



United Way Tar River Region

COMMUNITY IMPACT PLAN

Creating a Better Future for Nash and Edgecombe Counties

United Way Tar River Region (UWTRR) serves Nash and Edgecombe Counties with the mission to unite people and resources to build a stronger community. We do this in many ways: through our funding of quality of life, health and human services programs; through our community development services; and through building and sustaining partnerships and other collaborative initiatives.

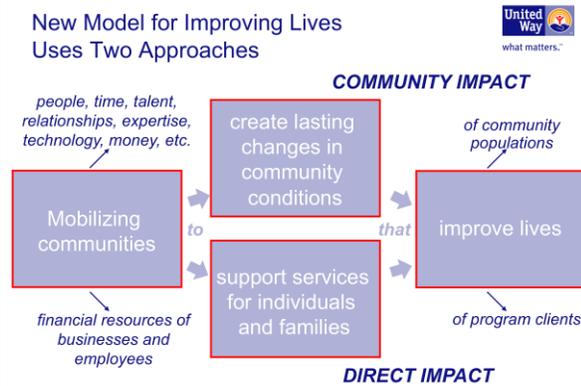
Over the course of the past several years, our local United Way has experienced significant change. At a planning retreat in April 2007, the UWTRR Board determined that it needed to (1) assess the current and emerging needs of the community; (2) consider its current capacity and other resources; and (3) develop a long-range plan and fundraising model that optimizes the impact of United Way and its partners in the community. In 2008, Rocky Mount Area United Way and Edgecombe United Way merged their operations and conferred the name United Way Tar River Region upon the combined entity.

In September 2008, we completed a Community Needs Assessment Project (CNAP). Through this project, we identified significant needs in the community and potential roles for United Way and its partners. The CNAP Team made several recommendations to the United Way Board:

- Adopt a Community Impact Model to maximize the impact of donated dollars in the community.
- Focus on the priority areas identified in the Community Needs Assessment and advanced by United Way of America (UWA): Education, Health, and Income and Independence.
- Evaluate the funding distribution process to ensure that funding supports programs that meet our community's most pressing needs and produce measurable impact.
- Open the funding process to include new Community Partners that offer programs and services to meet emerging needs.
- Make issues related to families a priority.
- Research and develop a coordinated community information system.
- Encourage greater communication, coordination, and collaboration among nonprofits, faith organizations, and others in the community.
- Promote greater volunteerism and community engagement within the two-county region.

This document represents the United Way Tar River Region’s adoption of a Community Impact Model. We designed this Community Impact Plan to meet several of the recommendations of the CNAP team. This Community Impact Plan will guide our United Way as we make meaningful, charitable giving decisions based on the most pressing needs of our community, while ensuring maximum value and impact. With the adoption of this Community Impact Plan, United Way Tar River Region moves beyond being a fundraising and fund-distributing agency to:

- working with community stakeholders to identify the most pressing needs in the community;
- developing and implementing strategies for positive change; and
- providing accountability for results.



With this plan, United Way expands its roles of fundraising and fund-distribution to include mobilizing the community’s time, talent, relationships, expertise, technology, financial contributions, and other resources. United Way will mobilize the community’s many resources to change community conditions and deliver results that improve the lives, not just of program clients, but also of community populations. This second approach to improving lives – by changing community conditions – is what United Way calls “community impact.”

Our adoption of a Community Impact Plan means significant shifts in how our United Way does business. It moves us from raising funds and distributing them to worthy agencies and programs to placing a greater emphasis on specific results for the community. With the adoption of this Community Impact Plan, United Way also dedicates more of its resources, especially staff time, to convening and coordinating community collaboratives that design and implement solutions to tough community problems.

The United Way Tar River Region has multiple reasons for making this transition to a Community Impact Plan with the most significant reason being the opportunity to inspire greater impact in the two communities. We also believe that a Community Impact Plan will help us better communicate to donors and potential donors the value of a contribution to United Way and inspire greater giving in the two counties. We also value the opportunity for improved accountability and transparency as we are better able to track and report how the community’s contributions have made a real and lasting difference. The transition to a Community Impact Plan is an opportunity for UWTRR to be more flexible in meeting the most important and pressing needs of the community and to more openly and inclusively involve the many excellent nonprofits, committed individuals, and community-minded government agencies and businesses who want to make our two counties better.

As the Planning Committee crafted this Community Impact Plan, we paid careful attention to the following principles for what we believe to be a quality plan:

- Be inclusive of the needs of United Way’s many stakeholders and supporters including Community Partners as well as donors, volunteers, businesses, local government, the faith-based community, nonprofits, and community groups;
- Create a model and a plan that works throughout Nash and Edgecombe counties;

- Be careful of moving too fast: build the understanding and capacity of our Community Partners and other nonprofits so that they are adequately prepared to fully participate;
- Make our communication and education efforts transparent and two-way.
- Pay attention to the capacity and structure of UWTRR as well as the nonprofits in our community. Do not create something that exceeds what we are capable of doing well.
- Learn from the journey of other United Ways as they have transitioned to some form of a community impact model.

The Planning Committee recognizes that the transition to this Community Impact Plan in Nash and Edgecombe counties will not be easy or without challenges along the way. United Way has long traditions of supporting the community in one particular way and change is never easy. We have lots of work to do within our own house as we change our systems and processes and we have high expectations for our Community Partners and others as we put greater emphasis on delivering concrete results in the areas of education, income and independence, and health. We also know that collaboration can be both frustrating and fruitful.

Despite the challenges, we believe that benefits of using this Community Impact Plan far outweigh the challenges. By more effectively and strategically using community resources, all of us in the two counties will be better able to see the results of our investment of time, talent, and financial resources. With greater collaboration across agencies, we believe that there will be less competition for resources and a greater opportunity to test new ideas and innovative strategies that make the twin counties better for all of us.

A planning committee of United Way leaders who met at least once a month for over nine months crafted this plan (see Appendix 1 for a list of committee members). Meredith Emmett of Third Space Studio facilitated the meetings of the planning committee and prepared this document. The plan is divided into three sections:

Section 1 – Focusing on Community Impact

The UWTRR Board of Directors approved a focus on three impact areas, as a result of its community needs assessment: Education, Income and Independence, and Health. This first section of the Community Impact Plan describes the vision and goals for each impact area, lists target strategies, and identifies the ways that United Way will track results.

Section 2 – Mobilizing Community Resources for Impact

This section describes how UWTRR will target its community investments including an overview of the investment process, the responsibilities of new Impact Teams, the role of United Way with community initiatives, and the implications for campaign operations.

Section 3 – Making the Transition

This section describes the implications that the transition will have for UWTRR operations including staffing, systems, Board responsibilities, and community relationships. This section also contains the timeline for the transition.

Section 1

FOCUSING ON COMMUNITY IMPACT

As United Way Tar River Region dedicates itself to mobilizing the communities of Nash and Edgecombe counties to achieve real and lasting impact, we have selected 3 Impact Areas for our work:

1. Education: Building Successful Youth and Families
2. Income and Independence: Increasing Self-Sufficiency
3. Health: Creating a Healthier Community

These three areas represent the priorities identified by the community during a community needs assessment conducted in 2008. These three impact areas were chosen as the ones where United Way can most make a difference and as the ones that will most contribute to making the twin counties more livable communities that help children and youth achieve their full potential while giving families, individuals, and seniors the ability to achieve greater financial stability and the best quality of life.

For each of these three impact areas, the United Way Tar River Region has articulated a vision and goals, selected targeted strategies for United Way support, identified desired results, and identified indicators of progress.

EDUCATION: BUILDING SUCCESSFUL YOUTH AND FAMILIES

Vision and Goals

Education is essential to all that we do. Whether it is formal or informal, for youth, adults, seniors, or families, education is empowering and vital for long-term success. Educated individuals are able to get and keep a job with a livable wage and health benefits; and a well-educated workforce attracts quality jobs and builds our community's prosperity.

UWTRR wants all residents of Nash and Edgecombe counties, and especially our young people, to achieve their full potential, both in school and within our community. To reach this vision, United Way is focused on the following high-priority goals:

- Students attain benchmarks of academic success throughout their school years.
- All community members graduate from high school and make a successful transition to work life and/or post-secondary education.
- Youth develop the skills and attitudes to be responsible and productive community members.
- Children have access to community-based programs that support their social, emotional, and academic success.
- All parents have the opportunity to continually develop their parenting skills.

Longer-term goals include:

- Families and neighborhoods provide a nurturing, stable environment that supports emotional, physical, social and cognitive development in all youth.
- Parents and businesses understand, support and expect education success in Nash and Edgecombe Counties.
- Residents of Nash and Edgecombe counties are prepared and qualified for the available jobs.

Target Strategies

United Way Tar River Region seeks to make this vision and related goals a reality by supporting the following strategies:

- Providing safe and supportive out-of-school places and activities where children can develop and practice the skills, knowledge, and values needed for both school and life success.
- Creating ongoing mentoring relationships between young people and caring adults.
- Educating parents/guardians to be effective parents, teachers, and role models for their children.
- Addressing early signs of dropout potential.

Tracking Results

United Way Tar River Region asks its Community Partners to use one or more of the following indicators to monitor the delivery of results for their program participants:

- Number and percent of participants scoring at or above grade level on the NC End of Grade (EOGs) Tests administered in Grades 3 – 8.
- Number and percent of participants who graduate from high school on time, or earn a GED.
- Number and percent of participants who attend college or work after program participation.
- Reduced incidences of teen pregnancy, juvenile detention, school suspensions, and gang activity in program participant population.
- Increased participation in after-school, extracurricular, and mentor programs.
- Increased involvement of parents and community volunteers.

As a way of monitoring community impact and ongoing need, United Way Tar River Region intends to track and report changes in the following community data areas:

- Percent of students scoring at or above grade level on the NC End of Grade (EOGs) Tests administered in Grades 3 – 8.
- Percent of students who graduate from high school on time, or earn a GED.
- Percent of the population of 18 to 25 year olds that are working or in school.

- Indicators of behaviors such as teen pregnancy, juvenile detention, school suspensions, and gang activity.

INCOME AND INDEPENDENCE: INCREASING SELF-SUFFICIENCY

Vision and Goals

Both income and independence provide the stability and strength to help individuals in the community become self-sufficient. A hand-up can provide help and hope to encourage long-term advancement and strength.

United Way Tar River Region envisions a community where individuals and families live in healthy and safe communities with access to services and resources to respond to crisis, meet their basic needs, and pursue their full potential. Our goals within the area of Income and Independence include the following:

- All individuals and families have the life skills and educational and economic opportunities that they need to become financially stable and independent.
- Individuals and families in crisis are able to move from a crisis situation, to where their basic needs are met by a safety net of services, to independently meeting their own needs.
- Seniors have access to a safety net of services to live independently in their homes and communities.
- Families, individuals, and seniors have access to affordable and appropriate housing.
- Residents are aware of and connected to a sustainable network of safety net organizations offering a variety of services, referrals, and case management resources that improve their wellbeing.
- The community continues to be prepared to respond during and after a community crisis or disaster.
- Residents are engaged in the civic and social life of their communities.

Target Strategies

The United Way Tar River Region seeks to make this vision a reality by supporting the delivery of the following strategies:

- Providing the homeless, hungry, victims of domestic violence, and those in crisis with short-term shelter, supportive services, counseling and other interventions that help move participants to permanent housing and independence.
- Providing the support and services that older adults need to stay healthy and active in their own homes and communities.
- Providing recovery assistance to victims of disaster.
- Providing crisis intervention counseling and other supports to individuals and families in crisis.
- Providing job training and access to tools and resources that help individuals maximize their career opportunities and maintain lifelong economic independence.
- Providing opportunities for individuals to increase their financial literacy.

Tracking Results

United Way Tar River Region asks its Community Partners to use one or more of the following indicators to monitor their performance in delivering results for their program participants:

- Number and percent of individuals making a crisis call or needing a safety net to meet their basic needs that are able to more independently meet their own needs.
- Number and percent of seniors served who are able to stay in their own homes and communities.
- Number and percent of participants that gain new skills, knowledge, or behaviors that help participants better achieve their personal and financial goals.

As a way of monitoring community impact and ongoing need, United Way Tar River Region intends to track and report changes in the following community data areas:

- Unemployment rates in the two counties.
- Job vacancy rates (and/or the unemployable rate) in the two counties.
- Percent of working families in the two counties classified as low income (defined as 50% of median income by the US Census Bureau).
- Foreclosure and eviction rates in the two counties.
- Rate of home ownership for low-income working families.
- Number of homeless individuals and families in the two counties.

HEALTH: CREATING A HEALTHIER COMMUNITY

Vision and Goals

Health is fundamental to living a happy and productive life. With a healthier community, we are able to utilize education and be more self-sufficient. United Way Tar River Region envisions a community where all citizens adopt and maintain healthy lifestyles and have access to quality, timely, and affordable care for physical and mental health and wellness. To reach this vision, we believe that the communities of Nash and Edgecombe counties must achieve the following goals:

- Families with limited resources have access to quality, affordable health care and medicines, including preventive care and care for urgent and chronic conditions.
- The elderly and individuals with chronic health issues and/or mental illnesses have access to quality care and maintain optimum health, including reduced hospitalizations, recovery, and improved health.
- Individuals and families who experience mental health issues receive services to help them function successfully.
- Serious and preventable disease and injuries are reduced among the young and old.
- Children with physical and developmental disabilities receive early and effective intervention and therapeutic services in order to help them function as successfully as possible.
- People avoid risky behaviors such as drug and alcohol abuse.

- Individuals dependent on alcohol and/or drugs are able to break their dependency.

Target Strategies

United Way Tar River Region seeks to make this vision and related goals a reality by mobilizing community resources for the following strategies:

- Providing education and services that promote physical activity, eating well, and maintaining mental balance as ways of preventing illness and disease.
- Providing education and services to manage and prevent chronic physical and mental illnesses.
- Providing services that increase the access that individuals with limited resources have to affordable and timely urgent, chronic, and preventive care.
- Delivering strategies that reduce the social stigma of mental illness.
- Delivering services, programs, and other interventions that encourage youth and adults to not engage in high-risk behaviors such as substance abuse.
- Providing support and services that help chemically dependent adults recover.
- Providing services, support, and compassion for chronically and terminally ill patients and their families.

Tracking Results

United Way Tar River Region asks its Community Partners to use one or more of the following indicators to monitor the impact of their programs, services, and other solutions for their program participants:

- Number and % of participants who report improved access to medical treatment (including prescription drugs), dental care, and mental health services.
- Number and % of participants who report improvements in fitness, wellbeing, physical health and/or mental health.
- Number and % of participants who report that incidences and symptoms of chronic illnesses (including obesity, heart disease and diabetes) are alleviated, reduced, controlled, and/or managed (may include reduced hospital and long-term care stays).
- Reduction in/abstinence from alcohol/drug use and/or progress made in addressing issues impacting/impacted by alcohol/drug dependency.

As a way of monitoring community impact and ongoing need, United Way Tar River Region intends to track and report changes in the following data for Nash and Edgecombe counties:

- Incidences of obesity and chronic diseases such as heart disease and diabetes within the population.
- Incidences of mental illness (both treated and untreated).
- Percent of population reporting not getting medical care due to a lack of access (cost, transportation, etc.).
- Percent of population that lacks health care coverage (insurance or government plan).

Section 2

MOBILIZING COMMUNITY RESOURCES FOR IMPACT

United Way Tar River Region uses two primary strategies to mobilize and leverage community resources to create lasting changes in the two counties. The first is **Community Partner Investments**, an adaptation of what United Way is best known for – raising and distributing funds to local nonprofit organizations. Through our Community Partner Investments, United Way makes strategic investments in nonprofit organizations that are delivering results related to one or more of the three selected impact areas. The second is **Community Initiatives**, collaborative initiatives between government, nonprofits, businesses, the faith community, and civic organizations that “move the needle” on stated goals within the three impact areas of Education, Health, and Income and Independence.

COMMUNITY PARTNER INVESTMENTS

Community Partner Investments is a refinement of United Way’s long-standing commitment to raising and distributing funds to nonprofit agencies operating in the two counties. We deliberately chose the term “investment” to reflect that we intend to dedicate community resources – including campaign dollars, volunteer time, and in-kind services – with the expectation that the community partner will deliver results for the two counties in one or more of the three impact areas.

Each year, United Way Tar River Region’s Board of Directors sets aside a portion of the dollars raised in the previous year to each of the three impact areas.

Community Partner Investments are different from United Way’s traditional funding relationship in the following ways:

- Applicants deliver programs that address one or more of the targeted strategies outlined for the three impact areas.
- Applicants clearly state the types of improvements their clients will make as a result of their service and how they will measure progress.
- Three Impact Teams one for Education, Income and Independence, and Health are made up of people with knowledge and/or interest in the particular impact area. Each Impact Team is responsible for staying in touch with issues and developments related to their impact area, reviewing and evaluating applications, monitoring the progress of funded partners, and making recommendations on how to allocate their share of the Community Partner Investment funds to the Board of Directors. Impact Teams are also responsible for identifying other opportunities for United Way in the areas of community initiatives, advocacy, and systems change work.
- Applications are evaluated on the following criteria: ability to deliver on promised results, cost-effectiveness of program strategy, financial need of the organization, history of success, and willingness to partner (share resources and expertise) with United Way and other community entities.
- Successful applicants are granted a set amount of annual funding for up to three years, depending on their performance delivering results and the annual campaign revenue in years two and three. The relevant Impact Team can annually recommend reductions in funding to

programs that are not performing up to expectations, and can increase funding to strongly performing programs if funds are available.

- Funded partners must report annually on the number of program participants, any adaptations made in program design, the progress being made on the promised results, any unexpected results, and any significant challenges. The relevant Impact Team is responsible for reviewing these progress reports and providing constructive feedback to help the program better deliver on its intended results.
- Collaborative initiatives, if they have a 501(c) 3 fiscal sponsor, are eligible for funding.

Eligibility

An agency, organization and/or collaborative completing a Letter of Intent/applying for program funding must meet, at a minimum, the following criteria to be eligible for United Way funding:

- Sponsoring agency or organization must be a non-profit 501(c) 3, have an active volunteer Board of Directors, have the ability to produce financial statements and a yearly budget, have a current Solicitation License, have an IRS Form 990 or 990EZ (if required), sign the United Way Guidelines, and be in compliance with the Patriot Act. One qualifying organization must serve as a fiscal sponsor for collaborative program funding efforts.
- The sponsoring organization must have a presence in Nash and/or Edgecombe counties.
- The requested funding must be for programs/services that fall into one or more of the target strategies defined in the three Community Impact Areas of Education, Income and Independence, and Health. Applicants must be able to describe the target strategies they will use and how these strategies will result in tangible results for program participants.
- An eligible organization may apply for programs in more than one impact area. Letter of Intent organizations are only permitted to submit a LOI for one program.

Letter of Intent Process

The Letter of Intent is available to nonprofits in the two counties in November and is due to United Way in December. The LOI requests, but is not limited to the following information:

- Agency Information; Name, Address, Phone Number, Executive Director Name, Agency EIN, Agency Mission Statement, Total Agency Budget, Unduplicated clients served, Board of Directors, and 501c3 documentation.
- Program Information; Program Name, Contact Information, Projected Budget, Request Amount, Program description, explanation of why your program is needed, target population, and clients served.

Application Process

Applications are available to approved organizations in January and are due to United Way around February/March. The application requests, but is not limited to the following information:

- Agency Information; Name, address, phone number, website, Executive Director, Mission Statement, Agency Description, leadership changes, financial information.
- Name, telephone number and e-mail address of a site visit contact person and a grant contact person.

- The selected impact area. Applicants are required to identify to which of the three impact areas they are applying.
- Title and description of the proposed program, including a narrative that describes the design of the program and the reasons why participants choose to participate.
- Amount requested.
- Geographic Area Served & program’s target population.
- Eligibility requirements.
- Number of individuals to be served by the program, waiting list, planned improvements, collaboration, special events.
- An Impact Statement describing how the agency anticipates that the specific elements of its program will generate results. A logic models documents the required inputs or resources, the actions or strategies will be implemented to achieve the identified results; the outputs of planned program activities such as number of people served or units of services delivered; and the initial, intermediate and longer-term results sought. Applying agencies will receive training in how to create impact statements.
- A description of how the agency will measure the results of their programs, services, and other solutions for their program participants and the plan for collecting and analyzing data (see Community Impact Areas for potential progress indicators).
- The number of staff and a description of staff responsibilities for the program.
- Program Budget
- Financial documentation. Organizations with an annual budget of less than \$25,000 are required to provide financial information on a form provided by United Way. Organizations with a budget greater than \$25,000 but less than \$100,000 must provide a financial review and a Form 990 (if required by the IRS). Organizations with a budget greater than \$100,000 must provide a Form 990 and an annual audit performed by an independent accountant. Local chapters of national organizations must provide an annual budget and financial summary for the local chapter.
- Attachments: 501c3 documentation, Solicitation License, IRS Form 990, Board of Directors List
- Success Story
- What A Dollar Does

| Annual Community Investment Timeline | |
|---|---|
| Aug/Sep: | Campaign Begins |
| Oct/Nov: | LOI available |
| Dec: | Campaign Ends LOI due |
| Dec/Jan: | Planning committee reviews LOIs |
| Jan: | Applications available |
| Feb/Mar: | Application Deadline Review Applications |
| Mar: | Board approves impact area amounts |
| Mar/Apr: | Community Partner Tours |
| Apr/May: | Community Partner presentations |
| Jun: | Board approves investments Award letters sent 12 Month Report available Deadline to request debriefing |
| Jul 1: | Funding cycle begins |
| July: | Debriefing Deadline for Appeals 12 Month Report due |
| Aug: | Executive Committee makes decisions on appeals |

United Way will train current Community Partners and other agencies working in the three impact areas to understand UWTRR's expectations and the application process.

Funding Decisions

Impact Teams, made up of UWTRR Board members and volunteers, make a recommendation for one or three years of funding to the UWTRR Board, who is responsible for the final decision. Decisions are based on a rating system that includes at a minimum: ability to deliver on promised results, cost-effectiveness of program strategy, financial need of the organization, history of success, and willingness to partner (share resources and expertise) with United Way and other community entities.

Successful applicants are granted a set amount of annual funding for one or three years, depending on their performance delivering results and the annual campaign revenue in years two and three. The relevant Impact Team can annually recommend reductions in funding to programs that are not performing up to expectations, and can increase funding to strongly performing programs if funds are available.

Impact Teams

Each Impact Team is responsible for the following:

- Reviewing and approving the applications submitted in their particular Impact Area.
- Recommending an allocation/investment amount for each approved Community Investment Partner to the Board of Directors.
- Monitoring the progress and performance of each approved application in the Impact Area, including receiving and reviewing the reports submitted by Community Investment Partners annually.
- Annually reassessing the amount allocated to each Community Investment Partner.
- Monitoring the community indicators in the Impact Area.
- Keeping a pulse on trends, gaps, and new ideas in the Impact Area.
- Giving feedback and providing counsel to the Executive Committee and Board of Directors on the Impact Area.
- Helping train Community Investment volunteers assigned to the Impact Area.

The Impact Teams are made up of United Way board members and others with interest and/or expertise and knowledge in the designated impact area and a willingness to commit to a three-year term fulfilling the responsibilities listed above. Terms begin in January of each year.

Ongoing Relationship with Community Partners

Reporting: Funded partners must report annually. The relevant Impact Team is responsible for reviewing these progress reports and providing constructive feedback to help the program better deliver on its intended results.

Training: Agencies will need training to be able to fully participate in the Community Impact Plan. Training topics include understanding the vision, goals, target strategies, and anticipated results of the three Impact Areas; how to apply for United Way funding; how to identify and track meaningful results; how to tell success stories and report out results; how to use e-CImpact; and more. UWTRR will create a training plan and identify resources for this training.

CAMPAIGN IMPLICATIONS

The Community Impact Plan changes how United Way conducts the annual fundraising campaign. Success will be measured by more than growth in the annual campaign: success will also be measured by the impact United Way and its Community Partners have on improving community conditions in the three impact areas of education, income/independence, and health.

Each year, the campaign will draw the community's attention to the three impact areas; the current realities and the trends over time; and the success stories and results delivered by United Way's partners and community initiatives. The marketing messages and materials of each annual campaign will be designed to help the communities of Nash and Edgecombe counties understand how the communities benefit when they and the United Way focuses its attention and resources on the three areas. Attention will be given to the extent of the problems in the community and the solutions being tried. The call to action will be a contribution to Community Partners and initiatives that are successfully delivering results.

Community members will learn about the strategies being used by United Way's partners and the results that they are delivering. In their campaign presentations, Community Partners will be trained in how to tell stories of how a donor's contribution is an investment in success and community improvement.

General contributions will be invested across the three impact areas or to crosscutting community initiatives. Any specifically designated contributions to either an impact area or a particular agency will be added to an investment made from the general United Way allocation.

The annual campaign will continue to rely on the time, talent, and creativity of the campaign coordinators in workplaces across the two counties. These coordinators will be trained to understand the importance of the three impact areas and how to promote the results being achieved by United Way's partners and programs. Agencies will continue to volunteer their time to make presentations to potential donors and will be trained to tell success stories and talk about the results they are delivering.

Approved by Board of Directors - June 10, 2010

Updated - January 9, 2020