

**ADVANCING EDUCATION  
INCOME AND HEALTH**

**COMMUNITY ACTION PLAN  
TO ADVANCE THE COMMON GOOD**

**AND**

**COMMUNITY IMPACT FUND  
GUIDELINES**

**2014-2016 FUNDING CYCLE**

United Way of Harrisonburg  
and Rockingham County



**Mission:** To improve lives by mobilizing the community to create lasting changes.

**Vision:** To be the premier community impact leader by engaging partners to achieve solutions that matter.

**Strategy:** To bring together the greatest assets of our community to address the most pressing issues.

**Outcomes:** To advance the common good and create opportunities for all by focusing on the building blocks of a strong community: Education, Income and Health.

Education: Early Childhood Readiness  
Grade Level Reading and High School Graduation

Income: Financial Stability

Health: Community Health and Wellness

### **Impact Values:**

1. Alignment with United Way Community Action Plan
  - Impact Area
  - Priorities
  - Collective Outcomes
2. Strategy and Program Delivery
  - Services address a vulnerable population
  - Services oriented toward prevention, equipping, empowering & educating
  - Demonstrated program outcomes
3. Collaboration
  - Collaboration among agencies and organizations
  - Alignment with other key community strategic plans
4. Grant Request
  - Demonstration of the impact United Way will fund
  - Excellence in nonprofit management of funds

## **COMMUNITY ACTION PLAN TO ADVANCE THE COMMON GOOD**

United Way of Harrisonburg and Rockingham County is committed to advancing the common good and creating opportunities for all by focusing on the building blocks of a strong community: Education, Income and Health.

United Way is a leader in bringing together the greatest assets of our community needed to address the most pressing issues. We combine the resources of our business sector, the passion of individual donors, the energy of volunteers and the expertise of our nonprofit agencies to create the greatest social capital available in the Shenandoah Valley.

The mission of United Way is to improve lives by mobilizing the community to create lasting changes. We recognize in order to use our social capital wisely we must operate from a strategic plan designed to maximize our impact.

This Community Action Plan to Advance the Common Good is a strategic way to target, coordinate and measure the impact United Way makes in Harrisonburg and Rockingham County. The plan represents a commitment not only to impact the lives of individuals and families, but to actually create collective impact in the community as a whole.

The plan is built around a commitment to the three building blocks: Education, Income and Health. Each impact area identifies a vision, priorities, collective outcomes and suggested strategies for achieving the desired impact.

Historically, United Way has invested in local nonprofit agencies that met standards of excellence in nonprofit management, aligned with specific impact areas and demonstrated program outcomes. Success was defined by how well the program met a community need effectively and efficiently.

With the Community Action Plan, United Way will continue to invest in local nonprofit agencies that meet standards of excellence in nonprofit management. In addition to demonstrating program outcomes, however, programs must also work toward collective community outcomes, align with local strategic plans when appropriate and embrace collaborative efforts. Success will be measured by how well we work together to move the needle on shared concerns.

## **EDUCATION: EARLY CHILDHOOD READINESS**

Vision: Young children entering kindergarten in Harrisonburg and Rockingham County will be ready to succeed in school

Priorities:

1. Children who reach physical, socio-emotional, cognitive and linguistic developmental milestones from birth to five years
2. Parents who have the confidence, skills and resources they need to help their children prepare for school
3. Effective, comprehensive system of high quality early childhood care and education services that are accessible to all families and children

Collective Outcomes:

- ✓ Increased percent of children testing ready for kindergarten in the city and county schools as indicated on PALS scores
- ✓ Improved quality of childcare delivery as indicated by state quality rating system

Suggested Strategies:

- Provide screenings for on-track learning such as developmental screenings and screenings for hearing and vision
- Provide early intervention services that create a healthy beginning in young children
- Provide access to quality child care for low-income working families
- Equip parents through parenting education and support
- Provide professional development opportunities for childcare providers and teachers
- Provide quality rating and improvement services for childcare centers and day home providers

Alignment with other strategic plans:

- Virginia Early Childhood Foundation
- Smart Beginnings Shenandoah Valley
- Healthy Community Council Action Teams

## **EDUCATION: GRADE LEVEL READING AND HIGH SCHOOL GRADUATION**

Vision: Students in Harrisonburg and Rockingham County will succeed in school and be prepared for college or workplace entry

Priorities:

1. Students who have grade level reading and reading proficiency by the completion of third grade
2. Students who complete high school, graduate on-time and have a post graduation plan
3. Parents who are equipped and engaged in their children's success

Collective Outcomes:

- ✓ Increased percent of children testing at grade level in reading at the first, second and third grade as indicated in reading PALS and SOLs.
- ✓ Increased percent of youth graduating from high school on time with plans for post-secondary education or employment

Suggested Strategies:

- Provide collaborative year-round literacy efforts that help children to read at grade level
- Ensure quality before-and-after school care for school-aged children and youth
- Match youth with trained adult mentors in caring, supportive relationships
- Target elementary and middle school students for prevention of chronic absenteeism and early drop-out
- Engage parents in ways to support their children's progress

Alignment with other strategic plans:

- United Way's "We READ to Succeed" Initiative
- Harrisonburg City and Rockingham County Public School goals and outcomes
- Healthy Community Council Action Teams

## **INCOME: FINANCIAL STABILITY**

Vision: Individuals and families in Harrisonburg and Rockingham County will be financially stable and independent

### Priorities:

1. Individuals and families who have their basic needs
2. Individuals who are equipped with the skills and tools they need for long-term economic self-sufficiency
3. Individuals who have access to income and employment opportunities that provide for a basic quality of life

### Collective Outcomes:

- ✓ Increased adult literacy rates and GED completion
- ✓ Increased persons who obtain and maintain stable housing and employment
- ✓ Decreased persons and families living at poverty levels

### Suggested Strategies:

- Provide individuals and families resources and services to meet their basic needs, such as food and shelter
- Equip people with skills they need to move toward economic self-sufficiency, such as adult literacy, English proficiency, transportation to work, legal assistance, job training and placement
- Develop coordination among organizations to help families move from meeting basic needs to achieving self-sufficiency
- Provide coordinated programs to promote home budgeting and financial literacy skills

### Alignment with other strategic plans:

- Ten Year Plan to End Homelessness and Continuum of Care Goals
- Chamber of Commerce Vision 2020 goals
- Healthy Community Council Action Teams

## **HEALTH: COMMUNITY HEALTH AND WELLNESS**

Vision: Individuals of all ages and families in Harrisonburg and Rockingham County will have physical, mental and emotional wellness

### Priorities:

1. Infants who are born healthy and infants/toddlers who meet health milestones
2. Youth who avoid risky health behaviors such as obesity; sexual activity & pregnancy; tobacco, drug and alcohol use
3. Individuals and families who improve their health through access to quality, affordable medical, dental, and behavioral healthcare services
4. Individuals and families who live in safe and healthy home environments, free from domestic violence, abuse and neglect
5. Older adults, adults living with disabilities and their caregivers who are supported by community based services to achieve maximum independence

### Collective Outcomes:

- ✓ Increased number of infants and toddlers meeting positive health benchmarks
- ✓ Reduction in rates of risky health behaviors in youth
- ✓ Increased individuals who have access to preventive and primary health care

### Suggested Strategies:

- Equip parents with resources they need to support their young child's age-appropriate development
- Reduce risky health behaviors in youth through coordinated, evidence-based programs
- Equip persons to manage their health and behavioral health conditions and lead productive lives
- Prevent, reduce and address family violence and/or abuse
- Promote healthy, secure and independent lives for older adults and adults living with disabilities through a continuum of services

### Alignment with other strategic plans:

- RMH Community Health Goals
- Healthy Community Council Action Teams

## COMMUNITY IMPACT FUND GUIDELINES

The Community Impact Fund is established through the annual campaign for the purpose of awarding grants. Grants enable United Way to implement the Community Action Plan to Advance the Common Good. Grants are a way to “purchase community impact” in the three impact areas by partnering with local nonprofit programs.

**Eligibility for Grant Applications:** Grants from the Community Impact Fund are awarded to nonprofit entities serving residents in Harrisonburg and Rockingham County. All agencies must first be “certified” as eligible for funding. Agencies who are currently receiving United Way funding have already been certified during the previous fiscal year. Agencies who are not currently receiving United Way funding must complete the certification process. Certification materials will be available from United Way of Harrisonburg and Rockingham County. Please see the timeline below for specifics.

### Grant Application Scoring Criteria:

1. Applications will be scored on the proposed program’s ability to align with the United Way Community Action Plan priorities and collective outcomes and make a demonstrated impact through the identified strategy.
2. Applications will be accepted for either the silver or gold level, with additional points available for gold level applicants.
3. Silver Level: an agency grant proposal for a program that is designed to move the needle on an issue identified in the Community Action Plan
4. Gold Level: a collaborative grant proposal from two or more agencies that is designed to move the needle on an issue identified in the Community Action Plan

### Grant Review Process:

1. Grant applications must be no longer than 6 pages, including the cover sheet and the budget sheet. Applications must use Arial Size 11 Font. Applications must be submitted electronically as one document in a pdf format. Applications must be submitted no later than January 31<sup>st</sup> at 5:00 PM to [leighanne.lees@uwvr.org](mailto:leighanne.lees@uwvr.org)

2. Grant applications will be directed to one of four Community Impact Teams (CITs). Each team will consist of 10-12 community members who represent a balance of United Way donors, United Way businesses, United Way board members, United Way Ambassadors and experts in the specific impact area. United Way businesses will be invited to participate on teams that align with their philanthropic commitments.
3. Grant applicants will be invited to attend one meeting of the Community Impact Team to which their application has been directed. Each grant applicant will be allowed to make a 10 minute oral presentation to the team. The 10 minutes will include an opportunity to present an overview of the grant proposal as well as answer questions that have been identified by the team in advance.
4. Grant applications will be scored by Community Impact Team members using the score sheets. Grant awards will be based on the scores received by each grant application using a funding model or template. Information regarding previous funding will not be considered. Final grant awards will be approved by the Vision Council and the United Way Board of Directors.
5. Grant awards will be made in the form of a dollar amount/year for the first year of the cycle with a percent of the Community Impact Fund given for the second year of the cycle. The grant cycle will begin on May 1, 2014 and continue through April 30, 2016. Awards will be paid in equal monthly installments.
6. The Vision Council, with approval of the Board of Directors, has discretion for determining the percent of the total Community Impact Fund that is assigned to each Impact Area.

**Time Table:**

November 30, 2013	Media Release RFP
December 13, 2013	Submit any questions regarding the process to Leigh-Anne Lees at <a href="mailto:leighanne.lees@uwyr.org">leighanne.lees@uwyr.org</a>
January 3, 2014	Certification Packet due from new agencies seeking funding (see additional materials and instructions)

January 8, 2014	“Open House” 11:30 AM – 1:30 PM at UWHR to come and speak with Vision Council members; clarify questions about the process and applications
January 31, 2014	Grant Applications Deadline at 5:00 PM Certification On-site visits completed
Week of February 10, 2014	Vision Council review of applications complete
Week of February 18, 2014	CIT Member Orientation Session CIT Members are given applications to review
February 21, 2014	Certification Team reports to Board
Week of March 4, 2014	CITs submit questions to grant applicants
Week of March 18, 2014	CIT Meetings with oral presentations by applicants CIT Members submit all scores
Week of March 25, 2014	CIT Meetings to Determine Grant Awards
April 8, 2014	Vision Council meeting to review grant awards
April 18, 2014	Approval of grant awards by United Way Board
May 1, 2014	Grant Award notifications made Two-year funding cycle begins