



United Way of
Washington County

MOBILIZING COMMUNITIES

Community Investment Process

In 2012, the United Way of Washington County Board of Directors adopted a new business model called Mobilizing Communities. Mobilizing Communities is a community investment strategy that leverages all community resources to create lasting change.

MOBILIZING COMMUNITIES STRUCTURE

United Way's goals are based on community-identified and prioritized needs. They align under three pillars: Education, Financial Stability, and Health. Each pillar has several focus areas. To receive United Way funding, a program must be able to demonstrate how services measurably advance these goals.



Education

GOAL: Youth are succeeding in school and becoming positive members of the community.

- **Improving School Readiness** Children 0-5 enter school prepared to succeed.
- **Promoting Early Grade Reading** Children enter 4th grade with the reading and comprehension skills that provide a strong foundation for learning.
- **Preventing High School Dropouts** Students graduate high school on time.
- **Advancing life skills and personal development** Students are prepared for college, work, and life.



Financial Stability

GOAL: Community members are financially stable and independent.

- **Family-sustaining employment and financial stability** Lower-income working families achieve and retain family sustaining employment and have the resources and assets to avoid a financial crisis. .
- **Household Stability** Low-income working families have access to stable and secure housing and enjoy basic needs and food security.



Health

GOAL: Children and adults are physically and mentally healthy.

- **Reducing rates of substance abuse through prevention, education, and treatment** Teens and adults avoid unhealthy use of drugs and alcohol.
- **Increasing awareness and access to mental health services** Individuals and families understand the importance of mental health, and are willing and able to obtain preventative, acute, and continuing care when needed.
- **Supporting life-long healthy choices** Children and adults make healthy choices that promote wellness and prevent chronic disease.

COMMUNITY INVESTMENT CATEGORIES

There are three funding categories, each with a separate application process. All United Way programs must be research-based and able to demonstrate measurable outcome results.

Sustained Program Funding

Programs in this category provide client services that may be crisis, prevention, and/or developmental oriented. Awards are made for individual programs, not agencies, and last three years with satisfactory year-end reports.

Crisis Client Services: Crisis client services are safety net services that typically have only an initial outcome. They do not focus on root cause issues. Examples include emergency shelter, food, and disaster services.

Prevention Client Services: These services prevent future problems by focusing on clients improving their knowledge, skills, attitudes, and behaviors in order to reduce risky behavior. These programs are expected to have intermediate and/or longer-term outcome results in addition to any initial outcomes. Examples include services that delay youth consumption of alcohol, promote healthy eating, and supportive services that enable seniors to remain independent.

Developmental Client Services: These are “ladder” services that enable clients to improve their condition. These programs are expected to have intermediate and/or longer-term outcome results in addition to any initial outcomes. Examples include parenting classes and skill training.

Special Response Funding

United Way provides one-time discretionary funding outside of the regularly scheduled grant cycle to meet emergency/urgent community needs. Applications are accepted by invitation only. At the board’s discretion, non-renewable grants are awarded for:

- Non-profit organizations that have experienced a significant increase in demands
- Non-profit venture/start-up organizations or programs serving unmet community needs
- Community Crisis Response

FUNDING CYCLES

Application materials and required documents are available at UnitedWayOfWashingtonCounty.org. All funding decisions are made by community volunteers.

Sustained Funding Programs

Sustained Funding applications are accepted on a three-year rotational basis by Impact Pillar. Eligible organizations or coalitions may submit applications under multiple Impact Pillars, but only one application will be accepted per pillar.

- **2018:** Health Programs apply for 2019 funding
- **2019:** Education Programs apply for 2020 funding
- **2020:** Financial Stability Programs apply for 2021 funding

Funding awards are announced by August for the following year. Awards are paid out on a quarterly basis. During years where no application is required, program funding will be based on outcome results in Year-End Reports.

ORGANIZATIONAL STRUCTURE

Community Impact Director

The Community Impact Director is a United Way staff member who serves as the primary liaison between United Way volunteers and nonprofit agency partners. The Community Impact Director manages the application and fund distribution process, provides support and training, and periodically meets with partners to discuss agency needs.

Impact Strategy Teams

An Impact Strategy Teams is a group of subject matter experts and interested community volunteers that unite to analyze information and develop recommendations on how to address root causes related to a specific focused initiative. Membership is open to any interested individual, and members may join or leave the Impact Strategy Team as they choose.

Strategy Teams typically meet multiple times over several months to research root causes of the identified issue, map community assets, identify gaps in services, and develop strategies to address root cause(s) of the specific focused initiative. They recommend a strategic initiative to an Impact Panel for consideration before it advances to the United Way Board.

Impact Panels

Each Impact Pillar has one Impact Panel. Impact Panels are made up of 8-12 subject matter experts. They provide leadership for Impact Strategy Teams located within their Impact Pillar, e.g., the Financial Stability Panel provides leadership for the Employment Strategy Team.

Panel members serve at least two years but no more than four consecutive years on the same Impact Panel. A panel member may go on to serve as a panel co-chair for two additional years.

Impact Panel members are typically members of focused initiative strategy teams within their Impact area. The Panel reviews a strategy committee's strategic initiatives before they are provided to United Way's Community Impact Committee for review.

Every three years Impact Panel members are asked to review funding applications submitted for Sustained Funding programs. During the non-application years, Impact Panels review program Year-End Reports. Based on their reviews, Impact Panels make annual program funding recommendations to United Way's Community Impact Committee.

Impact Panels meet on a quarterly basis to discuss community indicator data, trends, the status of funded Focused Initiatives within their Pillar, Mid-Year Reports (for Focused Initiatives) and Year-End Reports (for Sustained Funding Programs). They meet more frequently during a year where Sustained Funding applications are being received for their pillar.

Community Impact Committee (CIC)

The Community Impact Committee provides leadership and oversees all of United Way's community investment processes. CIC is also responsible for managing policies that relate to funded agencies. A minimum of two CIC members serve on each Impact Panel.

CIC reviews annual funding recommendations for Sustained Funding programs before they are advanced to the United Way Board for consideration. They also review recommended focused initiative strategies before they are advanced to the United Way Board. Should an unexpected community crisis occur, CIC will recommend Rapid Response Funding to the United Way Board.