

United Way of Greenville County

Community Impact 2010-2013

Notice of Funding Opportunity



CHILDREN



YOUTH

FAMILIES



HEALTH



CRISIS

UNITED WAY OF GREENVILLE COUNTY 2010-2013 Community Impact Notice of Funding Opportunity

The United Way of Greenville County (UWGC) provides leadership in uniting our community to improve people's lives and build a vital, caring community. It does so by identifying and addressing pressing community needs, engaging in community partnerships to impact those issues that matter most to our community, and by raising and distributing resources necessary to support community impact.

The *Community Impact Agenda*, which documents community needs and desirable outcomes for positively impacting those issues that matter most to our community, has identified five Focus Areas. United Way efforts and funding will be aligned with these five areas and the corresponding specific issue areas under each as follows:

I. Children

- Early Child Care, Development, and Education
- Parenting Skills, Early Literacy, and Family Literacy
- Supporting Children with Disabilities and Developmental Differences

II. Youth

- Academic Achievement and School Completion (1st-8th grade)
- Academic Achievement and School Completion (9th-12th grade)
- Juvenile Crime Prevention

III. Families

- Employment Skills Development and Adult Education
- Affordable Housing
- Financial Literacy

IV. Health

- Access to Affordable, Quality Medical, Mental, and Wellness Care
- Supporting Seniors and People With Disabilities
- Substance Abuse Treatment and Prevention

V. Crisis

- Interpersonal Violence – Abuse and Neglect
- Emergency and Disaster Services

In addition to the identification of these focus areas, volunteers and issue area experts have come together to identify specific, community-wide strategies for addressing the Community Impact Agenda. United Way funding will be directed toward many of these specific issues as prioritized by the United Way Community Impact Cabinet and United Way Board of Trustees.

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Eligible Organizations

The United Way is interested in partnering with the most efficient and effective service providers in Greenville County. Any organization seeking United Way funding must demonstrate its ability to operate programs in a manner consistent with the highest standards of quality, which shall include compliance with United Way management and financial requirements.

Any organization seeking United Way funding for the first time, must complete the Agency Pre-certification Checklist. A sample of the form is included in this packet on page 7. Pre-qualifying using this form is a requisite part of the application process. Agencies will essentially pre-certify themselves by reviewing their qualifications against those in the checklist. Once an organization has been pre-certified, the "Intent to Apply" and Pre-Certification forms must be returned to the United Way by the July 1st deadline.

Each agency that returns this form to the United Way will be reviewed and notified as to their pre-certification status. Those agencies that do not pass the initial review will be contacted by mail. Agencies that successfully pass the review process will be contacted by email, and any new agency will undergo a site visit. The site visit and subsequent review concludes the certification process, and organizations that are deemed eligible will then be invited to submit a formal Community Impact Funding Request.

The Program Investment Team and Program Evaluation Teams will review proposals and make funding recommendations to the Community Impact Cabinet for 3-year funding commitments and annual evaluations and assessments in order to affirm funding. Funded programs will be required to submit budget, progress, and outcomes information to the United Way each year for an annual evaluation and assessment of program results and outcome attainment.

While it is the expectation that funding will remain at the level as approved for the 3-year cycle, UWGC reserves the right during the annual review process to recommend adjustments to funding if deemed necessary. Community Impact volunteers will continue to work with Partner Providers throughout the year in order to assist in ensuring the success of programs in which UWGC is investing.

Annual Review Reporting Requirements:

- Annual update of list of Board members with terms of service
- Annual Audit (including Management Letter if applicable)
- Annual Progress Report to include:
 - ❖ program narrative
 - ❖ outputs
 - ❖ outcomes
 - ❖ results
 - ❖ demographic data
 - ❖ financial information and program budget.

An online reporting system is utilized to provide an efficient, streamlined mechanism for annual outcomes and performance reporting and review. UWGC Program Investment Team and Program Evaluation Team volunteers and staff will utilize required reports and results data to assess program efficiencies, progress, and success toward identified outcomes. UWGC will also utilize results to report to the community how UWGC donors' investments strengthened the community and changed people's lives.

Additional reports may be requested throughout the year, such as general demographic and geographic data on clients served in order to provide donors with information on how and where their donations are used in the community. Annual reports will be submitted through an online process. All Partner Providers receiving UWGC funding are required to participate in training workshops regarding the online process. The training will be provided by UWGC at no cost to the Partner Providers.

**Agency Pre-Certification Checklist
2010-2013 Funding Cycle**

- | Yes | No | <u>General Agency Requirements*</u> |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | The agency is incorporated. |
| <input type="checkbox"/> | <input type="checkbox"/> | The agency is tax exempt (26 U.S.C. § 501; S.C. Code Ann. § 12-37-220) |
| <input type="checkbox"/> | <input type="checkbox"/> | The agency has 2 years of financial audits. |
| <input type="checkbox"/> | <input type="checkbox"/> | The agency is registered with the South Carolina Secretary of State as a Charitable Organization. |
| <input type="checkbox"/> | <input type="checkbox"/> | The agency provides services to persons residing in Greenville County. |
| <input type="checkbox"/> | <input type="checkbox"/> | The agency has internet access, a working e-mail address and 2003/2007 compatibility service pack for Microsoft Office documents. |
| <input type="checkbox"/> | <input type="checkbox"/> | The agency has appropriate insurance coverage (examples: property, general liability, professional liability, fidelity bond, directors' and officers' liability, and vehicle). |
| <input type="checkbox"/> | <input type="checkbox"/> | The agency has an affirmative action policy or a policy on diversity for its staff, governing body, committees, and services delivered. |
| <input type="checkbox"/> | <input type="checkbox"/> | The agency has a clearly-stated mission. |
| <input type="checkbox"/> | <input type="checkbox"/> | The agency has outlined its goals in a strategic plan. |
| <input type="checkbox"/> | <input type="checkbox"/> | The staff is sufficiently qualified by training and experience, and job descriptions exist for all staff members, including to whom the staff member is accountable. |
| <input type="checkbox"/> | <input type="checkbox"/> | The agency has written personnel policies approved by the board and available to the entire staff. |
| <input type="checkbox"/> | <input type="checkbox"/> | Staff members are evaluated periodically, at least on an annual basis. |
| <input type="checkbox"/> | <input type="checkbox"/> | The agency has secured certification or accreditation through a local, state, or national affiliate when applicable. |
| <input type="checkbox"/> | <input type="checkbox"/> | Facilities meet minimum health, fire, and safety codes and present no architectural barriers to potential clients (seeks to comply with the Americans with Disabilities Act (ADA)). |

Yes No

Board of Directors Requirements

- The board has a limited tenure with a rotation plan of board members and elected officers.
- The board meets regularly, at least four (4) times a year, operates with a quorum, and records minutes of all meetings.
- The board controls the fiscal affairs of the organization, including the development and adoption of an annual budget. The board also monitors income and expenditures, and fully discloses all assets and liabilities.
- The board is responsible for the employment and on-going performance evaluation (at least annually) of the executive.

General Program Requirements

- Each program has an operational (annual) plan with quantifiable objectives that specify the results to be achieved during a defined time period.
- There is a system in place to measure progress on achieving results (meeting objectives) and to report progress to the board.
- Administrative costs must be no more than 25% of total organizational revenue, as validated by the IRS Form 990.
- Outcome measurement tracking is required using the applicable United Way of Greenville County standard outcomes, with no more than 3 additional program-specific outcomes per year if necessary.
- In maintaining the focus set by its Community Impact Agenda, the United Way of Greenville County will consider only those programs that largely service low-income, at-risk, or underserved populations. [Low income is being defined as any individual or family whose household income is below 200% of the poverty index, <http://aspe.hhs.gov/poverty/09poverty.shtml> ; At risk is being defined as meeting one or more of the following indicators (including but not limited to these): low income, ESL, low birth-weight, failed grade, below-grade reading level, truancy, parental incarceration , those affected by a crisis, etc.; and Underserved is being defined as low-income individuals, uninsured persons, immigrants, racial and ethnic minorities, the elderly, and disabled.]

Greenville City and County has identified special emphasis neighborhoods which are home to a portion of the target service population. Information about these neighborhoods can be found on the Greenville County website at the following web address:

http://www.greenvillesc.gov/neighborhoods/map/special_emphasis_neighborhoods.asp

- Programs have attained national, regional, or local accreditation in quality standards where applicable (i.e., JCAHO, NAEYC, HUD Certified Counselor, etc.).

Specific Program Requirements by Impact Area

I have read and understand that:

Crisis

- All food assistance programs must be quality certified by Feeding America, the nationally recognized certifying organization (or equivalent).
- Emergency assistance programs must use CTK (Community TechKnowledge) for case management and referral tracking.

Children

- A premium is placed on ABC participation and enhancement. However, at a minimum, early child care programs must be licensed with the state or rate a level 4 using the ITERS (Infant Toddler Environment Rating Scale)/ECERS (Early Childcare Environment Rating Scale) quality rating tools. They must also agree to continued quality improvement through technical assistance provided by CCR&R (Child Care Resource and Referral).

Youth

- After school programs must rate a 4 using the *SACERS (School Age Care Environment Rating Scale) quality improvement system and agree to continuous quality improvement technical assistance and evaluation provided by CCR&R.
- All juvenile crime prevention programs must collaborate with the Department of Juvenile Justice.

Co-location

- Co-located programs must use CTK case management software or one comparable, as well as UW approved surveys for measurement purposes.

Program Investment Criteria

The United Way of Greenville County provides program funding to partner providers to support programs that directly address a Community Impact Agenda Focus Area and specific Community Impact strategies or issues. The United Way of Greenville County will accept proposals related to the five focus areas and their specific issues as prioritized by the Community Impact Cabinet and United Way Board of Trustees.

Programs will be evaluated using criteria outlined below. Volunteers and staff will use these investment criteria to evaluate all proposals. The Investment Criteria listed below are grouped into four key categories:

- 1. Linkage to the Community Impact Agenda and United Way's Priority Focus Areas and Strategies for Funding**
 - Program aligns with one or more of the Community Impact Agenda goals and strategies and United Way funding priorities.
 - Organization and program can demonstrate the ability and experience to benefit directly the local community by serving the identified community needs.
 - Community conditions are clearly stated and well documented.
 - Program summary describes goals and key components of the program.
 - Program is mission-driven and based on best practices of the industry that achieve results and meet the needs of the community.

- 2. Program Finances**
 - **Fiscally Sound and Responsible:** Demonstrates a history of being a fiscally sound organization, maximizing available resources; has a clear and understandable accounting system that meets current accounting industry standards.
 - **Accountable, Effective and Efficient:**
 - 1.) Demonstrates stable and effective management (effective system oversight and governance)
 - 2.) Maintains current strategic and operational plans
 - 3.) Has accounting procedures, budgets and financial audits that meet acceptable criteria.
 - **Supported by the Community:** Has a history of community, volunteer, and client support demonstrated by program revenue and volunteer involvement.

- 3. Collaboration, Innovation, and Best Practices**
 - Program engages in collaborative activities in which multiple organizations or groups identify a common mission and work to achieve that mission through shared resources and shared accountability.
 - Program integrates its goals and services with community organizations and groups to address critical community needs.

- Where appropriate, provide documentation of formal collaboration (such as Memoranda of Agreement) documenting collaborative partners and involvement or role each partner will hold for the proposed project/program efforts.
- The organization or program is creative, innovative and /or employs best practices.
- The organization reflects diversity of the community in its volunteers, clients, and staff.

4. Commitment to Measuring Outcomes and Providing Results

- Program identifies a logic model with attainable outcomes that represents positive change for program participants.
- Appropriate evaluation/data collection plans and procedures are in place.
- Program achieves demonstrable results that link to one or more specific impact strategies for action as prioritized by the United Way.

These guidelines will be used in the form of a scorecard to assist volunteers in their evaluation of funding requests and in the funding decision-making process.

General Information for 2010-2013 Funding

1. The United Way of Greenville County will provide a three-year commitment for program funding. The multi-year funding agreement is contingent upon the financial success of the Community Campaign held annually as well as continued agency performance.
2. The United Way of Greenville County program funding year is July 1 – June 30. The three-year funding begins on July 1, 2010, and ends June 30, 2013.
3. Only programs that are aligned with one of the Community Impact focus areas and its specific issues will be eligible for impact funding.
4. The United Way has established five evaluation teams—one for each of the five focus areas: Children, Youth, Families, Health, and Crisis. Funding requests will be submitted to the United Way as it relates to the focus area of each team.
5. Each evaluation team will be comprised of community volunteers who are responsible for completing the funding request review and providing funding recommendations to the Cabinet and Board. Each Evaluation Team will use the Program Investment Criteria as its guide for the evaluation process.
6. Do not attach any additional information to funding request submissions. Attach only the documents and forms required. If Evaluation Team volunteers or Program Investment Staff members require more information, your organization will be contacted.
7. Funding requests are due no later than **5:00 p.m. on Monday, November 16, 2009**.
8. Any proposal submitted after the deadline will be ineligible for funding. Shall unforeseen events or circumstances occur that are out of the control of the provider that inhibit the provider from meeting the deadline, the provider may fill out a late submission form **no later than one week prior to the deadline** describing circumstances causing late submission. The Community Impact Cabinet will review the late submission form to make the decision on acceptance or denial of the late proposal for funding review.
9. Funding commitments made by the United Way of Greenville County are contingent each year upon the success of the annual campaign. By accepting funding from the United Way of Greenville County, an organization is agreeing to abide by United Way Community Impact policies and procedures, inclusive of the partner provider expectations and obligations outlined in the Community Impact System Policy and Procedure Manual.

2010-2013 Funding Cycle
Community Impact Notice of Funding Opportunity Timeline
(subject to change)

- **June 8, 2009:** Notice of Funding Opportunity Announcement
- **June 17, 2009, at 10:00 a.m. and 2:00 p.m.:** Funding Information Session at UWGC, Hollingsworth Board Room.
- **June 18, 2009, at 3:00 p.m.:** Funding Information Sessions at UWGC, Hollingsworth Board Room
- **July 1, 2009:** Pre-certification Checklist and Intent to Apply form due
- **July 20-24, 2009:** Notice of Successful Pre-certification
- **August-September 2009:** New Agency Certification site visits
- **October 1, 2009:** Notification of Eligibility to Request Funding
- **October 12-16, 2009:** Funding Application/Outcome Measurement Workshops
- **October 19, 2009:** CTK opened to receive Funding Requests
- **November 16, 2009:** Funding Request submissions are due no later than 5:00 p.m.

2010-2013 Funding Request Submission Instructions

The following items will be required with each program funding submission. A separate application must be submitted for each program. Please remember to provide information or answers to questions as if the audience to which you are writing knows nothing about your program.

Section 1: Executive Summary

The Executive Summary **briefly** outlines the history of the organization, program content, funding request, statement of need, and budget overview. The Executive Summary is a snapshot of what the proposal will outline and encompasses key points necessary to communicate the objective of the project.

Section 2: Proposal Narrative

The Proposal Narrative provides **detailed** information about the program or project that is being considered for support. Provide a well-designed plan with clear and compelling justification for rewarding requested funds that covers a three-year period. The proposal narrative provides a description of the program, outcome measurement projections, and program finances.

Section 3: Community Impact Strategy Alignment

Please answer completely each of the following questions in order presented below. Your responses should be clear and concise.

- a. Identify the Community Impact focus area and issue with which your program aligns, using the forms beginning on page 16.
- b. What community need/community condition does this program address? Provide a profile of your target population and service area (address age group, gender, race, geographic area, income level, education level, etc., where appropriate and data available)
- c. What is the overall goal(s) of the program?
- d. Estimate the number of participants to be served in 2010-2013 funding cycle.
- e. Describe the key components/activities of the program.

Sections 4 and 5: Total Organization Budget & Program Budget

You will complete one **Total Organization Budget** form, and complete a **Program Budget** form for each program for which the organization is requesting United Way funding. You do not need to submit a Program Budget form for programs not funded by the United Way.

Management and General (supporting services) expenses that are directly related to a specific program should be included in each **Program Budget** and reflected in appropriate expense categories.

Recognizing many organizations are on different fiscal years, you can select the 12-month period most closely aligned with the United Way funding year and your organization's fiscal year for your proposed **Program Budget** and **Total Organization Budgets**. Indicate the fiscal year in the space provided at the bottom of the budget forms.

For example, if your organization's fiscal year is:

- Calendar year: The budget presented should be for the period January 1, 2009 – December 31, 2009.
- July 1 year: The budget presented should be for the period July 1, 2009 – June 30, 2010.
- If your organization's fiscal year is different from those above, you may contact United Way for further guidance.

Be prepared with answers to the following questions:

- a) Funding requested from Community Impact funds for program support from July 1, 2010, to June 30, 2013:

Total Funding	\$ _____
2010-2011	\$ _____
2011-2012	\$ _____
2012-2013	\$ _____

- b) How will United Way funding be used?
- c) Describe any anticipated financial constraints during the 2010-2013 funding cycle (e.g., state and federal cuts, end of grant or matching funds, etc.).
- d) Describe your agency's history of community, volunteer, and client support demonstrated by program revenue and volunteer involvement.
- e) What long range funding plans have been developed to sustain program and organizational needs? Discuss how your program will attempt to build community support and support from other funding sources.

Section 6: Collaboration, Innovation, and Best Practices

- a. How is this program or organization collaborating?
- b. Describe how the program integrates its goals and services with other community-wide initiatives.
- c. List organizations the program currently engages with in collaborative activity. Please provide any memoranda of agreement for collaborative work with another organization pertaining to this program.
- d. Is the program collaborating with any other organization/program to reduce administration overhead costs? If so, please describe.
- e. Highlight the innovative features of the program that could be considered unique from other proposals. Describe the nature of your innovation and how the program differs from other programs in the community that provide the similar services.
- f. Does the organization reflect the diversity of the community in its volunteers and staff? If yes, please briefly describe. If no, how do plan to address this issue in your program?
- g. Are there any current or future internal or external challenges that your program is facing? If so, please describe.

Section 7: Outcome Measurement Plan

The United Way has established action priorities that correspond with a particular Focus Area (page 2). The following forms describe the issues set within each of them. These issue area priorities will guide each program in its work toward achieving the community level outcomes established in the Community Impact Agenda. Each agency that is invited to submit an application for funding will be required to track and report results for 3 months using the applicable outcomes within the chosen focus and issue area.

Using the standard logic models provided for each issue area, you will submit inputs, activities and any additional outputs for each program for which you are requesting United Way funding. You may also add up to 3 additional Outcomes that are specific to your program; including inputs and activities demonstrating how you plan to achieve them. The logic model should cover the next funding year's plan for what each program wants to accomplish in making a difference in, benefiting, or changing the lives of persons participating in the organization's program(s). A program logic model is a description of how a program works to achieve benefits for participants. It is the "if-then" sequence of changes that the program intends to set in motion through its inputs, activities, and outputs.

Use the following definitions and comments to assist your work.

Inputs are resources dedicated to or consumed by the program. These can be money, staff and staff time, volunteers and volunteer time, facilities, equipment, supplies, etc. The inputs should reflect your budget and any changes being made through addition of staff, materials, facilities, etc.

Activities are what the program does with the inputs to fulfill its mission, such as provide counseling services, staff a phone line to take crisis calls, make referrals to other agencies, educate the public about the prevention of rape and sexual harassment, etc. The activities should describe what the program does and can reflect any programmatic changes made.

Outputs are the direct products of program activities, such as number of classes taught, number of counseling sessions conducted, number of educational materials distributed, number of hours of service delivered, number of participants served, etc. The outputs should specify your projection of actual numbers produced by the program's activities.

Outcomes are benefits for participants during and after their involvement with a program or service. Outcomes can be new knowledge, increased skills, changed attitudes or values, modified behavior, improved condition, altered status, etc. Enter all **significant** outcomes that are measurable. The progression of outcome statements from initial through intermediate and/or long-term should clearly reflect an "if-then" logic sequence.

Initial Outcome(s): (Year one of the funding cycle) usually associated with knowledge or skill development. Enter all Initial Outcomes in this column using clear outcome statement language.

Intermediate Outcome(s): (Year two of the funding cycle) usually associated with attitude and/or behavior change. Enter all Intermediate Outcomes in this column using clear outcome statement language. Remember that Intermediate Outcomes usually have a preceding Initial Outcome ("if-then" logic), but not always.

Long-Term Outcome(s): (Year three of the funding cycle) usually associated with a change in condition. Enter all Long-Term Outcomes in this column using clear outcome statement language. Remember, every initial-intermediate outcome sequence may not have a long-term outcome that the program can hope to measure, and the combination of all initial and intermediate outcomes may result in only one long-term outcome that a program is able to measure and, therefore, claim. In addition, some long-term outcomes may take years to achieve or it may be years before they can be measured.

Indicators are specific, measurable statements of what the outcome looks like when it is achieved. An indicator shows that a certain condition exists or that outcomes have or have not been achieved. The indicator is at the “heart of outcome measurement” because it is upon indicators that the measurement plan is focused. Indicators are stated in advance of data collection and are targets to shoot for that provide definitive evidence about whether an outcome has been achieved, that progress is being made toward achievement, or that the outcome has not occurred. Indicators are usually stated using “percentage” or “numbers” as the measure.

Data Collection Methods are how you will gather the information. Examples include phone calls, door-door, interviews, focus groups, etc.

Measurement Tools are the instruments you will use to collect the data. Examples include questionnaires, checklists, tests, surveys, and questions on the intake form.

Target Service Populations

Low income is any individual or family whose household income is below 200% of the poverty index, <http://aspe.hhs.gov/poverty/09poverty.shtml>.

At risk is being defined as meeting one or more of the following indicators (including but not limited to these): low income, ESL, low birth-weight, failed grade, below-grade reading level, truancy, parental incarceration, those affected by crisis, etc.

Underserved is being defined as low-income individuals, uninsured persons, immigrants, racial and ethnic minorities, the elderly, and disabled.

Greenville City and Greenville County have identified special emphasis neighborhoods, which are home to a portion of the target service population. Information about these neighborhoods can be found on the Greenville County website at <https://www.greatergreenville.com/CommDev/NeighborhoodMaps.aspx>.

UNITED WAY OF GREENVILLE COUNTY
- Children -
¹Outcome Priorities

United Way funds continue to support early child care for at-risk children; services, education, and therapy for children with developmental delays and differences; also parenting, family literacy, and early literacy programs.

1. **Early Child Care, Education, and Development:** Every child in Greenville County will have access to affordable and high quality early care and education.

Indicators:

- Quality, voluntary 4-year-old kindergarten classrooms will be available to all at-risk 4-year-old children in Greenville County.
- The number of child care centers in Greenville County with NAEYC accreditation will increase.
- Quality, voluntary 3-year-old kindergarten classrooms will be available to all at-risk 3-year-old children in Greenville County.
- The number of ABC Enhanced child care centers in Greenville County will increase.
- The number of Greenville County residents reporting affordable child care as a major to moderate issue in their neighborhood will decrease.
- The number of Greenville County residents with household incomes at the poverty level reporting affordable child care as a major to moderate issue in their neighborhood will decrease.

Note: Additional tracking may include using ECERS/ITERS/Palmetto STARS rankings.

2. **Parenting, Family Literacy, and Early Literacy:** Parenting, family literacy, and early literacy skills for all populations are increased to enhance the child's developmental and educational foundation.

Indicators:

- The number of parents attending family learning programs will increase (and the percentage of participants in family learning programs will increase one educational functioning level within a year).
- The number of home visits per family will increase (increase the number families served and the frequency of visits).
- The number of parents attending free parent-child activities and parent workshops through the network of early child development/family learning resource centers, Head Start, the public library system, and faith-based entities will increase.

Note: At this point, due to availability of data many of these are program-specific and output-oriented data points; long-term community-level data are still to be determined; see National Center for Family Literacy for possible indicators.

3. **Supporting Children with Developmental Differences/Delays:** Children experiencing physical, mental, or emotional limitations receive support needed to live a quality, productive life.

Indicators:

- The percentage of BabyNet and Child Find referrals will increase.
- The percentage of families with children with disabilities reporting that they feel their needs are being met in the community will increase (*question to be added in on future CIA household survey*).
- The number of children with developmental delays and differences who receive high quality services to prepare for school will increase.

¹

A premium is placed on ABC participation and enhancement. However, at a minimum, early childcare programs must be licensed with the state and rate a level 4 using the ITERS (Infant Toddler Environmental Rating System)/ECERS (Early Childcare Environmental Rating System) quality rating tools. They must also agree to continued quality improvement through technical assistance and evaluation provided by CCR&R (Childcare Resource and Referral).¹

ACTION PRIORITY	ISSUE AREA	PRIORITY IMPACT STRATEGIES
1	Early Child Care, Education, and Development	Support and expand high quality early education opportunities (such as 3K and 4K opportunities).
		Expand the availability and affordability of quality child care programs in all geographic areas.
		Create awareness of child care issues and encourage aggressive development of solutions by citizens; businesses; and local, state, and federal governments.
		Enhance the knowledge of families, businesses, and child care providers regarding quality, availability, and affordability of child care resources.
		Advance the quality of child care environments; practices and policies; and the education and compensation of staff persons to enhance early childhood literacy of all children of Greenville County.
2	Parenting, Family Literacy, and Early Literacy	Provide education and training to parents on how to foster their child's early development skills by teaching/emphasizing basic parenting, early childhood development activities, and literacy skills, and by supporting print-rich environments in a child's home.
		<p>Implement innovative ways to connect "at-risk" parents with available programs and services.</p> <ul style="list-style-type: none"> • <i>Offer, promote, and encourage families to take advantage of free or low-cost parent resources and parent-child activities that will foster the child's educational development.</i> • <i>Remove barriers that prevent parents from participating in GED, parenting, and literacy training programs (e.g., child care, transportation, etc.).</i> • <i>Provide programs, information, and resources in a manner that is culturally sensitive to the needs of the particular community being served (considering differences in language, cultural values, beliefs, etc.).</i> • <i>Bring programs into the community.</i>
		Provide one-on-one contact with the parent and child in the home setting to assess needs and provide education and training specific to the parent's and child's educational and developmental needs.
		Promote or engage in family literacy awareness activities including the importance of early childhood education, the availability of free and low-cost resources and parent-child activities, etc.

3	Supporting Children with Developmental Differences/Delays	Increase early identification and appropriate referral of children with developmental delays.
		Support programs and collaborations that offer a continuum of care that meets the unique and changing needs of children with developmental delays as they grow.
		Provide support for families caring for children with disabilities/developmental delays.

Outcomes Measurement Plan

Please complete the form below, adding the data source, data collection method, any additional measurement tool(s), who will collect the data, and when the data will be collected. Be sure to indicate whether or not the outcome is initial, intermediate or long-term.

Focus Area: Children Issue Area : Early Child Care

Outputs	Outcome	Initial	Intermediate	Long-Term*	Indicator (may be more than one indicator per outcome)	Data Collection Method(s) (How)	Measurement Tool(s)**
# of technical assistance visits	The quality of early child care programs improves each year using ABC licensing standards or the ITERS or ECERS quality rating tool.*				# and % of the program's improvement on the quality evaluation		Quality rating scores
# of children enrolled	There is an increased number of opportunities for parental involvement.				# and % of parental opportunities for involvement		Program calendar of events
# of early childhood training hours					# and % of parents involved in their child's education		Attendance records
# of parental involvement opportunities	The number of teachers with early childhood education certifications or degrees is sustained at an acceptable level or increases.				# and % of teachers sustaining or earning early childhood certifications or degrees		Certificates; degrees
# of parents and children participating	Teachers improve their knowledge of early childhood education and developmentally appropriate practices.				# and % of teachers attending continued education training		Training records; transcripts

* This rating tool will be used until the Greenville County Quality Rating Standards are validated.

Outcomes Measurement Plan

Please complete the form below, adding the data source, data collection method, any additional measurement tool(s), who will collect the data, and when the data will be collected. Be sure to indicate whether or not the outcome is initial, intermediate or long-term.

Focus Area: Children Issue Area: Parenting Literacy

Outputs	Outcome	Initial	Intermediate	Long-Term*	Indicator (may be more than one indicator per outcome)	Data Collection Method(s) (How)	Measurement Tool(s)**
# of literacy activities # of parenting activities	Parents increase knowledge of parenting and-or attain educational goal.				# and % of parents whose parenting knowledge increases or who achieve educational goal		Pre and post test
# of family referrals # of home visits	Parents are actively involved in child's learning.				# and % of parents actively involved in the child's learning		Attendance records; survey
# of participants	Parents are referred to and connect with other community child-related or educational resources.				# and % of parents who utilize other community child-related or educational resources		Survey; referral records
	Parents learn and implement strategies for creating a print-rich environment that promotes literacy.				# and % of homes demonstrating a print-rich environment; or _____ # and % of successful home visits		Program evaluation records

Outcomes Measurement Plan

Please complete the form below, adding the data source, data collection method, any additional measurement tool(s), who will collect the data, and when the data will be collected. Be sure to indicate whether or not the outcome is initial, intermediate or long-term.

Focus Area: Children Issue Area : Developmental Delays

Outputs	Outcome	Initial	Intermediate	Long-Term*	Indicator (may be more than one indicator per outcome)	Data Collection Method(s) (How)	Measurement Tool(s)**
# of children served (unduplicated) # of visits or sessions # of contact hours # of referrals	Disabilities or developmental delays are identified in children prior to school age.				# and % of children whose developmental delay or disability is indentified prior to school age		Program records; diagnostic records
	Children with disabilities or developmental delays receive treatment or referral to other intervention services.				# and % of identified children who receive treatment or other intervention services		Program records/referral records
	Children progress towards established therapy or educational goals.				# and % of children who steadily progress towards established therapy or educational goals		Program records; pre and post tests
	Children progress on to formal education programs (i.e., school, home-school, special needs center, etc.).				# and % of children who progress on to formal education programs		Program records/referral records

UNITED WAY OF GREENVILLE COUNTY
- Youth -
²Outcome Priorities

Young men, women and their parents or caregivers receive support in academic achievement and completion and juvenile crime prevention.

1. **Student Achievement and Completion:** All Greenville County students will achieve academically at their greatest potential and will graduate from high school with the skills needed to continue their education or to enter the workplace.

Indicators:

- The percentage of 3rd graders scoring MET or above in Reading on the PASS test is increased.
- The percentage of 3rd graders who qualify for free- and reduced-lunch scoring MET or above in Reading on the PASS test is increased.
- The percentage of 8th graders scoring MET or above in Math on the PASS test is increased.
- The percentage of high school students at or above level 3 on the HSAP exam on their first attempt is increased.
- The percentage of students who graduate from high school is increased.

2. **Juvenile Crime Prevention:** All youth in Greenville County will be law-abiding members of the community.

Indicators:

- The percentage of juveniles committing crimes is decreased.
- The percentage of juvenile offenders who are repeat offenders is decreased.
- The rate of delinquency for age-eligible juveniles (10-16) will decrease.

² After school programs must rate a 4 using the *SACERS (School Age Care Environmental Rating System) quality improvement system and agree to continuous quality improvement technical assistance and evaluation provided by CCR&R. All juvenile crime prevention programs must collaborate with the Department of Juvenile Justice.

ACTION PRIORITY	ISSUE AREA	PRIORITY IMPACT STRATEGIES
1	Student Achievement and Completion (1 st -8 th grade)	Increase availability, awareness, and accessibility of quality community education and remedial resources and programs (such as after-school, summer, or tutorial programs).
		Increase the number of parental and/or adult role models that have the skills, ability, and involvement to foster and enhance the child's development and education.
		Increase early identification and intervention of students "at-risk" of not achieving academically or completing high school (inclusive of early identification of learning problems or disabilities).
		Increase knowledge of, and linkage to, continuing and alternative education and career development opportunities for students (both the "college-bound" and those who may not be "college bound").
2	Student Achievement and Completion (9 th -12 th grade)	Promote and support extracurricular, community, and neighborhood activities available to teens.
		Support programs that give opportunities to gain life skills.
		Increase awareness among students and parents of the availability of educational and career opportunities.
		Increase the availability and awareness of community educational and remedial resources and programs.
		Promote and support alternative education and career development opportunities.
3	Juvenile Crime Prevention	Support the early identification of children exhibiting misbehavior or delinquent behaviors and the provision of early interventions.
		Create and support programs that specifically address juvenile and status offenders and decrease the likelihood of repeat offenses.
		Promote programs that involve the parent or adult role model.
		Support programs that foster relationships among youth, law enforcement, and the neighborhood.

Outcomes Measurement Plan

Please complete the form below, adding the data source, data collection method, any additional measurement tool(s), who will collect the data, and when the data will be collected. Be sure to indicate whether or not the outcome is initial, intermediate or long-term.

Focus Issue
 Area: Youth Area: Student Achievement and Completion (1st-8th grade)

Outputs	Outcome	Initial	Intermediate	Long-Term*	Indicator (may be more than one indicator per outcome)	Data Collection Method(s) (How)	Measurement Tool(s)**
# of tutoring sessions # of students participating # of homework sessions	Students are enrolled in and regularly attend an after school program with at least a 4 SACERS score in all subscales.*				# and % of students who regularly attend the after school program		Attendance log/Enrollment records
	Students have improved grades.				# and % of students whose grades improve between terms (overall or in specific subject areas)		Progress reports; report cards
	Students are promoted to the next grade level.				# and % of students promoted to the next grade level		School records; report card
	After school programs improve their SACERS rating in all subscales by the end of each funding year.*				# and % of SACERS improvement		SACERS evaluation score
	Students enrolled in the program improve to the next performance level on the MAP or PASS test or maintain a "met" or "exemplary" score.				# and % of students who improve to the next MAP or PASS performance level or maintain a "met" or "exemplary" score		PASS test results

* This rating tool will be used until the Greenville County Quality Rating Standards are validated.

Outcomes Measurement Plan

Please complete the form below, adding the data source, data collection method, any additional measurement tool(s), who will collect the data, and when the data will be collected. Be sure to indicate whether or not the outcome is initial, intermediate or long-term.

Focus Area: Youth Issue Area: Student Achievement and Completion (9th-12th grade)

Outputs	Outcome	Initial	Intermediate	Long-Term*	Indicator (may be more than one indicator per outcome)	Data Collection Method(s) (How)	Measurement Tool(s)**
# of career counseling sessions	Students pass both parts of the HSAP exam the first time.				# and % of students who pass both parts of the HSAP exam the first time		HSAP test scores
# of homework sessions	Students understand the importance of community needs and are actively involved in helping to meet them through participation in community service activities.				# and % of students regularly participating in community service activities		Service records; survey
# of college visits							
# of training sessions	Students obtain prospects for summer employment, training, or internships.				# and % of students who obtain summer employment, training, or internships		Survey
# of tutoring sessions	Students are promoted to the next grade level.				# and % of students who are promoted to the next grade level		Report card; school records; survey
# of community service activities or hours	Students pass both parts of the HSAP by or before senior year.				# and % of students who pass both parts of the HSAP exam by or before their senior year		HSAP scores
# of interviews	Seniors graduate from high school.				# and % of seniors who graduate from high school		School records; report card; GED
	Seniors are accepted to college, vocational school, technical college, or into the workforce.				# and % of seniors who are accepted to college, vocational school, technical college, or into the workforce		School records; survey

Outcomes Measurement Plan

Please complete the form below, adding the data source, data collection method, any additional measurement tool(s), who will collect the data, and when the data will be collected. Be sure to indicate whether or not the outcome is initial, intermediate or long-term.

Focus Area: Youth Issue Area: Juvenile Crime Prevention

Outputs	Outcome	Initial	Intermediate	Long-Term*	Indicator (may be more than one indicator per outcome)	Data Collection Method(s) (How)	Measurement Tool(s)**
# of intervention sessions	Juveniles at risk for committing crimes are identified and enrolled in prevention activities.				# and % of juveniles who are enrolled in and complete prevention activities		Enrollment/Attendance logs
# of prevention sessions	Juveniles are referred to other community support agencies.				# and % of juveniles who receive other community support services		Survey/Program records
# of counseling sessions	Juveniles enrolled in prevention activities are not repeat offenders.				# and % of juveniles who do not reoffend within 1 year and then 2 years		Department of Juvenile Justice
# of referrals	Juveniles enrolled in crime prevention or intervention programs graduate from high school or obtain a GED.				# and % of program juveniles who graduate from high school or obtain a GED		Diploma/GED
	Juveniles enrolled in crime prevention or intervention demonstrate a marked improvement in attitude and-or learning.				# and % of juveniles who demonstrate marked improvement in attitude and-or learning		Survey (parents, teachers, juvenile)

UNITED WAY OF GREENVILLE COUNTY
- Families -
Outcome Priorities

United Way provides funding and support for Greenville County residents in adult education, financial literacy, employment skills development, and affordable housing; as well as geographically-determined community service centers.

1. **Adult Education:** All adults in Greenville County have sufficient skills for lifelong economic independence.

Indicators:

- The percentage of Greenville County residents age 16+ that test below Level 3 (illiteracy) is decreased.
- The percentage of Greenville County high school graduates who pursue further education is increased.
- The number of GEDs awarded annually in Greenville County is increased.

2. **Financial Literacy:** All individuals and families gain knowledge of financial issues and strategies to improve their economic well-being.

Indicators:

- Debt- to-income ratio decreases.
- Families housing costs decrease to below 40% of total household income.
- Assets are built for sustainable wealth.
- The poverty rate is decreased in Greenville County.

3. **Employment Skills Development:** All adults in Greenville County have sufficient skills for lifelong economic independence.

Indicators:

- The unemployment rate in Greenville County (with emphasis on special populations and neighborhoods) is decreased.
- The unemployment rate among African Americans in Greenville County is decreased.
- The unemployment rate among Hispanics in Greenville County is decreased.

4. **Affordable Housing:** Every resident of Greenville County will have safe and decent, affordable housing.

Indicators:

- The home ownership rate in Greenville County is increased.
- The home ownership rate among African American families in Greenville County is increased.
- The home ownership rate among Hispanic families in Greenville County is increased.
- *Additional indicators TBD through the Affordable Housing Opportunity Assessment; may add indicators on housing rental.*

ACTION PRIORITY	ISSUE AREA	PRIORITY IMPACT STRATEGIES
1	Adult Education	Increase access to quality literacy and GED resources/programs.
		Support or establish mentoring programs for both adult learners and high school students.
		Increase public awareness about the importance and benefits of lifelong education.
2	Financial Literacy	Debt-to-income ratio decreases.
		Families housing costs decrease to below 40% of total household income.
		Assets are built for sustainable wealth.
		The poverty rate is decreased in Greenville County.
3	Employment Skills Development	Develop and implement innovative basic vocational and “soft skills” programs.
		Develop and support job training, placement, and retention programs.
		Reduce communication barriers with international populations.
4	Affordable Housing	Increase production of affordable housing (quality rental and homeownership).
		Support low-wealth families through neighborhood development/social capital efforts that help residents come together, decide direction, develop and implement plans, sustain improvements, and create networks that share resources among neighborhoods.
		Establish a community-wide housing development coordinating body to provide financial resources (e.g., Housing Trust Fund, land banking, technical assistance, etc.), facilitate bank consortiums, streamline the local housing development process, etc.
		Expand and encourage more tenant and homeownership counseling.
		Provide special training and capacity building for neighborhood leaders and residents, which are needed to develop their communities and create Community Development Corporations (CDCs).
		Increase community awareness regarding housing availability, quality, problems, and needs through advocacy, education, assessments, marketing, etc.

Outcomes Measurement Plan

Please complete the form below, adding the data source, data collection method, any additional measurement tool(s), who will collect the data, and when the data will be collected. Be sure to indicate whether or not the outcome is initial, intermediate or long-term.

Focus Issue
 Area: Families Area : Adult Education

Outputs	Outcome				Indicator (may be more than one indicator per outcome)	Data Collection Method(s) (How)	Measurement Tool(s)**
		Initial	Intermediate	Long-Term*			
# of clients enrolled and attending GED classes # of Adult Basic Education or GED classes held # of ESL classes held # of referrals for continued education or employment training	Clients achieve GED readiness.				# and % of clients who successfully complete the GED practice test		GED practice test results
	Clients pass the GED.				# and % of clients who obtain the GED		GED test results
	Clients increase their level of education or knowledge of basic skills for employment readiness.				# and % of clients demonstrating an increase in knowledge and-or skill level		Pre and Post Test
	Clients demonstrate an increased commitment to learning.				# and % of clients who demonstrate a commitment to learning by enrolling in continued education or training courses		Enrollment records
	Clients obtain employment or continue their education within 6 months.				# and % of clients who obtain employment or continue their education within 6 months		Surveys
	<i>ESL clients improve their ability to communicate in English.</i>				<i># and % of ESL clients who increase a level on the Basic English Skills Test</i>		<i>Pre and Post test results</i>
	<i>ESL clients retain employment for 12 months.</i>				<i># and % of ESL clients who retain employment for at least 12 months</i>		<i>Survey</i>
	<i>ESL clients attain citizenship.</i>				<i># and % of ESL clients who obtain the Certificate of Naturalization</i>		<i>Certificate of Naturalization</i>

Outcomes Measurement Plan

Please complete the form below, adding the data source, data collection method, any additional measurement tool(s), who will collect the data, and when the data will be collected. Be sure to indicate whether or not the outcome is initial, intermediate or long-term.

Focus Area: Families Issue Area: Financial Literacy

Outputs	Outcome	Initial	Intermediate	Long-Term*	Indicator (may be more than one indicator per outcome)	Data Collection Method(s) (How)	Measurement Tool(s)**
# of credit counseling or debt reduction classes # of budgeting classes # of financial planning classes # of referrals to the IDA program # of referrals from other community agencies	Individuals open savings and checking accounts.				# and % of clients opening savings accounts		Survey/Program records
	Individuals create a household budget.				# and % of individuals who create a household budget		Program records
	Individuals continue using their household budgets after 12 months.				# and % of individuals who are still using their household budgets after 12 months		Surveys
	Individuals reduce debt thereby decreasing debt-to-income ratios.				# and % of clients whose debt-to-income ratio decreases		Pre and post test
	Individuals are referred from other community resources for training (2-1-1, emergency assistance, One-Stop centers, VITA, etc.).				# and % of referrals from other community agencies or programs		Referral records
	Individuals are enrolled in the IDA program.				# and % of clients from the program who are enrolled in the IDA program		Enrollment records
	Individuals obtain life insurance and retirement accounts.				# and % of clients who obtain life insurance or IRAs		Survey; program records
	Individuals build assets for sustainable wealth.				# and % of clients who create a financial portfolio		Survey; program records

Outcomes Measurement Plan

Please complete the form below, adding the data source, data collection method, any additional measurement tool(s), who will collect the data, and when the data will be collected. Be sure to indicate whether or not the outcome is initial, intermediate or long-term.

Focus Area: Families Issue Area: Employment Skills Development

Outputs	Outcome	Initial	Intermediate	Long-Term*	Indicator (may be more than one indicator per outcome)	Data Collection Method(s) (How)	Measurement Tool(s)**
# of clients enrolled and attending training	Clients have access to and receive employment skills training.				# and % of clients enrolled in employment skills training.		Enrollment records
# of training classes held	Clients increase their level of education or knowledge of basic skills for employment readiness.				# and % of clients demonstrating an increase in knowledge and-or skill level		Pre and Post Test
# of counseling sessions held							
# of referrals	Clients obtain employment or continue their education within 6 months.				# and % of clients who obtain employment or continue their education within 6 months		Surveys
	Clients remain employed for 12 months.				# and % of clients who remain employed for at least 12 months.		Survey; job offer; school enrollment
	Clients demonstrate an increased commitment to learning.				# and % of clients who demonstrate a commitment to learning by enrolling in continued education or training courses		Enrollment records

Outcomes Measurement Plan

Please complete the form below, adding the data source, data collection method, any additional measurement tool(s), who will collect the data, and when the data will be collected. Be sure to indicate whether or not the outcome is initial, intermediate or long-term.

Focus Issue
 Area: Families Area : Affordable Housing

Outputs	Outcome	Initial	Intermediate	Long-Term*	Indicator (may be more than one indicator per outcome)	Data Collection Method(s) (How)	Measurement Tool(s)**
# of transitional homes available	Availability of transitional housing for homeless families increases.				# and % of available transitional housing		Records
# of affordable permanent homes available	Availability of affordable permanent housing increases.				# and % of affordable permanent housing		Records
# of homeownership workshops held	Customers attain knowledge of the home-buying process and are mortgage-ready.				# and % of customers qualifying for a mortgage		Records/Pre-post tests
# of families or individuals attending homeownership workshops	Homeowners or renters sustain on-time mortgage or rent payments.				# and % of customers making steady, on-time housing payments		Mortgage records/surveys
# of families or individuals completing homeownership workshops	Homeowners remain in their homes after 2 years.				# and % of homes occupied by the homeowner for 2 years		Surveys
	Homeowners remain in their homes for 1 year.				# and % of homeowners who remain in their homes for 1 year		Surveys

UNITED WAY OF GREENVILLE COUNTY
- Health -
Outcome Priorities

United Way provides funding to programs that provide access to affordable physical and mental medical and wellness care, support for seniors and the disabled, and substance abuse treatment and prevention.

1. **Access to Affordable, Quality Medical Care and Wellness:** Every resident of Greenville County has access to affordable health care services including appropriate health promotion and disease prevention resources. *Indicators:*
 - The percentage of Greenville County residents reporting affordable medical care as a major to moderate issue for their household (with a special emphasis on low-income populations) is decreased.
 - The percentage of Greenville County residents in households with annual incomes less than \$26,000 reporting not having a place to go for medical care as a major to moderate issue for their household is decreased.
 - The percentage of Greenville County residents in households with annual incomes less than \$26,000 reporting not knowing where to go for medical care as a major to moderate issue is decreased.
 - The percentage of Greenville County residents reporting their perception of their health as “fair” or “poor” (with a special emphasis on low-income populations) is decreased.
 - The percentage of Greenville County residents in households with annual incomes less than \$25,000 reporting that they have not visited a dentist in the last year will decrease.
 - The percentage of uninsured individuals in Greenville County is decreased.
 - The percentage of high school students reporting having used alcohol within the last month is decreased.
 - The percentage of high school students reporting having used illegal drugs within the last month is decreased.
 - The percentage of individuals over age 12 meeting the DSM IV criteria for alcohol and drug dependence or abuse is decreased.
 - The percentage of residents reporting stress, anxiety, and depression as a major to moderate issue in their household (with a special emphasis on low-income populations) is decreased.
2. **Supporting Seniors and Persons with Disabilities:** The Greenville Community recognizes seniors and persons with disabilities as important, contributing members of our society and helps those who have special needs due to certain physical, mental, or age-related challenges to maintain independence and dignity in a safe and supportive living environment.
Indicators:
 - Senior citizens receive tools and assistance necessary to remain secure, active, and contributing members of our community.
 - Senior citizens facing increased physical and mental limitations have their special needs met while ensuring that their dignity and well-being are maintained.
 - Disabled adults receive support needed to live a quality, productive life.
3. **Substance Abuse Treatment and Prevention:** In order to create a healthy community the effect of substance abuse must be confronted. United Way supports the community vision of all residents of Greenville County living substance-abuse-free lifestyles, by supporting programs and services that address this issue. *Indicators:*
 - Increase public awareness activities relating to prevention of substance abuse.
 - Improve early detection and referral of those at risk for addictive behaviors.
 - Support programs and services that assist in the treatment of substance abuse.

-Health-

ACTION PRIORITY	ISSUE AREA	PRIORITY IMPACT STRATEGIES
1	Access to Affordable, Quality Medical Care and Wellness	Facilitate improved coordination, maintenance, and expansion of health care services (inclusive of dental care) to meet the needs of the medically underserved.
		Integrate medical and behavioral health services/systems.
		Promote community health education and healthy lifestyles, expand programs designed to create “well-educated health care consumers,” and inform residents of available health care resources.
		Facilitate the creation of local health care coverage plans for individuals who are not eligible for public insurance coverage, yet cannot afford existing private health coverage plans.
		Promote availability of affordable pharmaceuticals through local, state, and corporate programs for the underserved.
		Increase awareness of mental health resources and early identification of mental health problems.
		Support programs and services that enhance early intervention and treatment of mental health problems.
		Promote and encourage Seniors to participate in Senior programs and activities in the community (such as dining programs, Senior citizen centers, employment or volunteer opportunities, etc.).
		Assist persons with disabilities in gaining and retaining employment.
		Provide education and support for caregivers of Seniors.
2	Supporting Seniors and Persons with Disabilities	Promote and encourage Seniors to participate in Senior programs and activities in the community (such as dining programs, Senior citizen centers, employment or volunteer opportunities, etc.).
		Provide education and support for caregivers of Seniors.
		Assist persons with disabilities in gaining and retaining employment.
		Support programs and services that assist persons with disabilities and their caregivers to manage activities of daily living and address special needs and challenges.
3	Substance Abuse Treatment and Prevention	Increase public awareness activities relating to prevention of substance abuse.
		Improve early detection and referral of those at risk for addictive behaviors.
		Support programs and services that assist in the treatment of substance abuse.

Outcomes Measurement Plan

Please complete the form below, adding the data source, data collection method, any additional measurement tool(s), who will collect the data, and when the data will be collected. Be sure to indicate whether or not the outcome is initial, intermediate or long-term.

Focus Area: Health Issue Area: Access to Care

Outputs	Outcome	Initial	Intermediate	Long-Term*	Indicator (may be more than one indicator per outcome)	Data Collection Method(s) (How)	Measurement Tool(s)**
# of persons served	A medical home is established for the low-income or uninsured.				# and % of target population who list a medical home		Survey
# of visits or contacts	There is a reduction in the amount of inappropriate visits to the emergency room or delayed care.				# and % of target population who report a reduction in emergency room visits or delayed medical care		Initial and follow-up survey
# of sessions held							
# of persons in attendance at the sessions	Target population has access to affordable preventative, developmental, or primary health care.				# and % of target population who can better afford the health care they receive		Initial and follow-up survey
# of persons transported	There is an increase in the target population's awareness of preventive measures, intervention services, and lifestyle choices.				# and % of the target population who increase in follow-up actions and healthy lifestyle choices in targeted health areas		Initial and follow-up survey
# of health-related presentations made							
# of persons in attendance at the health-related presentations	Target population experiences improvement in medical health or chronic disability conditions due to the access to affordable preventative, developmental, or primary health care.				# and % of the target population showing improvement in medical conditions as observed by a medical professional between the first visit and follow-up visits		Patient records

Outcomes Measurement Plan

Please complete the form below, adding the data source, data collection method, any additional measurement tool(s), who will collect the data, and when the data will be collected. Be sure to indicate whether or not the outcome is initial, intermediate or long-term.

Focus Issue
 Area: Health Area : Senior Service and Persons with Disabilities

Outputs	Outcome	Initial	Intermediate	Long-Term*	Indicator (may be more than one indicator per outcome)	Data Collection Method(s) (How)	Measurement Tool(s)**
# of persons served	Target population participates in enrichment activities.				# and % of population participating in enrichment activities		Attendance records
# of activities or sessions	Participants gain knowledge of healthy lifestyle choices, aging issues, etc.				# and % of participants who indicate an increase in their knowledge of healthy lifestyle choices and aging issues		Pre and post test
# of visits or contacts							
# of attendees at activities or sessions	Target population participates in community service activities.				# and % of population participating in community service activities		Attendance records
# of respite hours	Participants experience an increase in access to medical appointments and socialization opportunities.				# and % of participants who report easier access to medical appointments and socialization activities		Initial and follow-up survey
	An increased amount of respite hours are provided to family members and-or caregivers.				# and % of caregivers reporting an increase in the amount of respite hours normally received		Initial and follow-up survey
	Family members and caregivers increase their knowledge of aging issues and coping skills.				# and % of caregivers reporting an increase in knowledge and coping skills		Pre and post test
	Participants or caregivers report an improvement in health, physical fitness, socialization skills, and independent living skills.				# and % of participants or caregivers who demonstrate or report health improvement in these areas		Physical test and survey

Outcomes Measurement Plan

Please complete the form below, adding the data source, data collection method, any additional measurement tool(s), who will collect the data, and when the data will be collected. Be sure to indicate whether or not the outcome is initial, intermediate or long-term.

Focus Area: Health Issue Area: Substance Abuse Treatment and Prevention

Outputs	Outcome	Initial	Intermediate	Long-Term*	Indicator (may be more than one indicator per outcome)	Data Collection Method(s) (How)	Measurement Tool(s)**
# of clients assessed	Clients are identified and successfully complete a treatment plan.				# and % of clients completing a treatment plan		Enrollment records
# of sessions held	Clients report not having used for 6 months post treatment.				# and % of clients with clean drug tests for 6 months post treatment		Test results
# of clients attending sessions	Clients report not having used within 1 year post treatment.				# and % of clients with clean drug tests for 1 year post treatment		Test results
# of referrals to other community resources	Clients receive additional support from other community resources as a result of referrals.				# and % of clients who receive additional support services when referred to other community resources		Survey
# of referrals received from other community resources	Clients report not having used for 2 years post treatment.				# and % of clients with clean drug tests for 2 years post treatment		Test results
# of substance-abuse-related incidents	Incidents motivated by substance abuse decrease.				# and % of substance abuse related incidents		Justice department/family resources
	Substance abuse referrals are received by the agency from other community resources.				# and % of referrals received from other community resources		Referral records

UNITED WAY OF GREENVILLE COUNTY
- Crisis -
³Outcome Priorities

United Way provides support for services that address interpersonal violence and emergency (basic needs) and disaster assistance.

1. **Interpersonal Violence – Domestic Violence, Child Abuse and Neglect, and Sexual Violence:** All residents of Greenville County will live in safe and nurturing environments.

Indicators:

- Reported offenses for criminal domestic violence in Greenville County will decrease.
- Arrests for criminal domestic violence in Greenville County will decrease.
- The number of children abused and/or neglected in Greenville County will decrease.
- Reported offenses for child abuse and/or neglect in Greenville County will decrease.
- Arrests for child abuse and/or neglect in Greenville County will decrease.
- *Note: Sexual Violence/Rape Crisis indicators are being developed.*

2. **Emergency and Disaster Services:** The Greenville Community will ensure that all Greenville County residents have access to emergency assistance including food, clothing, safe shelter, medications, and emotional support in times of crisis.

Indicators:

- Providers and services furnish emergency assistance to individuals and families in a timely manner.
- Emergency services are readily accessible throughout the county and are adequately supported through donations and volunteer service.
- Individuals have access to safe shelter when they are homeless or in crisis situations.
 - The number of sheltered and unsheltered homeless individuals in Greenville County will decrease.
 - The percentage of homeless individuals in Greenville County who have been homeless for a month or more will decrease.
 - The percentage of homeless individuals in Greenville County who have been homeless 4 or more times will decrease.
- All individuals and families in need have access to food, clothing, and other basic need assistance.
- A seamless system is in place to direct and assist individuals in accessing basic health and human services and emergency assistance through the maintenance of supportive infrastructure and the 2-1-1 system.
- Those eligible for public assistance know of its existence and can easily access that assistance without stigma.

³ All food assistance programs must be quality certified by Harvest Hope Food Bank or another state/federally-approved certifying organization. Emergency assistance programs must use CTK (Community TechKnowledge) for case management and referral tracking.

-Crisis-

ACTION PRIORITY	ISSUE AREA (and Subcategory)	PRIORITY IMPACT STRATEGIES
1	Interpersonal Violence – Domestic Violence, Child Abuse and Neglect, and Sexual Violence	Support and enhance successful intervention programs for both victims and perpetrators of interpersonal violence.
		Maintain and increase education and awareness of interpersonal violence prevention, identification, and how to address.
		Establish a clear, unified “voice” among service providers around interpersonal violence issues and efforts.
2	Emergency and Disaster Services <i>(Basic Needs and Emergency Assistance)</i>	Maintain and increase access to emergency assistance and other basic health and human services.
		Maintain and increase coordination of County-wide emergency assistance and other basic health and human services by collaborating among providers and developing and maintaining supportive infrastructure.
		Maintain and increase awareness of and appropriate use of basic needs/emergency resources and services.
		Support and enhance disaster response capability.
		Support and expand disaster prevention and preparedness efforts.

Outcomes Measurement Plan

Please complete the form below, adding the data source, data collection method, any additional measurement tool(s), who will collect the data, and when the data will be collected. Be sure to indicate whether or not the outcome is initial, intermediate or long-term.

Focus Area: Crisis Issue Area: Interpersonal Violence

Outputs	Outcome	Initial	Intermediate	Long-Term*	Indicator (may be more than one indicator per outcome)	Data Collection Method(s) (How)	Measurement Tool(s)**
# of prevention or intervention sessions held	Individuals increase in knowledge and skills directly related to their intervention or prevention area.				# and % of clients who show an increase in knowledge and skill directly related to their intervention or prevention program area		Pre and post tests
# of clients who complete prevention program	Individuals who complete intervention programs do not reoffend within 1 year.				# and % of clients who do not reoffend within 1 year of completing program		Justice department records
# of clients who complete intervention program	Individuals who complete intervention programs do not reoffend for 2 years.				# and % of clients who do not reoffend within 2 years of completing program		Justice department records
# of clients assessed for immediate shelter and financial assistance needs	Individuals have their immediate need for shelter and financial assistance met.				# and % of clients that have their shelter and financial assistance needs met immediately		Intake records
# of clients assessed for immediate need for court-ordered protection	Individuals have immediate need for court-ordered protection met.				# and % of clients that have their court-ordered protection needs met immediately		Intake records
	Individuals complete a rehabilitation counseling or therapy program.				# and % of individuals who complete a rehabilitation or therapy program		Program records
	Individuals gain self-sufficiency by moving on to abuse-free homes.				# and % of clients who move on to abuse-free homes		Program records; surveys

Outcomes Measurement Plan

Please complete the form below, adding the data source, data collection method, any additional measurement tool(s), who will collect the data, and when the data will be collected. Be sure to indicate whether or not the outcome is initial, intermediate or long-term.

Focus Area: Crisis Issue Area: Basic Needs Assistance/Disaster Services

Outputs	Outcome	Initial	Intermediate	Long-Term*	Indicator (may be more than one indicator per outcome)	Data Collection Method(s) (How)	Measurement Tool(s)**
# of individuals or families assessed for immediate need	Individuals or families have immediate shelter needs met.				# and % of individuals or families whose shelter needs are immediately met		Intake records
# of referrals made to other community or agency resources	Individuals or families have immediate food needs met.				# and % of individuals or families whose food needs are immediately met		Intake records
	Individuals or families have immediate rent or mortgage assistance needs met.				# and % of individuals or families whose rent or mortgage needs are immediately met		Intake records
	Individuals or families have immediate prescription needs met.				# and % of individuals or families whose prescription needs are immediately met		Intake records
	Relevant benefits are identified and individuals or families are referred to financial literacy, employment, or family services resources for training and development towards self-sufficiency.				# and % of individuals or families referred to other relevant services		Intake records
	Individuals or families referred to other community resources receive benefits.				# and % of individuals or families who receive services from other community resources as a result of program referral		Follow-up survey
	The number of repeat visits, by individuals or families requesting assistance, decreases.				# and % of individuals or families requesting assistance in any area		Intake records

Outcomes Measurement Plan

Please complete the form below, adding the data source, data collection method, any additional measurement tool(s), who will collect the data, and when the data will be collected. Be sure to indicate whether or not the outcome is initial, intermediate or long-term.

Focus

Area: Co-located /Facility Partnerships

Outputs	Outcome	Initial	Intermediate	Long-Term*	Indicator (may be more than one indicator per outcome)	Data Collection Method(s) (How)	Measurement Tool(s)**
# of services provided	Clients gain access to all relevant services needed.				# and % of clients assessed for service in the intake process		Intake records
# of facility or center meetings	Clients are made aware of other services in the center that are relevant to their needs and referred to them.				# and % of clients assessed for referral		Program records
# of clients served	Clients utilize multiple services within the same center as needed.				# and % of clients receiving multiple services within the same facility		Program/agency records; referral records
# of center marketing activities	Clients are satisfied with the service delivered by the agency's direct service program.				# and % of clients who indicated satisfaction with services		Survey
# of center special events	A cost savings benefit of being a partner program is evident.				# and % of partners demonstrating a cost benefit		Agency records
# and nature of shared resources	Partners are satisfied with the service provided by the host facility.				# and % of partners indicating satisfaction with the service of the host facility		Survey
# of volunteer hours	Partners collaborate more across agencies as a result of being in a co-located facility.				# and % of partners indicating more collaboration due to co-location		Survey

Section 8: Organization Information

The following organizational information is required. Please upload and attach with your request for funding submission. Only one copy of this information is needed for the organization.

- a. Organization's Financial Statements for period ending September or December 2008 to include:
 - i. statement of financial position (balance sheet),
 - ii. statement of financial activities (statement of revenue and expenses), and
 - iii. statement of functional expenses.
- b. A copy of the organization's most recent IRS Form 990
- c. A copy of the organization's most recent audit
- d. Certificate of Registration as a Charitable Organization from the South Carolina Secretary of State
- e. Organization's current strategic plan
- f. Memoranda of Agreement (if applicable).

Section 9: Board of Directors List

Please provide the names of your organization's current board members (specifying the chair and vice-chair); an e-mail and mailing address; and the term for each member.

Section 10: Demographic Reporting

This is where each program will record the demographic profile of the individuals and families served. This number in each section should be the unduplicated count.

Contact persons:

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*Electronic copies of this funding information can be obtained through the United Way website: www.unitedwaygc.org. Rev. 02/04/11