and understandable overview of goals and program design.	1 – 5	10%	
	The organization has identified and supported the need for programming and services.	1 – 5	10%	
	Program successes and design align to UW Community Impact goals.	1 – 5	10%	
	Appropriate impact goals, outcomes and performance measurements are selected and reported.	1 – 5	10%	
	Overall rate how programs impacts the community. *Does the program employ evidence-based practices? Does the program clearly identify target population and services provided to them? How well do they do what they do?*	1 - 5	**10%**	

SCORING

Each of the Measures will be scored 1-5. Scores are used as a base for award discussion.

1 – Below Expectations	***Possible decrease in funding***
2 – Not Adequately	***Possible decrease in funding***
3 – Meets Expectations (Starting Score)	***100% of last year's funding***
4 – To a Good Extent	***Possible increase in funding***
5 – Exceeds Expectations	***Possible increase in funding***

*Appendix B

PERFORMANCE OUTCOMES

What are Performance Outcomes, Measures, and Indicators?

Your organization/program provides services that improve, in some way, the quality of life of its customers/clients. Performance outcomes simply give you the means to know how well the organization/program is doing at providing those services and improving those lives. A good performance outcome gives you and your staff the ability to make changes and see whether those changes improve the organization/program's performance, that is, its ability to improve customers/clients' quality of life.

Importantly, performance outcomes are data they quantitatively measure the organization/program's performance.

The following Data Quadrant is a useful tool for sorting and categorizing performance outcomes.

	Quantity	Quality
Effort	HOW MUCH DID WE DO? CLIENTS SERVED	HOW WELL DID WE DO IT? MEASURE
Effect	IS ANYONE BETTER OFF? INDICATOR	IS ANYONE BETTER OFF? INDICATOR

Sorting Performance Outcomes and Measures: The Data Quadrant

All performance outcomes fit into one of four categories. The categories, the four quadrants, are derived from the intersection of *quantity* and *quality* and *effort* and *effect*. The rows separate outcomes about effort (what is done and how well) from outcomes about effect (the change or impact that resulted), the columns separate outcomes about quantity (of the effort or effect) from outcomes about quality (of the effort or effect).

The diagram above shows how these combinations lead to three universal performance outcomes: *How much did we do? How well did we do it? Is anyone better off?* The most important are those that tell us whether our clients or customers are better off because of receiving the services ("client results," the lower left and right quadrants). The second most important are those that tell us whether the service or activity is done well (upper right quadrant). The least important are those that tell us what and how much we do. To answer the two most important questions, that is, to identify candidate for the most important performance outcomes, follow the following steps, using the Data Quadrant.

Step 1: How much did we do?
Upper Left Quadrant
First list the number of clients served. Distinguish different sets of clients as appropriate. Next, the activities or services the program performs for its clients. Each activity or service should be listed as a measure. For example, "child welfare casework" becomes "# of child welfare cases" or "# of FTEs conducting child welfare case work." "Road maintenance" becomes "# of miles of road maintained." "Stream monitoring" becomes "# of stream sites monitored." "Provide health care" become "number of patients treated."

Step 2: How well did we do it?
Upper Right Quadrant
This quadrant is where most traditional performance outcomes are found. For each service or activity listed in the upper left quadrant, choose those measures that will tell you if that activity was performed well (or poorly). The measures should be specific. For example, average # of sites monitored per month, # of classes.

Step 3: Is anyone better off?
Lower Left and Lower Right Quadrants
Ask "In what ways are your clients better off because of getting the service in question? How would we know, in measurable terms, if they were better off?" Create pairs of indicators (%) for each answer. Four categories cover most of this territory: skills/knowledge, attitude, behavior, and circumstances (e.g., a child succeeding in first grade or a parent fully employed). Consider all these categories in developing measures of whether clients are better off. Examples are: % of child abuse/neglect cases that have repeat child abuse/neglect.