



of Greater Lorain County

# 2005 Impact Report

April 20, 2005

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## PREFACE

Since its origins in 1917 through its Community Chest, Red Feather Agency and United Community Services days through 1974 when it took its current name of United Way of Greater Lorain County – the agency’s purpose has been to address community social service needs. It has done this by partnering with the community in identifying, promoting, and supporting the delivery of effective social services in the Lorain County community.

Specifically, our United Way’s annual campaign has endeavored to secure and provide adequate and stable funding for selected social services. Such services receive contributed funds based on the need for them in the community.

Needs identification and funds distribution have always been a function of appropriate research, as well as active input of all segments of the community – business, government, individual donors and consumers.

All fund raising, fund distribution and community input efforts are driven by our core values which over time have served as the framework for strategic planning and community service. Those core values are:

1. We act from **integrity** that breeds trust.
2. We aspire to make a difference -- to have **impact** of enduring consequence.
3. We provide **catalytic leadership** for community process.
4. We are made relevant and impactful through the **spirit of volunteerism**.
5. We are strongest when we are **inclusive**.
6. We believe in the power of the **positive in people**.
7. We are **partners** in a powerful movement.
8. We embrace **good governance**.
9. We are a **learning community**.
10. We believe in **linking technology with the delivery of human services**.

Our Vision Statement and Mission Statement emanate from these values:

- **Vision Statement**

*The United Way of Greater Lorain County is committed to building a stronger, healthier, more caring Lorain County community.*

- **Mission Statement**

*The United Way of Greater Lorain County is part of a national effort through which people and organizations join in the spirit of volunteerism to secure contributions, allocate funds, and encourage local community participation in order to address human needs and build upon human assets, so as to enhance the quality of life for people in the greater Lorain County area.*

These have served as the guiding lights for United Way activity and goal setting for the past decade. Along with the core values, they were the compass for the 2005 Community Assessment which sought to identify and give priority to the County's human service needs while also providing direction and stimulus for United Way to achieve greater impact on lives both on the individual and community level.

Specifically the Assessment's research goals were to:

- Identify areas of social service need from various perspectives

- Prioritize issues and areas of need

- Identify community indicators of success

- Recommend a score card from which to monitor community progress/impact

- Disseminate information to the community so as to acknowledge broad based participation and help the community learn

So that the results of the research could provide a pathway for United Way's enhancing its service orientation to community impact, the assessment design focused on:

- 1) **Identification of priority issues** by the local community. It accomplished this through authentic engagement of representatives from individual communities.
- 2) Requirements to **create results** on the community level. The intent was to assist United Way transitioning its focus from funding needs of agencies and programs to an investment in strategies that effect community-wide outcomes, all the while staying moored to United Way's traditions, values and human service goals which are ultimately rooted in the lives of the individuals who comprise the body of need.
- 3) Existing secondary data/information which was organized and analyzed by primary area of fund distribution for United Way of Greater Lorain County including:

- Meeting basic needs

- Employment/Job readiness for adults

- Supporting families/parents

- Supporting youth development

- Promoting infant/child wellness

- Mental Health/Substance abuse

- Rehabilitation support for handicapped children

- Support for older adults

- Information & referral

In addition to the Fund Distribution implications which the Assessment results hold as regards focused areas for funding, opportunities for obtaining enhanced program outcomes as well as meaningful community impact have been highlighted both in the Assessment results and during the ensuing United Way Board/staff analyses. In fact, these implications represent the next logical steps to be taken pursuant to the last strategic plan's outcomes and community-wide study recommendations. The 2001 Vision Council Report of Recommendations and the 2000-5 Strategic Plan's outcomes

were the prelude to the transition to greater impact to which United Way is currently committing. Key among these implications are these seven:

- 1) That the United Way role must match the data and information generated by the Assessment results in order for it to be a meaningful and impact funder.
- 2) That the entire United Way operations and processes need to align with impact efforts if attempts to achieve greater impact are to be realized.
- 3) That transitioning to community impact occurs and succeeds in phases and to the extent that initial and on-going results evidence benefits for individuals and the community.
- 4) That outcomes remain the prominent element in determining a service's community value and its benefit to both individuals and the community.
- 5) That authentic collaborations, both within and outside of our non profit sector, are a prerequisite for obtaining any sustainable and significant impact.
- 6) That as United Way focuses on current needs and increased impact, it remains grounded in its care giving philosophy while building upon the assets and qualities that promote financial contributions, volunteerism and community building.
- 7) That the ensuing 2005-8 Strategic Plan, evidence goals and action steps equal to the challenge and opportunities generated by the Assessment results.

Given these implications, United Way is now challenged to achieve community impact by revisiting its current "community solution areas" and determining:

- a) what areas remain a service focus
- b) what modifications are in order relative to a vision area's definition, participants, outcomes and funding criteria
- c) how adjunct matters such as new initiatives, funding guidelines/ cycles, funding agreements and program evaluation processes are to structured
- d) what field standards apply to service areas

e) what procedures are in order so as to align our fundraising/distribution processes, marketing efforts, volunteer structure, and corporate policies/procedures with the commitment to be a “community impact” agent.

This is the context in which the following structure and action plan is presented. They represent the continuation of our impact effort, begun five years ago, but now “ratcheted up” to achieve enhanced benefits for service recipients, greater program outcomes as well as to produce community impact and community improvement. It is our template for better serving people and the many greater Lorain County communities.

## OVERVIEW

In 1999, United Way of Greater Lorain County conducted a thorough review of how it was doing business. It included an intensive analysis of every funded program, and asked, “Why are we funding this service and is the funding at an appropriate level to provide the greatest benefit to program participants in the community?”

This review resulted in *The Lorain County Fact Book* which represents a compilation of secondary data gathered from over thirty health and human service assessments completed in greater Lorain County. Included in the report was a primary data asset inventory of fifty-one organizations to determine the overall capacity of the county to respond to targeted needs through the identification of service offerings and resource availability among not-for-profit and public sector providers.

The second phase of that analysis involved gaining input from a large sized, diverse group of community volunteers. This was facilitated by Dr. John A. Yankey, Case Western Reserve University, “to (a) identify community needs, (b) rank order the needs in terms of their priority, and (c) make recommendations to the United Way of Greater Lorain County Board regarding its role(s) in addressing issues of importance to the quality of community life.” Their findings and recommendations became the foundation and impetus for the *2001 Vision Council Report of Recommendations*.

Those recommendations identified seven broad community need categories with several sub-categories within each:

- Meeting basic needs
- Increasing life skills and choices
- Nurturing children and youth
- Supporting older adults
- Promoting physical/mental health and wellness
- Developing community infrastructure (addressing discrimination issues)
- Building a coordinated service delivery system (information & referral)

United Way then empowered seven Community Vision Councils to establish outcome priorities and criteria for programmatic funding. Diverse members of the community, as well as associate member agencies and organizations familiar with the focused areas of need and services, carried out the research. The Councils relied on local information (assessments, surveys and position papers) and invited numerous presenters to join the core members throughout the process. The staff of the United Way, fund distribution volunteers and agency representatives melded the results of these information gathering sessions to the established “best practices” of each service field into a set funding guideline recommendations .

The Councils put a high premium on outcomes and evaluation of services so as to measure the impact and benefits. Recognizing that services did not exist in an agency vacuum or in isolation from other needs, the Councils accented the need for collaboration among providers and systems. The use of “Community Solutions” terminology acknowledged the fact that outcomes occurred not only at the program level but in the more extensive context of bettering and positively effecting a community. The terminology also specified that the community had a role in solving its needs and issues.

Such reasoning and the adopted 2001 recommendations were the precursors to United Way of Greater Lorain County’s 2005 Assessment. Using the framework of those prior determinations and the lessons learned from five years of program outcomes, it asked the same question of “how can United Way best serve the Lorain County Community” so as to be the impact funder and change agent its mission demands. The following is the structure and action plan for being such.

## **AGENCY AND PROGRAM GIVENS**

United Way of Greater Lorain County will invest in three specific Impact areas:

- a) Caring for Basic Needs
- b) Nurturing Children and Youth
- c) Strengthening Families

Each is focused on a cluster of identified community needs. Each area identifies a range of measurable outcomes and program criteria that will demonstrate program effectiveness and efficiency in addressing community needs. The following givens are the guidelines for all applicant agencies and programs seeking United Way investment.

### **Agency-Related Givens – To be considered for investment partnership, an organization must:**

- Be incorporated and exempt from Federal Income Tax under Section 501(c) of the Internal Revenue Service Code.
- Provide services that benefit human beings and consist of care or education in the fields of health or human services. (Programs that are religious, political or controversial are not acceptable for investment.)
- Verify it has a local presence in the greater Lorain County community and provides services to people who live and/or work in greater Lorain County.
- Have a clear mission statement for the direct provision of health and human services and the type of program proposed for investment.
- Be governed by an active, volunteer local board of directors which is representative of the community. If a regional Board governs the agency, it must verify that there is active local representation on that Board.
- Provide evidence of fiscal responsibility and conduct an annual independent certified audit.
- Provide services without discrimination in compliance with all local, state and federal non-discrimination laws.

- Perform services in a responsible, efficient and accountable manner. This includes providing evidence of a balanced budget, program plan, strategic plan and a system to accurately measure and report program outcome results.
- Provide evidence of certification/accreditation when field of service requires it.

**Program-Related Givens – To be considered for investment, a program must:**

- Address an Impact Area call for investment and target outcomes consistent with the impact area..
- Meet all appropriate criteria.
- Provide appropriate written documentation which describes terms of any collaboration

## **Impact Team** **Caring for Basic Needs**

**This Area addresses two categories of needs:**

### **1. People in Crisis**

**Vision:** To ensure that all people living in the Greater Lorain County community can meet their basic needs for safety, adequate food, daily subsistence, access to safe and affordable shelter, crisis counseling and other situations requiring emergency assistance.

**Participants:** All people living in the greater Lorain County community who have inadequate basic resources.

**Outcomes** which United Way will consider supporting through this Council are those that attempt to:

(1) Empower participants

(2) Seek:

- To create and maintain safe and affordable shelter for individuals and families that include:
  - short-term emergency shelter (0 – 30 days) and other related services that meet the immediate needs of the participants and will assist them to find permanent housing which will help to stabilize their situation.
  - short-term transitional shelter (30 – 90 days) and other related services that will assist participants to find permanent housing which will help to stabilize their situation and help move participants to permanent housing within 24 months.
  - Supportive services which may increase skill level and/or income and greater self-determination. These may be provided by that organization or coordinated by other public or private organizations.
  - other types of programs providing shelter, as defined by HUD that are identified as a needed service in the greater Lorain County community.
- To improve the adequacy of the food supply for individuals and families by:

- providing a coordinated means for organizations that provide food resources (home and congregate meals, food pantry, government commodity, and supplemental programs) to efficiently and affordably access food products.
- providing food resources directly which include home and congregate meals, emergency food pantry, government commodity and supplemental programs. We believe that programs should “bring food to the people who most need it.” Preference will be given to those programs that provide services at:
  - neighborhood-based sites
  - rural sites
  - service hours that accommodate working families in order to improve customer access and utilization
- To provide strong effective case management, advocacy, crisis counseling that will :
  - provide linkages and follow up services to individuals requiring needed services throughout the community.
  - provide dedicated, trained, knowledgeable staff to advocate directly on behalf of the participant and to empower the participant to advocate on their own behalf.
  - provide active oversight and assistance and, where necessary, follow up services to individuals in crisis or lacking essential personal resources.
- To provide emergency assistance and disaster aid in the form of:
  - immediate and short term aid, as needs dictate, to individuals experiencing emergencies such as house fires and other disaster situations.
  - service offerings focused on safety, life saving skills, and prevention of emergencies
- To provide telephone information and referral services which deliver accurate referral information and assistance that is needed to match people in crisis ,or other needs, with available and appropriate resources in an efficient, timely and customer friendly manner. This service will be funded at only one program. The program must:
  - be available free of charge on a seven day a week, 24 hour a day basis

- evidence an aggressive action plan and time table for either becoming or completing the attempt at becoming a 211 I&R center
- have a mechanism to compile and disseminate information about services available to the community
- have tracking mechanisms to determine whether persons referred were able to access services, were satisfied with the services, or experienced problems with the referral source. This information will be used to determine if particular providers shall continue to be used as referral sources for persons seeking services.
- adhere to all state and federal confidentiality laws
- ensure access and availability of I&R services for persons whose primary means of communication is a language other than English, and for persons with communication impairments such as speech, language or hearing disorders, access to telecommunication devices for the deaf (TDD), and for persons with visual impairments.
- have a system to track and log each call and contact .
- utilize and coordinate with community & regional resources to expand program effectiveness, hiring, developing and retaining qualified caring staff
- market the program effectively to County and other referral sources
- operate according to the Alliance of Information and Referral Systems (AIRS) standards.

**Criteria:** Programs targeting the above outcomes will be considered for investment with preference given to those programs that address more than one outcome area. The major considerations when funding decisions are made include: (1) demonstrated need, (2) effective planning, (3) previous program success, (4) appropriate collaborations, (5) program benefits and/or scope of program benefits, (6) expected impact, (7) scope of program impact, (e.g. individual school-wide, school system-wide, neighborhood-wide, specific target population served, severity of need addressed and number served, etc), (8) non-duplication of service and (9) the science, research, experience or knowledge basis for employing the program's service mode or processes.

A program providing care for **People in Crisis** will be considered for investment if it meets all the following criteria, namely incorporating the service field's best practices and also evidencing that is able to impact the lives of individuals served.

Specific criteria are:

1. Providing a program structure and operation that clearly identifies and adapts to the participant's and Lorain County's needs, and that is supported with effective planning and quality implementation of the plan to meet the stated goals, and a reliable system to evaluate the program.
2. Ensuring that program components match the participant's and County's needs, culture and experience.
3. Utilizing existing resources in order to achieve effectiveness and outcomes.
4. Hiring, developing and retaining qualified caring staff and volunteers.
5. Effectively marketing the program to the Lorain County community and referral sources.
6. Ensuring services are easily accessible to callers and that the environment for delivering direct service is clean, safe and welcoming.
7. Creating educational and developmental mechanisms whereby staff remains current in the knowledge and understanding of their field's best practices and of the County's other care and help giving entities including government assistance systems.
8. Developing service policies, procedures and promotional material which recognize Lorain County's diverse publics and consumer groups.
9. Providing a high quality customer oriented program service delivery that views the participant's dignity and satisfaction as the highest priorities.
10. Obtaining and maintaining any and all licensures, certifications and other requirements of operation as set by funding bodies as well as local, state and federal governing agencies.

11. Having or establishing meaningful and impact oriented collaboratives with other service providers and entities which evidence, among its goals, those aimed at achieving community impact beyond the individual program level, e.g. system improvements, community level collaborations, the formation of partnerships in caring networks, cross discipline/multi-disciplinary networks.
12. Have a documented, structured program evaluation mechanism .
13. Having in place, or in development, a Quality Assurance plan/program which specifies the indicators or measures by which program quality will be measured.

## **2. People with the Greatest Needs**

**Vision:** To ensure that those most in need get assistance in (1) maintaining physical and mental well being and (2) accessing those resources which are critical for sustaining subsistence, independence, self sufficiency and quality of life standards. These include, but are not limited to: education and prevention offerings; therapeutic and professional services; and employment, self sufficiency and independent living focused assistance as well as other essential services.

**Participants:** All individuals living in Lorain County needing essential health, wellness, advocacy and professional services.

**Outcomes** which United Way will consider supporting through this Team are those that seek:

- To increase access to quality affordable health care, mental health counseling, and substance abuse treatment and counseling.
- To improve individual and family functioning through therapy, counseling or casework.
- To increase access to support services for those experiencing a critical human service need.
- To increase the community, social and emotional support opportunities for persons with disabilities, especially through school, neighborhood or community-based approaches.
- To reduce physical, social and emotional isolation of persons with disabilities or other health barriers.
- To maintain or improve the ability of persons from minority, marginalized or disability groups to live and secure opportunities in the community by the elimination of barriers to access critical services or opportunity.
- To integrate program services with other social services such as housing, transitional services, advocacy and other community based services.
- To increase access and knowledge of community resources available to people in greater Lorain County.

- To address physical/mental health and wellness issues with activities that result in increased community involvement, advocacy initiatives and legislation that improves access and/or affordability of care to low income and other at risk populations.
- To establish provider, system or community level collaborations which promote access to care and/or which establish operative mechanisms/strategies to obtain necessary quality services or opportunities.

**Criteria:** Programs targeting the above outcomes will be considered for investment with preference given to those programs that address more than one outcome area. The major considerations when funding decisions are made include: (1) demonstrated need, (2) effective planning, (3) previous program success, (4) appropriate collaborations, (5) program benefits and/or scope of program benefits, (6) expected impact, (7) scope of program impact, (e.g. individual school-wide, school system-wide, neighborhood-wide, specific target population served, severity of need addressed and number served, etc), (8) non-duplication of service and (9) the science, research, experience or knowledge basis for employing the program's service mode or processes. A program providing care for **People with the Greatest Needs** will be considered for investment if it meets all the following criteria, namely incorporating the service field's best practices and also evidencing that is able to impact the lives of individuals served.

Specific criteria are:

- 1 Providing a program structure and operation that clearly identifies and adapts to the participant's and Lorain County's needs, supported with effective planning and quality implementation of the plan to meet the stated goals, measurable outcomes and a reliable system to evaluate the program.
- 2 Ensuring that program components match the participant's and community's needs, culture and experience.
- 3 Utilizing existing resources in order to achieve effectiveness and outcomes.
- 4 Hiring, developing and retaining qualified caring staff and volunteers.

- 5 Effectively marketing the program to the Lorain County community and referral sources.
- 6 Ensuring services are easily accessible to consumers and that the environment for delivering direct service is clean, safe and welcoming.
- 7 Creating educational and developmental mechanisms to ensure that program staffs knowledge evidence their field's best practices and an awareness of the County's other care and help giving entities as well as government assistance systems.
- 8 Developing service policies, procedures and promotional material which recognize Lorain County's diverse publics and consumer groups.
- 9 Providing a high quality customer oriented program service delivery that views the participant's dignity and satisfaction as the highest priorities.
- 10 Obtaining and maintaining any and all licensures, certifications and other requirements of operation as set by accrediting bodies as well as local, state and federal governing entities.
- 11 Having or establishing meaningful and impact oriented collaborative with other service providers and entities which evidence, among the program's goals, ones aimed at achieving community impact beyond the individual program level, e.g. system improvements, community level collaborations, the formation of partnerships in caring networks, cross discipline/multi-disciplinary networks.
- 12 Have a documented structured program evaluation mechanism .
- 13 Having in place, or in development, a Quality Assurance plan/program that specifies the indicators or measures by which program quality will be measured.

## **Impact Area** **Nurturing Children and Youth**

**Vision:** To ensure that every child be provided a healthy, safe, nurturing, learning environment as well as the assistance in developing assets and protective factors which have been proven to reduce those risk factors in the environment or in the child which increase the likelihood that the youth will engage in one or more problem behaviors. The overriding goal of this Area is to promote and establish healthy development and behaviors for all children and youth beginning with early childhood and based on (1) healthy and clear standards in families, schools, communities, peer groups and (2) positive bonding, the provision of development and skill enhancement opportunities while always focusing on nurturing the individual child's characteristics and their need for positive reinforcement.

**Participants:** Children and youth between the ages of 0 – 18 in greater Lorain County.

**Outcomes** which United Way will consider supporting through this Council are those that seek:

- To provide childcare services that emphasize early intervention by:
  - family partnerships
  - asset based development
  - stimulating learning experiences (home & center based)
- To provide quality childcare that is comprised of:
  - staff trained to provide specific needs of children
  - adequate staff-child ratios
  - developmentally appropriate practices (DAP)
  - family work schedule accommodation

- To provide educational experiences for children and youth that include:
  - developmentally appropriate practices (DAP)
  - emotionally and physically healthy environment
  - literacy rich environment
  - individualization to meet the specific rights and needs of children
  - sensitivity to cultural diversity
- To promote the development of citizenship by:
  - teachers/parents/adults as role models
  - healthy resolution of conflicts
  - responsibility for self and others
  - healthy emotional and social environments
- To promote life skill training and education which emphasizes independent living skills and problem solving skills.
- To promote career success through:
  - continuing formal education
  - upgrading specific skills training/ skills
  - job development and placement
  - career guidance, testing and related support (resume writing, interviewing skills, etc.)
- To empower youth by:
  - demonstrating that the community values its youth
  - creating opportunities for youth to develop and demonstrate leadership skills
- To create reasonable boundaries and expectations for youth by:
  - encouraging youth to set goals and then providing help to them for successfully
  - achieving their goals
  - providing role models
  - encouraging responsible peer behaviors

- To provide youth with activities that will encourage constructive use of their time and interests by:
  - providing a variety of activities that are age and culturally appropriate which include physical and cultural components for individuals as well as organized groups
  - creating opportunities for involvement in the community, enriched family activity, engaging young people in the learning process and motivating them to do well in school
  - encouraging them to become involved in academically enriching activities
- To develop social competencies by:
  - helping young people become knowledgeable and comfortable with people of different cultural, racial and ethnic backgrounds
  - teaching planning, organizational and decision making skills
- To implement those conditions known as protective factors (assets) that buffer children and youth from exposure to their age group's greatest risks such as substance abuse, delinquency, dropping out of school, teen pregnancy, and anti social behavior. Protective factors should either change the way risk is responded to or reduce the risk.
- To establish provider, school system or other community level collaborations which promote development of protective factors that buffer children and youth from exposure to risk.

**Criteria:** Programs targeting the above outcomes will be considered for investment with preference given to those programs that address more than one outcome area.

The major considerations when funding decisions are made include:

(1) demonstrated need, (2) effective planning, (3) previous program success, (4) appropriate collaborations, (5) program benefits and/or scope of program benefits, (6) expected impact, (7) scope of program impact, (e.g. individual school wide, school system wide, neighborhood wide, specific target population served, severity of need addressed and number served etc), (8) non-duplication of service and (9) the science, research, experience or knowledge basis for employing the program's service mode or

processes. A program providing care for Children and Youth will be considered for investment if it meets all the following criteria, namely incorporating the children and youth's service field's best practices and also evidencing that is able to impact the lives of individuals served.

Specific criteria are:

- 1) Providing a program structure and operation that clearly identifies and adapts to the participant's and Lorain County's needs, supported with effective planning and quality implementation of the plan to meet the stated goals, measurable outcomes and a reliable system to evaluate the program.
- 2) Ensuring that program components match the participant's and community's needs, culture and experience.
- 3) Utilizing existing resources in order to achieve effectiveness and outcomes.
- 4) Hiring, developing and retaining qualified caring staff and volunteers.
- 5) Effectively marketing the program to the Lorain County community and referral sources.
- 6) Ensuring services are easily accessible to consumers and that the environment for delivering direct service is clean, safe and welcoming.
- 7) Creating educational and developmental mechanisms to ensure that program staffs knowledge evidence their field's best practices and an awareness of the County's other care and help giving entities as well as government assistance systems.
- 8) Developing service policies, procedures and promotional material which recognize Lorain County's diverse publics and consumer groups.
- 9) Providing a high quality customer oriented program service delivery that views the participant's dignity and satisfaction as the highest priorities.
- 10) Obtaining and maintaining any and all licensures, certifications and other requirements of operation as set by accrediting bodies including local, state and federal governing entities.

- 11) Having or establishing meaningful and impact oriented collaborative with other service providers and entities which evidence, among the program's goals, one or more aimed at achieving community impact/benefits beyond the individual program level, e.g. system improvements, community level collaborations, the formation of partnerships in caring networks, cross discipline/multi-disciplinary networks, and the like.
- 12) Have a documented structured program evaluation mechanism
- 13) Having in place, or in development, a Quality Assurance plan/program that specifies the indicators or measures by which program quality will be measured

## **Impact Area** **Strengthening Families**

**Vision:** To enhance the quality of family life and to strengthen families as well as individuals by providing a range of education, prevention, intervention, life skills, parental and independent living programs which support families as nurturers, caretakers, instructors as well as that empower family/family members to function to the highest degree possible. These programs must be research and science based, or have a proven track record in obtaining positive outcomes with families and individuals. Programs address: (1) parenting issues such as communication, family attitudes and values, and becoming a parent; (2) family management problems such as substance abuse, teen pregnancy, school drop out and anti social behavior; and (3) quality of life matters such as senior socialization, homemaker & independent living subjects, safety and chronic disease control and employment.

**Participants:** Young adults, adults, seniors and the family unit.

**Outcomes** which United Way will consider supporting through this Council are those that seek:

- To promote healthy families by developing protective factors (assets) within the family aimed at the elimination or reduction of the risk factors which cause family disfunctioning, a negative family environment, family management problems, and the erosion of the family unit's mental, emotional and physical well being.
- To benefit parents by their:
  - gaining a better understanding of youth development
  - becoming willing to seek help for special family needs
  - enhancing ability to set clear family standards and make specific rules
  - developing parenting and role modeling skills
- To promote healthy lifestyles and good decision making.
- To promote positive peer influences for youthful family members while also increasing the ability to handle negative peer pressure.

- To promote healthy beliefs and standards, opportunities for prosocial involvement, social skills as well as healthy bonding to family, school and the community for youthful family members.
- To prevent youth behavioral problems and their exposure to risk by reducing the risk or changing the way youth respond to risk.
- To assist individuals to gain knowledge, access resources and tools, and to take action to manage their, or a family members, chronic diseases.
- To empower individuals to take ownership of their personal health so as to improve their lives and help reduce the effects of a chronic disease both for those with the disease and for affected family members.
- To allow seniors to live well independently by:
  - providing for assessment of individual needs, determining benefits and entitlements, and identifying services to meet the needs.
  - assisting seniors with personal care, home maintenance tasks, and homemaker services made difficult/impossible as a result of illness or the aging process.
  - providing reliable, affordable transportation for medical, nutritional and personal reasons.
- To encourage seniors to keep healthy by:
  - increasing their knowledge about issues and services related to emotional, physical and mental health.
  - providing delivery of meals at home and by supporting community based sites.
- To encourage seniors to keep active by:
  - providing activities, which foster physical, emotional and mental well-being by encouraging interaction amongst themselves as well as with community members of various ages.
- To provide support for families and friends who give care by:
  - providing respite to primary caregivers of adults.

**Criteria:** Programs targeting the above outcomes will be considered for investment with preference given to those programs that address more than one outcome area. The major considerations when funding decisions are made include: (1) demonstrated need, (2) effective planning, (3) previous program success, (4) appropriate collaborations, (5) program benefits and/or scope of program benefits, (6) expected impact, (7) scope of program impact, (e.g. specific target population served, severity of need addressed and number served etc), (8) non-duplication of service and (9) the science, research, experience or knowledge basis for employing the program's service mode or processes. A program providing **Care for Families** will be considered for investment if it meets all the following criteria, namely incorporating the family services field's best practices and also evidencing that is able to impact the lives of individuals served.

Specific criteria are:

- 1) Providing a program structure and operation that clearly identifies and adapts to the participant's and Lorain County's needs, supported with effective planning and quality implementation of the plan to meet the stated goals, measurable outcomes and a reliable system to evaluate the program.
- 2) Ensuring that program components match the participant's and community's needs, culture and experience.
- 3) Utilizing existing resources in order to achieve effectiveness and outcomes.
- 4) Hiring, developing and retaining qualified & caring staff and volunteers.
- 5) Effectively marketing the program to the Lorain County community and referral sources.
- 6) Ensuring services are easily accessible to consumers and that the environment for delivering direct service is clean, safe and welcoming.
- 7) Creating educational and developmental mechanisms to ensure that program staffs knowledge evidence their field's best practices and an awareness of the County's other care and help giving entities as well as government assistance systems.
- 8) Developing service policies, procedures and promotional material which recognize Lorain County's diverse publics and consumer groups.

- 9) Providing a high quality customer oriented program service delivery that views the participant's dignity and satisfaction as the highest priorities.
- 10) Obtaining and maintaining any and all licensures, certifications and other requirements of operation as set by accrediting bodies as well as local, state and federal governing entities.
- 11) Having or establishing meaningful and impact oriented collaborative with other service providers and entities which evidence, among the program's goals, one or more aimed at achieving community impact/benefits beyond the individual program level, e.g. system improvements, community level collaborations, the formation of partnerships in caring networks, cross discipline/multi-disciplinary networks, and the like.
- 12) Have a documented structured program evaluation mechanism
- 13) Having in place, or in development, a Quality Assurance plan/program that specifies the indicators or measures by which program quality will be measured

## **Community Initiatives**

In its analysis of Assessment data, both the ad hoc Community Assessment Committee and the United Way Board agreed that achieving desired “community” level impact relative to certain issues/problems would necessitate United Way being the lead agent or becoming involved as a partner in meaningful impact initiatives which in prior years were seen as peripheral to the United Way’s traditional role and mission. Funding initiatives or being partners in initiatives have now been determined be a logical and valuable fit with United Way’s ratcheting up of its service expectations. Initiatives are powerful tools for delivering on the promises of the United Way brand. These have the strong magnetism to both attract community support and reposition United Way with community leaders and contributors.

**Criteria.** To be considered for funding, an initiative must meet the following criteria:

- 1) The project focus is on an issue/problem that is clearly related to one of United Way’s impact areas.
- 2) It includes, as an essential element, partners who share responsibility and accountability for playing various roles in the initiative’s success.
- 3) It explicitly targets outcome-specific improvements/benefits/positive changes in the lives of a defined community population. This population must be defined by geography, demography or condition and not simply by being clients.
- 4) Its goals evidence outcomes which target improvements in networks, neighborhoods, organizations, systems that will bring about the intended population benefits.
- 5) The project’s design and evaluation detail how collected data will show if the initiative is creating the desired changes/benefits/improvements as well as how the substantiating data will be collected and analyzed.

6) Given the initiative's alignment with United Way's impact efforts as well as the public profile a United Way funded initiative will give the community, United Way must have defined role in the project. The initiative can thus build on United Way's organizational strengths and community relationships. Also, the provision of contributed funds and the inclusion of United Way's name and non financial resources in the project necessitate that it be involved as an active participant, not just a funder.

**Agency-Related Givens** – To be considered for an initiative investment partnership, an organization must:

- Be incorporated and exempt from Federal Income Tax under Section 501(c) of the Internal Revenue Service Code.
- Provide services that benefit human beings and consist of care or education in the fields of health or human services. (Programs that are religious, political or controversial are not acceptable for investment.)
- Verify that it has a local presence in the greater Lorain County community and provides services to people who live or work in greater Lorain County.
- Have a clear mission statement for the direct provision of health and human services and the type of program proposed for investment.
- Be governed by an active, volunteer local board of directors which is representative of the community. If a regional Board governs the agency, it must verify that there is active local representation on that Board.
- Provide evidence of fiscal responsibility and conduct an annual independent certified audit.
- Provide services without discrimination in compliance with all local, state and federal non-discrimination laws.
- Perform services in a responsible, efficient and accountable manner. This includes providing evidence of a balanced budget, program plan, strategic plan and a system to accurately measure and report program outcome results.
- Provide evidence of certification/accreditation when field of service requires it.

**Call for initiative proposals.** The availability of funds for initiatives will be determined annually by the United Way Board of Directors, as will the initiative(s) target area(s), funding time periods, proposal due dates and other specifics. Availability of funds and details regarding application for initiative funds will be publicized. The forms and processes for requesting funds and determining funding will be separate for initiatives as will the reporting to United Way and project evaluation. Those and other processes will be detailed in material provided to parties interested in seeking funding for an impact project.

**The proposal format will have two steps:**

- 1) The submission, review and determination of funding requests (see attached sample).
- 2) The signing of a funding agreement by project partners prior to distribution of funds.

Initiative funding is project specific and is not intended to create agencies. Nor is it designed or intended to provide ongoing financial support to an agency which receives funds. A United Way **Initiative** is meant to be a strategic resource for achieving targeted impacts. These change over time depending on community problems/needs as does United Way's financial ability to support projects. It is hoped that initiative funding will attract other funding partners so that the impact's scope and outcomes become enhanced.

## GLOSSARY OF TERMS

<b>Call for Investment</b>	Request for agencies and organizations to apply for investment (funds) through the Community Impact Teams
<b>Community</b>	“Communities” may include: people living or working within the United Way service area, residents of a neighborhood or school district, people with common concerns, people associated by a common characteristic, etc.
<b>Community Agenda</b>	An agenda defines the desired results, underlying conditions that stand in the way, strategies to address conditions, approaches to measure strategy effectiveness, resources required and the “community’s” assets that need to be mobilized
<b>Community Change</b>	Change in policy, practice, resource allocation or other characteristics of a community system or institution, association, organization, network, neighborhood environment, or other community element
<b>Community Impact</b>	Improving lives by mobilizing communities and implementing strategies designed to create lasting changes in community conditions. Impact activity is not limited to funding direct services. Strategies also include influencing personal networks, workplaces, service sites, neighborhood characteristics, organizations and/or community institutions and support systems.
<b>Community Outcome</b>	Changes in a defined community population brought about by changing conditions in the community
<b>Community Partner</b>	United Way partners include a diverse group of community stakeholders. Partnerships vary depending on the issue at hand, and include groups

	that do not have a financial relationship with United Way
<b>Community Impact Teams</b>	Fund distribution process arranged into groups of programs with like focus (basic needs, children & youth, family)
<b>Community Impact Funds</b>	Dollars available to fund programs within each Community Solutions Council
<b>Funded Partner</b>	An agency or organization participating in a Community Impact Team through investment
<b>Givens</b>	Agency and program qualifications that must be met in order for an agency or organization to apply for investment with a Community Solutions Council
<b>Initiative</b>	Focuses on an issue that is clearly related to a United Way impact/community solution area. It involves partners that share responsibility and accountability for and playing various roles in the initiative. The initiative has an explicit target outcome with a population defined by geography, demography or condition and not just simply as clients of a certain service. It details benefits for the “community” served as well as the method for collecting and evaluating data/results. In some initiatives United Way can be a funder/co-funder, in others a participant playing a defined role using its organizational strengths & relationships to contribute to the initiative’s success..
<b>Outcome</b>	Change sought in the knowledge, attitudes, motivation, skills, behavior, condition, status, or other characteristics of a specific individual group of individuals
<b>Outcome Statement</b>	Statement in terms of a measurable change/result
<b>Program</b>	A defined service provided by an organization
<b>Program Criteria</b>	Program investment guidelines developed by Team members to ensure effective and efficient program service delivery
<b>Program Outcome</b>	Changes that program activities intend to create in program participants

## **ADDENDUM**

### **ECONOMIC DEVELOPMENT**

In addition to identifying the areas which represented the greatest human service needs in the County, the Community Assessment's feedback to United Way underscored the need for "employment and job readiness" in Lorain County. In fact, much of the human service need which became the basis for determining community solution impact areas referenced the Lorain County's economic condition as a dominant influence and trigger for either precipitating or exacerbating many of the identified human service needs. In terms of need, employment and job readiness needs ranked equal to those named human service needs...ones traditionally addressed by United Way.

After discussing this economic piece in detail, the Community Assessment Committee, which was asked to review assessment results and formulate recommendations to the United Way Board, recommended that United Way enter the current Lorain County economic dialogue in some capacity while also considering applying funding/agency resources to this non traditional area.

As an outcome of the Board discussing that recommendation, the United Way Executive Director was asked to further develop thoughts and strategies relative to United Way's role in economic and employment related matters. Given the enormous scope and multi dimensions of the subject, the Executive report and recommendation will be cast in the form of a plan which will necessitate additional study and meaningful discussion with other publics as well as parties and funders currently collaborating on economic development/employment issues. Central to that plan are the determination of: (1) the value of applying financial and other resources since any United Way financial involvement would pale in comparison to what is needed while at the same time divert funds/resources from service arenas familiar to--and the expertise of--United Way; (2) the manner and degree of United Way's entry into economic/employment focused matters needs to be consistent with United Way's other community service impact activity and produce benefits worthy of the participation...both of which would be included in two critical United Way component: promotional material and the internal business/strategic plan.