



TO: G UW Board of Directors for Board Meeting 9/13/17

FROM: Community Investment Process Task Force (CIPTF) Report, Proposal, and Motion

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REPORT

The CIPTF met twice this summer, on July 12 and August 7, to review the transitional Community Investment Process (“CIP”) which the Board approved on July 20, 2016 and to make suggestions for CIP for fiscal 2017/18.

General Topics discussed included:

- 2015/16 Community Investment Process Task Force Accomplishments
- Transition (2014/15 and 2015/16 annual pro rata allocations followed by 2016/17 new CIP transition year)
 - Annual Campaign (how it drives CIP in the context of the Dual Philanthropic Model)
 - Needs Assessment (how it drives grant making decisions)
 - Messaging transition to agencies and to the public at large over the past three years
- Process:
 - Eligibility – which agencies are eligible to apply and receive grants
 - Definitions – e.g., “grant” vs “allocation”, “Community Investment Council” vs “Grants Committee”, “Priority Areas” vs “Fields of Service”, and “award” or “distribute” vs “allocate”
 - Bylaws – Section 4.09, *Fund Distribution* (see attached)
- Feedback from Board members and community volunteers involved in the 2016/17 CIP Process
- Conversations with other United Ways and the Greenwich Alliance for Education about their grants processes and their views on best practices
- Priorities and constraints on changes in the context of 2017 Strategic Process and Launch of DIP

PROPOSAL

After carefully reviewing and discussing the above, the group unanimously approved and proposes the following outward facing changes (with messaging) and internal changes for the 2017/18 Community Investment Process:

Outward Facing Changes and Messaging (*items to be accompanied by public announcements):

*Plan ahead to conduct 2 grant award cycles (same as 2016/17, but with advance preparation)

- January, 2018, Board vote based on campaign and fall fundraiser(s) results to date (historically, approx. (70) 80% of year). Funding to commence February 1, 2018 through January 31, 2019.
- May or June, 2018, Board vote based on remaining campaign and spring fundraiser(s) results. Funding to commence (_____ through _____) **shortly thereafter.**
 - Second cycle may have different “Priority Areas” (see below)

*Three “Priority Areas” (formerly “Fields of Service”), based on the Needs Assessment and information presented at the Community Planning Council for the February 1, 2018 to January 31, 2019 cycle:

- *Mental Health: Children/Families and Substance Abuse
- *Youth: Early Childhood Development and Achievement Gap
- *Self-Sufficiency: Food Insecurity and Financial Stability

*Open application process (previously only “GUW Funded Agencies” could apply)

- All agencies (applicants may only submit one application at a time in any given grant cycle)
- Possible “Core” funding areas may emerge over time

Internal Changes (To be executed by Management and Staff responsible for volunteers):

- G UW staff person prescreens applications (“apps”) for suitability
- Mandatory training session for all CIP volunteers prior to visiting agencies (October)
- 10 teams of 2 volunteers (at least one experienced volunteer in each pair) to review more than 1 app
- G UW staff person coordinates all agency assignments, training, etc
- Timing: grant application submission process to start Sept. (press release, emails to all agencies)
- Volunteers:
 - o Email all current ones asking them back
 - o They will not visit same agencies they visited last time
 - o Take G UW staff out of setting up visits
 - o If requested by volunteers, a G UW staff member will attend the agencies site visit along with the volunteers

- Volunteers prepare a report on the merits of the applications using the rubric/assessment and make a fund/no fund recommendation. However, unlike the current practice, they are not to recommend a funding level. Instead, the volunteers will meet with the G UW funds distribution committee to answer questions about their reports; this committee will, in turn, make funding recommendations to the Board.

- Inform agencies asap of modifications and remind them still in “transition”

NOTES REGARDING THIS PROPOSAL vs the 2016 CIPTF PROPOSAL :

In contrast to the 2016 CIPTF proposal which the Board adopted last summer, this proposal does not provide for any limits (minimum or maximum) on the size of grants applied for or awarded. The 2016 proposal included an assumed total pool of \$725,000 and a recommended maximum of \$72,500 (10% of the pool) total grant that could be awarded to any one applicant.

It is the current opinion of management that, reflecting on the combined experience of the two 2016/17 grant cycles (voted on by the Board in January and June), and anticipating the variable impact of these proposed changes to the 2017/18 CIP, it is unreasonable to try to impose meaningful limitations on grant sizes at this time.

The biggest overarching difference between the 2016 CIPTF proposal and this proposal for fiscal 2017/18 is that the 2016 proposal provided for the introduction and implementation of many major changes including a completely new online application, updated MOU (funding agreement), revised timeline, new publicity agreement, a different grant cycle and an accelerated schedule of payments. This year’s proposal builds on the outward facing changes which G UW has been transitioning towards over the past three years, and brings a whole new approach to the internal processes by which Management and the Board coordinate the volunteers and conduct the grant making decision process in compliance with the Bylaws.

MOTION:

Be it resolved that the Greenwich United Way will adopt and implement the community investment process (CIP) for fiscal 2017/18 as described above.

The process described here is proposed for grant applications which the Board receives and will vote on during fiscal year 2017/18 only, with the intent that the Board will review the process before adopting the same or a different process for community investment thereafter.

Attachments:

Greenwich United Way Bylaws, excerpt Section 4.09, *Fund Distribution*
Community Investment Process Task Force Proposal 2016
2016/17 CIP Grantees and Grant amounts