

UWSL Community Impact Partnership Agreement (Revised September 2011)

The partnership outlined in this agreement is established (or continued) for the purpose of working together to achieve neighborhood, community, and/or population-level change in the specific areas of education, financial stability, health, and community cohesiveness (including immigrant and refugee integration).

This partnership agreement has been developed jointly through conversations between United Way of Salt Lake (UWSL) and those Community Impact partners that have requested and been awarded funding by UWSL. It is based on the mutual understanding that no single organization working alone can solve the complex problems facing our communities, and that by working together within a “collective impact” framework, we can achieve significant and measurable social change within targeted neighborhoods, communities, and/or populations.

The collective impact framework includes five critical elements:

- Clear and specific shared agenda, purpose, and goals
- Commitment to sharing data in “real time,” collaborative measurement of progress and results, and joint accountability for the partnership’s success
- Intentional planning to align all resources and strategies across sectors to mutually reinforce each other in achieving the partnership goals
- Open, honest, and constant communication
- One or more organizations (typically lead partners and UWSL) playing the “backbone” role of supporting the other elements

Within this framework, UWSL and each partner agree to the following:

Common Agenda and Goals

1. Establish specific common baseline data within and across the areas of education, financial stability, health, and community cohesiveness (integration). At a minimum, the baseline data should reflect as many of the eleven objectives specified in UWSL’s RFP and derived from UWSL’s 2010 community dialogue and assessment as possible. Community level measures, as identified by the participating community, may be added as well.
2. Collaborate in the development of an overall “theory of change” or community change strategy that is applied and consistent across the neighborhoods and communities where UWSL works, and is built around a common implementation of the following models:
 - a. Integrated Service Delivery model (i.e., neighborhood “hubs” such as community learning centers, welcome centers and/or prosperity centers, each with a coordinator performing the functions of a center “backbone”).
 - b. Promise Neighborhood model (i.e., the development of a birth to career continuum of strategies for community transformation).
 - c. United Way model (i.e., the linking of a broad-based network of individual donors to specific community change objectives, and the mobilization of those donors as volunteers and advocates for social change).
3. Work together to develop tools and strategies for implementing, describing, and communicating the common elements of this overall partnership so that (a) it can be adapted and implemented in other communities, and (b) additional resources and funding can be secured. These tools and strategies include common elements of job descriptions, common descriptions and names for neighborhood centers, etc.

4. Work together to secure additional resources for the partnership, including:
 - a. Joint grant seeking and grant submission for appropriate funding sources
 - b. Utilization of common language and talking points about objectives, center/partnership roles, and the roles of UWSL and other partners to audiences such as donors, the media, and other stakeholder groups
 - c. Development of strategies to increase the visibility of the partnership (including UWSL and partners) to enhance public awareness and to build broader donor, volunteer, and advocacy engagement (i.e., prominently displaying signage that acknowledges UWSL as a partner; acknowledging and identifying UWSL as a partner in published materials, on website, inside and outside of buildings, through wearing LIVE UNITED t-shirts, and in other places where partners are listed); using UWSL's logo and following UWSL's branding guidelines in all appropriate materials related to the programs and activities funded by the grant
 - d. Providing meaningful donor engagement/education opportunities, including, but not limited to, tours, presentations to donors, and coordination of financial or in-kind donations
5. Collaborate in mobilizing the broadest possible segments of the community in supporting the partnership through volunteer engagement efforts, including identification and support of both one-time (i.e., United Way Day of Caring) and ongoing corporate, affinity group and individual volunteer opportunities.

Shared Data Collection and Reporting

6. Collaborate in the implementation of integrated or shared data collection and reporting systems, utilizing a common database system that enables partners to target interventions and strategies in a way that ensures maximum impact and success.
7. Share data across partners, centers, and neighborhoods, and participate in measurement and evaluation activities that allow the partnership to adapt and improve, consistent with federal and state statutes.
8. Collaborate in the production of report cards and dashboards for both the partnership and the broader community that indicate the status of the established progress/impact measures (this may also include periodic grant reports).

Mutually Reinforcing Community-Level Strategies

9. Collaborate in the implementation of programs and strategies aimed at "moving the needle" on the common goals and established community-level baseline measures.
10. Collaborate in the identification of and implementation of promising practices, innovations, and evidence-based strategies, as determined by the partnership and United Way of Salt Lake.
11. Collaborate in the identification, adaptation, and alignment of relevant existing programs and strategies in support of the partnership's objectives.
12. Work closely with partners in other districts, communities, centers, and neighborhoods that are involved in United Way of Salt Lake's Collective Impact initiative.

Communication

13. Actively participate in the planning, coordination, and implementation of meetings related to the partnership's objectives.
14. Collaborate with partners in meetings and communications related to the partnership (i.e. UWSL to participate within each community, and partners to also participate across communities).
15. Utilize online tools for sharing of documents, messages, plans, tasks, etc., so that all partners have access to the same information.
16. Provide immediate and constructive feedback related to challenges or concerns within the partnership.

In addition to the mutual agreements listed above, UWSL commits to:

17. Provide funding as specified in the Community Partner Grant Agreement for specific functions, programs, and strategies (outlined in the approved Grant Agreement Budget).
18. Facilitate and coordinate among both lead partners and strategy partners (in partnership with lead partners) to ensure accountability and positive program results.
19. Provide technical assistance, training and access to knowledge, consultants, and other training resources to assist the partnership. UWSL may also provide additional financial support for specific travel and training related to the partnership.
20. Provide support for data collection and measurement through a dedicated staff support person and financial support for certain software and training costs related to implementing and maintaining a common data system.
21. Actively participate in neighborhood partnership meetings and be a visible presence in the neighborhood/community.
22. Provide as much notice as possible for donor tours, volunteer requests, media requests, etc. Ideally this notice will be at least 36 hours in advance (partners acknowledge that in some cases this is not possible).
23. Provide notice to partners when tours or briefings involve policy makers to allow for the appropriate level of partner leadership to participate if desired.
24. Visibly recognize partners in all appropriate places, including, but not limited to, tours, presentations to donors, marketing materials, and website; using the partner's logo and following the partner's style guide in all appropriate materials.

United Way of Salt Lake

Signature
Deborah S. Bayle
President and CEO

Date

«Organization»

Signature
«Executive_Director»
*Grantee Executive Director/
CEO, President/Superintendent*

Date