

UNITED WAY OF CASS COUNTY 2010 INVESTMENT FRAMEWORK

MISSION STATEMENT

To increase the organized capacity of the citizens of Cass County to care for one another and to promote education of human care services and needs.

EDUCATION			
TARGET GOAL	COMMUNITY OUTCOMES	STRATEGIES	INDICATORS
Children enter Kindergarten ready to learn	Children achieve appropriate developmental targets in literacy, social skills, emotional development, physical motor skills, and cognitive skills	<ul style="list-style-type: none"> ○ Promote the importance of reading to address early literacy and reading success ○ Provide children with high quality early education settings ○ Provide tools to enhance early childhood education programs ○ Increase access to books (Reading Railroad) ○ Help parents gain new skills to educate and motivate their children 	<ul style="list-style-type: none"> ○ Percentage of 5 year olds demonstrate school readiness skills upon entering Kindergarten (Kindergarten screens) ○ Percentage of parents who demonstrate new skills to improve their child's learning experiences ○ Number of children receiving books (outputs)
School-aged children succeed in school	School-aged children gain the basic literacy and learning skills necessary to succeed in school	<ul style="list-style-type: none"> ○ Support children and family literacy efforts to improve reading success ○ Support after-school programs that foster academic success ○ Help parents gain new skills to support their children's literacy skills and education 	<ul style="list-style-type: none"> ○ Percentage of children able to read at grade level (assessment) ○ Percentage of children show improved academic achievement (i.e., attendance, ISTEP in math & English sections, etc.) ○ Percentage of parents who increase time/effort to support their child's school success
Youth grow into productive adults	Youth gain new skills and knowledge that promote positive development	<ul style="list-style-type: none"> ○ Help parents and supportive adults to foster academic success 	<ul style="list-style-type: none"> ○ Percentage of youth who successfully complete high school

		<ul style="list-style-type: none"> ○ Provide structured mentoring opportunities to build positive adult or peer relationships ○ Provide volunteerism experiences (i.e., Day of Action) 	<ul style="list-style-type: none"> ○ Percentage of students who enter career training and post-secondary education ○ Percentage of youth who develop positive attitudes, personal assets and relationships
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HEALTH			
TARGET GOAL	COMMUNITY OUTCOMES	STRATEGIES	INDICATORS
People are stronger, healthier and happier	Individuals maintain good health and positive well-being	<ul style="list-style-type: none"> ○ Distribute discount prescription cards (FamilyWize) ○ Provide educational materials to adults and children to promote wellness and healthy lifestyles ○ Promote activities to reduce obesity ○ Support youth programs that avoid risky behaviors 	<ul style="list-style-type: none"> ○ Number of people enrolled utilizing the discount prescription card (output) ○ Percentage of people who achieve and/or maintain appropriate weight ○ Percentage of people who demonstrate improved health and well-being ○ Percentage of youth who avoid risky behaviors

INCOME			
TARGET GOAL	COMMUNITY OUTCOMES	STRATEGIES	INDICATORS
Families and individuals are financially stable	People gain the skills necessary to increase their financial well-being	<ul style="list-style-type: none"> ○ Expand financial literacy through education, counseling, financial resources, and skill building 	<ul style="list-style-type: none"> ○ Percentage of people who demonstrate an increase in financial management skills
	People have improved access to resources necessary to foster safety, stability and independence	<ul style="list-style-type: none"> ○ Improve access to assistance to meet basic needs through the Cass County Resource Network (food, 	<ul style="list-style-type: none"> ○ Number of people who receive assistance through the CCRN to meet their basic needs (outputs)

		clothing, rent/mortgage, housing, utilities, transportation, & health services) <ul style="list-style-type: none"> ○ Provide funds to maintain the 2-1-1 system in Cass County ○ Support programs that help families live in safe neighborhoods ○ Support programs that assist families in emergency disasters 	<ul style="list-style-type: none"> ○ Percentage of increased information calls and referrals conducted by 211 (outputs) ○ Percentage of people experiencing improved safety and stable living environments ○ Number of people who receive emergency assistance during local disaster or crisis
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COMMUNITY CHANGE			
TARGET GOAL	COMMUNITY OUTCOMES	STRATEGIES	INDICATORS
Residents of Cass County value individual differences	People gain the knowledge and understanding to respect and appreciate all Cass County residents	<ul style="list-style-type: none"> ○ Convene the Diversity Dynamics program ○ Act as a leader to proactively ensure inclusiveness in the community ○ Advocate for new residents 	<ul style="list-style-type: none"> ○ Percentage of people who gain acceptance for Cass County residents with differences

INVESTMENT PRINCIPLES

To respond to the changing environment, United Way of Cass County is transforming to more effectively position the organization to take action to address tomorrow's needs and opportunities. United Way of Cass County (UWCC) is shifting to an organization that is committed to achieving significant community impact through an integrated model of community development and resource development strategies. This framework outlines the new investment strategies and activities necessary to successfully implement and achieve measurable community impact.

Investment Principles

1. Create an allocation process that integrates the strategic investment plan with outcome measure to address community issues. To be effective, United Way must identify a limited number of issues/outcomes for focus. Decisions about funding will be determined by the following principles:
 - a. Agency Partners' proposals must align with one or more of United Way's targets issues
 - b. Proposals must provide a description of how the program or strategies will achieve an identified community outcome and measured to meet established indicators
 - c. UWCC will engage Agency Partners to ensure that outcomes and indicators are feasible and appropriate
2. Establish an initiative pool to support immediate needs that require small financial investment.
 - a. The initiatives funding pool will offer year-round funds for short-term projects that will have an impact on the community. Grants must tie in with UWCC's strategic investment goals. Funding will be flexible to the changing dynamics of human service needs in Cass County.
 - b. Initiative awards are generally one time grants. Funds may support:
 - i. Planning funds to increase effectiveness of new program start-ups
 - ii. Activities to meet new/emerging/unexpected community needs
 - iii. Programs that fill service gaps as identified by UWCC
 - iv. Capacity building projects
 - v. Issue based coalitions
3. Diversify funding through grants opportunities and local partnerships to leverage additional financial resources for investment in Cass County.

Definitions

Community Outcomes: Benefits for participants during or after their involvement with a program. Outcomes relate to changes in knowledge, skills, attitudes, values, behavior, condition, or status. (Examples of outcomes include greater knowledge of financial management, improved reading skills, getting a job and keeping it, and achieving greater independence.)

Program Outcomes: For a particular program, there can be various "levels" of outcomes, with initial outcomes leading to longer-term ones. For example, a youth in a mentoring program who receives one-to-one encouragement to improve academic performance may attend school more regularly, which can lead to getting better grades, which can lead to graduating.

Outcome indicators: - The specific items of information that track a program's success on outcomes. They describe observable, measurable characteristics or changes that represent achievement of an outcome. The number and percent

of program participants who demonstrate these behaviors then is an indicator of how well the program is doing with respect to the outcome.