

FOCUS. COLLABORATE. INNOVATE. **COMMUNITY IMPACT PLAN | 2010**

EDUCATION



INCOME



HEALTH



IMMIGRANT AND REFUGEE INTEGRATION



BASIC NEEDS

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MESSAGE FROM UNITED WAY OF SALT LAKE

DEAR FRIENDS,

As our 2010 Community Assessment shows, too many people in our communities are lacking what many of us take for granted – a quality education that provides a strong foundation for life, a job that pays enough to support a family and to prepare for retirement, and the tools necessary to be healthy and productive.

These challenges affect the quality of life for all of us and require a commitment from each of us in order to affect lasting change. United Way of Salt Lake (UWSL) is committed to being a catalyst for change in these areas and works together with public, private, and nonprofit sector organizations to find and implement solutions that will positively impact lives today, and for the next several generations. We work to achieve our mission by:

- *Actively engaging and mobilizing individuals, corporations, and communities to give, advocate, and volunteer*
- *Promoting and advancing collaborations, partnerships, and advocacy for long-term change in the UWSL focus areas*
- *Investing money, expertise, and other resources in these innovative programs and strategies*
- *Measuring, achieving, and communicating results and adapting to further strengthen and expand strategies*

This document builds on our 2010 Community Assessment to outline our priorities and strategies for 2011 and beyond. Please join us in the journey of building stronger, more vital and vibrant communities. Through our combined efforts, we will create a better day for today's children and families, and a better tomorrow for the generations to come.



Thomas M. Love
Chair, UWSL Board of Directors
President, Love Communications



Deborah S. Bayle
President and CEO
United Way of Salt Lake

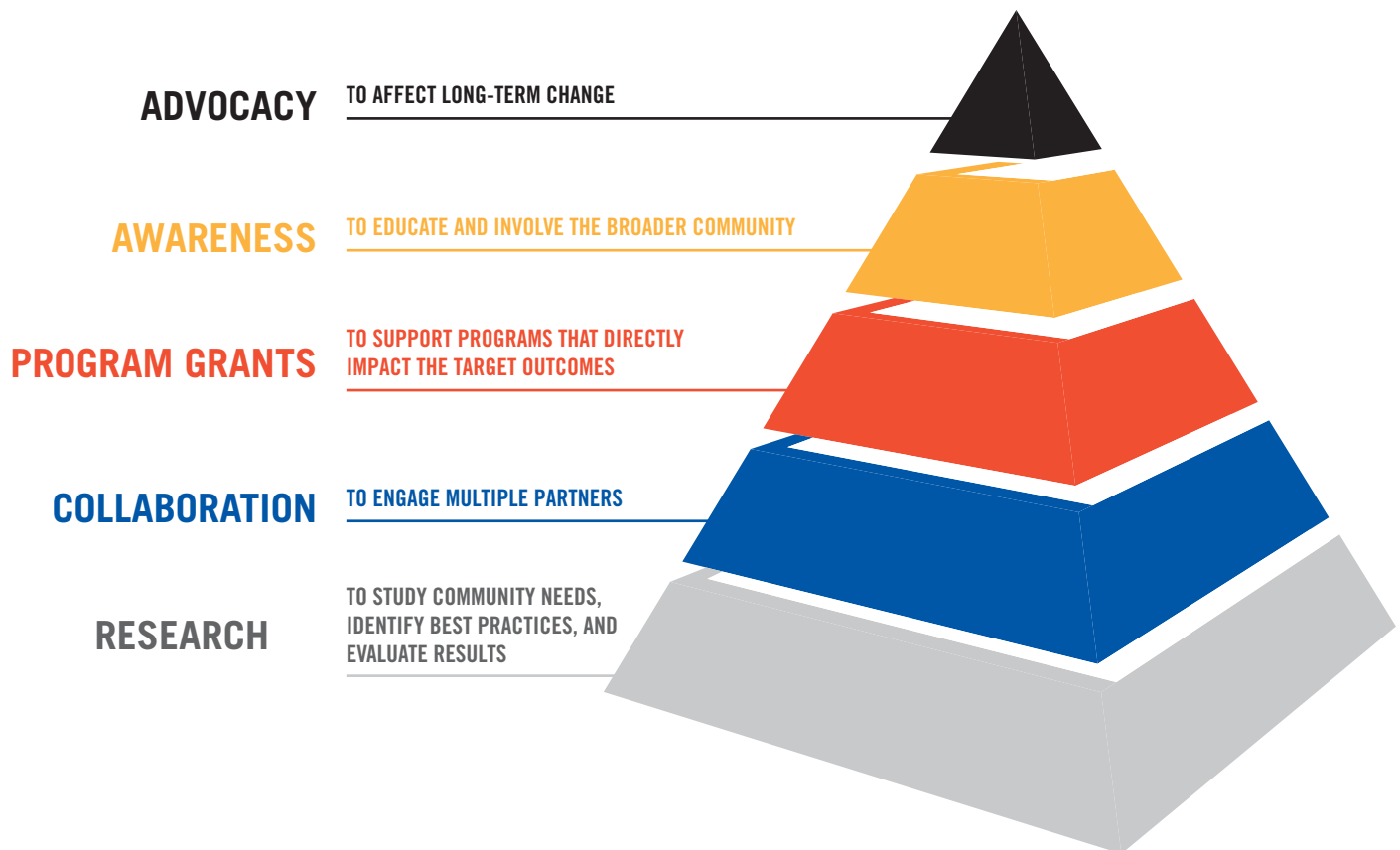
INTRODUCTION

United Way of Salt Lake's mission is to improve lives by bringing people and resources together to solve our communities' most serious social problems. Our vision is to create long-lasting changes that prevent problems from happening in the first place. For the past several years, we have worked to achieve our broad goal of creating opportunities for people to become more self-sufficient, by helping:

- *Children, youth and adults achieve their potential through education*
- *Individuals and families become financially stable and independent*
- *People lead healthy and productive lives*
- *Meet people's basic needs*

COMMUNITY IMPACT STRATEGIES

As a "Community Impact" United Way, UWSL uses a broad set of strategies, in addition to making grants to partners, to achieve long-term and community-level change. Some of these strategies include research, building collaborative community partnerships, public policy advocacy, and social marketing.

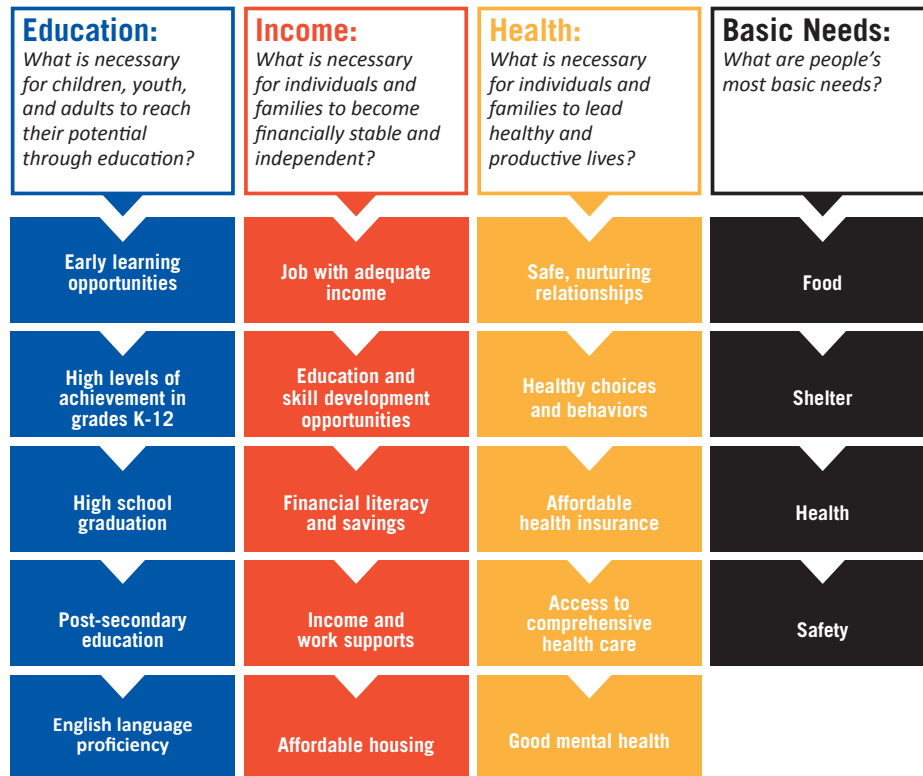


PRIORITY AREA AND CAPACITY ASSESSMENT

Recognizing that UWSL cannot achieve community-level results by spreading resources “a mile wide and an inch deep,” the goal of our 2010 planning process was to identify a focused set of objectives around which we can achieve measurable community change beginning in 2011 and beyond. We began by asking the following questions:

- *What is necessary for children, youth, and adults to reach their potential through education?*
- *What is necessary for individuals and families to be financially stable and independent?*
- *What is necessary for individuals and families to lead healthy and productive lives?*

The following essential / core needs were identified:



We designed a research process to focus our objectives by examining the intersection between the following four factors:

- *Community Needs*
- *UWSL Capacity*
- *External Environmental Factors*
- *Donor Interest*



2011 PRIORITIES

**AS A RESULT OF THIS COMPREHENSIVE ASSESSMENT,
UWSL HAS IDENTIFIED THE FOLLOWING PRIORITIES FOR 2011 AND BEYOND:**

EDUCATION *Build a strong foundation of early learning from birth to age 8*

INCOME *Help people gain the income and financial tools to thrive*

HEALTH *Improve child health and promote healthy behaviors*

**IMMIGRANT AND
REFUGEE INTEGRATION** *Create cohesive communities to address Utah's changing demographics*

BASIC NEEDS *Provide food, shelter, health and safety*

For additional details about UWSL's comprehensive community assessment, visit www.uw.org

2011 GOALS AND OBJECTIVES

Working with and mobilizing the broader community, UWSL has committed to help achieve the following:

Education: *Build a strong foundation of early learning from birth to age 8*

- Increase the # and % of infants (age 1) and toddlers (age 3) who demonstrate age appropriate development
- Increase the # and % of children (age 5) who are ready to enter kindergarten
- Increase the # and % of 4th grade students who are reading on grade level

Income: *Help people gain the income and financial tools to thrive*

- Increase the # and % of households that are financially stable and have sufficient income and resources (above 200% of the Federal Poverty Level) to support their family
- Increase the # and % of households that are saving for college and/or retirement

Health: *Improve child health and promote healthy behaviors*

- Increase the # and % of children (and adults) who have access to health insurance and regular health care
- Increase the # and % of children (and adults) who are healthy (free from illness or disease)
- Decrease the # and % of children (and adults) who are overweight or obese

Immigrant and Refugee Integration: *Create cohesive communities to address Utah's changing demographics*

- Increase the # and % of immigrants and refugees who speak English well or very well
- Increase the # and % of immigrants and refugees who are involved in the civic life of the community
- Increase levels of trust, compassion, and reciprocity within the broader community

Basic Needs: *Continue to provide support for meeting people's most basic needs of food, shelter, health and safety*

COMMUNITY IMPACT PLAN AND INVESTMENT FRAMEWORK

United Way of Salt Lake believes that measurable change on the goals and objectives identified requires our community to **LIVE UNITED** by developing broad and strategic collaborations among individuals, nonprofit organizations, the public and the private sectors.

UWSL will foster and participate in these collaborations at both the system level - by advocating for improvements in policies and systems that address our key priorities; and at the community level—by investing in strategic collaborations that deliver integrated services with a focus on results.

INTEGRATED AND COLLABORATIVE SERVICE DELIVERY

To “move the needle” at a community level, our community investments must be integrated (meeting the various needs of individuals and families in a comprehensive way) and targeted (to specific neighborhoods or communities of high need). A key component of this framework is the concept of “integrated service delivery,” similar to the idea of “one-stop shopping.” Neighborhood centers, or hubs, organize and deliver key services in easily accessible locations, and align multiple partnerships to achieve specific common outcomes. **Each is similar, but has a focus on its core purpose:**

*Community
Learning Centers*
Education



Prosperity Centers
Income



Welcome Centers
*Immigrant and
Refugee Integration*



LONG-TERM AND SYSTEMIC PROBLEM SOLVING

By working with key community leaders, UWSL will continue to drive long-term change and the development of strategies and solutions that solve problems.

- *Public and Private Sector Collaborations*
- *Research and Policy Analysis*
- *Public Awareness and Social Marketing*
- *Public Policy Development and Advocacy*
- *Volunteer and Community Engagement*

JOIN US!

For more information about or to become involved in UWSL's work, visit our web site www.uw.org.

UNITED WAY OF SALT LAKE — INVESTMENT FRAMEWORK

	BASIC NEEDS			COMMUNITY IMPACT		
Funding Objectives	Meet people's basic needs in the areas of: <ul style="list-style-type: none"> • Food • Shelter (emergency, transitional, supportive) • Health (physical, mental, dental, behavioral) • Safety (domestic violence, child abuse) 			Achieve community-level change in the areas of: <ul style="list-style-type: none"> • Education: Build a strong foundation of early learning from birth to age 8 • Income: Help people gain the income and financial tools to thrive • Health: Improve child health and promote healthy behaviors • Immigrant and Refugee Integration: Create cohesive communities to address Utah's changing demographics 		
Funding Strategy	Program Grants		Advocacy Grants	Program Grants (Integrated Service Delivery — addresses objectives / needs from each area)		
Type of Grant	Program Support	Community Infrastructure	Public Policy / System Change	Community Learning Center (Education Focus)	Prosperity Center (Income Focus)	Welcome Center (Immigrant and Refugee Focus)
Number of Grants	Many	Fewer	Fewest	Health (Incorporated into each center)		
Grant Amounts	Smaller	Larger	To be determined	To be determined		
Funding Commitment	1 year	1 year (renewable to 3)	1 year	1 year (renewable to 3 years)		
Geography/ Population	Individuals in need within Salt Lake, Davis, Summit and Tooele Counties		Statewide	Specific neighborhoods or communities within Salt Lake, Davis, Summit and Tooele Counties		
Application Process	Simple Application			Collaborative Request for Proposal (RFP)		
Application/ RFP Available	September 2010			September 2010		
Deadline	October 2010			To be determined		
Review Process	Leadership and change council review			Interactive staff, stakeholder, and change council review		
Funding Begins	July 1, 2011			July 1, 2011		



United Way of Salt Lake

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