

COMMUNITY IMPACT AGENDA FOR CHANGE 2015-2018

United
Way



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United Way
of Southwest Michigan

9/8/14 – Approved by UWSM Impact Cabinet and recommended to UWSM Board for endorsement

9/11/14 – Approved by UWSM Board of Directors

9/19/14 – Presented to UWSM Funded Partners

9/23/14 – Released to community

8/10/15 – Amended to add Education goals

Introduction

On behalf of United Way of Southwest Michigan, we are proud to share the 2015-2018 Community Impact Agenda for Change with our community. While it took nearly nine months to create the words you will see on the following pages, this agenda has really been almost seven years in the making.

In 2008, our board and staff embarked on a journey that would change the way we approached our work – and would ultimately set the stage for us to change the way that we change our community. This shift – from outputs to outcomes, from activities to results, from individualism to collective impact – was new, but necessary. It has enabled us to strengthen existing relationships and create brand new ones. It has forced us to address the needs that are unique to each community in southwest Michigan, while acknowledging that we aren't always as different as we think we are. And it has allowed us to raise more money and impact more people than ever before.

The 2015-2018 Community Impact Agenda for Change continues that work. It is built on the foundation of both expert knowledge and public knowledge. Expert knowledge uses data, research, and best practices to tell us “what is.” Public knowledge uses the stories from people in the community to tell us “why.” By intertwining both, we've created a compelling story that will enable us to mobilize our community around a common cause, a common vision, and a common path forward.

As you read through this Agenda, understand that United Way can't do this work alone. Just creating this document took the commitment of our board and committee members, the expertise of our staff, the input and feedback from our current Funded Partners, the needs of our donors, and the aspirations of our community. Bringing this work to life will require continued dedication from all of those people and more.

LIVE UNITED isn't an advertising tag line, a bumper sticker, or a T-shirt. It's a call to action. United Way is only as strong as the people and organizations that we've enlisted to join our cause today, and those we're targeting tomorrow. That's why it's critical to spark new ideas and new ways of working in our communities. And that's what this Agenda represents.

When one organization, or one program, or even one person succeeds, we all succeed – together. Because great things happen when we LIVE UNITED.

Glossary

Andar – The customer relationship management database used by many United Ways across the country. Andar is used on the fundraising side for campaign and pledge management. On the impact side, Funded Partners access Andar online to submit 6-month progress reports.

Balance Sheet – A financial statement that summarizes a company's assets, liabilities and shareholders' equity at a specific point in time.

Collaboration – When two or more organizations give of themselves to work together in pursuit of common goals. It is a recursive process that includes sharing various kinds of resources.

Demographics – Basic characteristics of those served. UWSM asks that Funded Partners track age, gender, ethnicity, and ZIP Code of residence.

Funded Partner – A non-profit organization that is approved to receive funding from UWSM through a three-year funding cycle, and enters into a Partner Memorandum of Agreement to deliver agreed upon outcomes.

Funding Cycle – UWSM has a three year funding cycle. Funding begins on July 1, 2015, and runs through June 30, 2018. Throughout that three years, allocations are electronically deposited on a monthly basis.

Guiding Principle – The overarching one sentence sound-bite that describes the intent of the work in each Impact Area.

2024 Goals – These 9-year goals are set at the community level. When possible, the goals are identified by the appropriate community collaborative, and United Way then adopts those goals to align with the greater work of the community. When no such collaborative exists, United Way has established its own goals. The 2020 Goal in the Health Impact Area was established by Be Healthy Berrien. This goal aligns with Healthy People 2020, which is why the timeline for the goal is slightly different from the rest.

Impact Area – United Way of Southwest Michigan has four Impact Areas – Education, Income, Health, and Basic Needs. United Way Worldwide established the first three as a way to align the work of the national network. UWSM chose to add the Basic Needs Impact Area as a way to reaffirm our commitment to providing a community safety net.

Impact Cabinet – A committee of the UWSM Board of Directors that oversees the work of the Impact Strategies department. The Impact Cabinet approves the funding recommendations made by the Investment Teams. The Impact Cabinet then proposes the funding recommendations to the UWSM Board of Directors for final approval.

Income Statement – Also referred to as a Profit and Loss Statement. It shows the organization's revenues and expenses during a particular period of time.

Investment Team – A group of volunteers that recommend and monitor the funding decisions for each three-year funding cycle. UWSM has four Investment Teams, one for each Impact Area.

Logic Model – A graphic representation of the logical relationships between the inputs, outputs, and outcomes of a program.

Measurement/Evaluation Tool – The mechanism used to track outcomes. Funded Partners may use their own tools, or may seek guidance from UWSM on potential tools to use. In certain areas of this Agenda, specific measurement tools are referenced. These tools are not mandated to be used, but are directly aligned with the outcomes listed.

Outcomes – The measurable change that takes place in the lives of the people served. Such changes include awareness, knowledge, skill, motivation, and behavior.

Outputs – The number of units of service provided (i.e., the number of people served).

Target Area – Each Impact Area is split into Target Areas. This narrows down the work into more specific lines of focus.

Partner Memorandum of Agreement – The contract that UWSM enters into with each Funded Partner. The PMOA outlines the responsibilities and requirements that are expected of both UWSM and the Funded Partner.

6-Month Progress Reports – Funded Partners must provide progress reports every six months. These reports include updates on outputs, outcomes, actual income/expenses, and success stories. Supplemental materials must also be provided, including copies of marketing materials and other organizational documents. These reports are submitted through Andar.

Program Budget Report – When applying for funding, each organization must provide a proposed annual program budget. When a Funded Partner completes 6-month progress reports, they must report on the actual income and expenses, as compared to the proposed budget. At that point, the report is also referred to as the Actual Income and Expenses Report.

Suggested Program Strategies – These are methods of service delivery that are considered to be best-practices for the types of outcomes listed in this document. Suggested program strategies are just that – suggestions. The lists are not exhaustive, and UWSM will consider funding requests from program methodologies that are not listed.

Decision Tool

This tool will be particularly helpful for organizations that do not currently receive funding from UWSM.

Before you apply for funding through the 2015-2018 funding cycle, consider your answers to these five questions:

1. Does your program align with the Impact Areas, Goals, and Target Areas outlined in this document?
2. Can your program measure one or more of the Outcomes/Outputs listed under the applicable Program Strategy(s)?
3. Does your program have a measurement tool that can be administered on a regular and consistent basis, or are you willing to implement one prior to the start of the funding cycle?
4. Can your program track the categories of demographics outlined in this document (age, gender, ethnicity, ZIP Code of residence)? If not, is there a justifiable reason?
5. Is your organization willing to adhere to all of the terms and conditions set forth in the Partner Memorandum of Agreement?

If your answer to ANY of these questions is “no,” then it is not suggested that you seek UWSM funding. If you are unsure of your answer, you are encouraged to contact the Impact Strategies department for clarification and guidance. Contact information is provided at the end of this document.

Timeline

September 19, 2014 - 9:00 am to 10:30 am

Area Agency on Aging Conference Center

Community Impact Agenda for Change is presented to current UWSM Funded Partners

September 22, 2014

Community Impact Agenda for Change is released to community

October 1, 2014 - 2:00 pm to 4:00 pm

United Way Conference Room

Agenda Meeting for New Agencies – *To be attended by Executive Directors and Board Chairs of agencies who are not current Funded Partners, but want to seek United Way funding*

October 2, 2014 - 2:00 pm to 4:00 pm

United Way Conference Room

Agenda Meeting for New Agencies – *To be attended by Executive Directors and Board Chairs of agencies who are not current Funded Partners, but want to seek United Way funding*

October 7, 2014 - 2:00 pm to 4:00 pm

United Way Conference Room

Agenda Meeting for New Agencies – *To be attended by Executive Directors and Board Chairs of agencies who are not current Funded Partners, but want to seek United Way funding*

October 8, 2014 - 2:00 pm to 4:00 pm

United Way Conference Room

Agenda Meeting for New Agencies – *To be attended by Executive Directors and Board Chairs of agencies who are not current Funded Partners, but want to seek United Way funding*

October 14, 2014 - 1:00 pm to 2:30 pm

United Way Conference Room

Education Meeting – *To be attended by Executive Directors and Board Chairs of current UWSM Funded Partners who will seek funding in Education impact area*

October 15, 2014 - 1:00 pm to 2:30 pm

United Way Conference Room

Income Meeting – *To be attended by Executive Directors and Board Chairs of current UWSM Funded Partners who will seek funding in Income impact area*

October 16, 2014 - 1:00 pm to 2:30 pm

United Way Conference Room

Health Meeting - *To be attended by Executive Directors and Board Chairs of current UWSM Funded Partners who will seek funding in Health impact area*

October 17, 2014 - 1:00 pm to 2:30 pm

United Way Conference Room

Basic Needs Meeting - *To be attended by Executive Directors and Board Chairs of current UWSM Funded Partners who will seek funding in Basic Needs impact area*

October 17, 2014

Letters of Intent due, from agencies who are not current Funded Partners, but want to seek United Way Funding

October 24, 2014

Responses to Letter of Intent provided

December 8, 2014 - By 5:00 pm – NO LATE SUBMISSIONS ACCEPTED

Funding requests from all agencies due

w/o January 19, 2015 and w/o January 26, 2015 – exact dates and times to be determined

United Way Conference Room

Agency presentations to Investment Teams

w/o February 9, 2015 and w/o February 16, 2015 – exact dates and times to be determined

United Way Conference Room

Investment Teams meet to make funding recommendations

March 2, 2015

Funding recommendations sent to Impact Cabinet

March 9, 2015

Impact Cabinet to approve funding recommendations

March 2015

UWSM Board to approve funding decisions

April 1, 2015

Funding decisions announced to Funded Partners

All decisions will be communicated to Executive Directors and Board Chairs

July 1, 2015

Funding cycle begins

Impact Areas – Goals and Work

EDUCATION

Guiding Principle – All children and young adults have an equal opportunity to succeed

2024 Goals – Ensure that 80% of children are ready for Kindergarten.*

Increase the number of 3rd graders who are meeting reading proficiency by 20%.**

Increase the high school graduation rate by 10%.***

* Current rate is TBD – working with Great Start Collaboratives to establish screening tool for baseline.

** Current rate is TBD – working with Berrien RESA to analyze MSTEP data to establish baseline.

***Source – Michigan Department of Education – 2014 Cohort 4-Year Graduation Rate Report. Data for Berrien and Cass is combined. Current rate is 72.8%. 2024 goal is 80.1%.

2025 Goal - 60% of adults will have a post-secondary credential.*

* Source – 2009-2013 American Community Survey 5 Year Estimates. Data for Berrien and Cass is combined. Current average is 29.5% for college attainment only.

Target Area #1 – School Readiness and Academic Success

Program Strategies –

- ✓ Suggested strategies include, but are not limited to:
 - High quality early learning opportunities (child care, preschool, home visiting, etc.)
 - Out-of-school-time programs
 - Early literacy and reading recovery programs
 - Targeted tutoring programs
- ✓ All programs must work toward the following outcomes (each program should choose all that may apply):
 - Individuals that show maintenance or improvement in communication skills (as measured by the Ages and Stages Questionnaire)
 - Individuals that show maintenance or improvement in gross motor skills (as measured by the Ages and Stages Questionnaire)
 - Individuals that show maintenance or improvement in fine motor skills (as measured by the Ages and Stages Questionnaire)
 - Individuals that show maintenance or improvement in problem solving skills (as measured by the Ages and Stages Questionnaire)
 - Individuals that show maintenance or improvement in personal-social skills (as measured by the Ages and Stages Questionnaire)
 - Individuals that pass a kindergarten readiness evaluation
 - Individuals that show improvement in reading level
 - Individuals that progress to the next grade
 - Individuals that graduate from high school
 - Individuals that increase school attendance
 - Individuals that show improvement in grade point average

- Individuals that pass a college readiness test
(as measured by the SAT, ACT, etc.)
- Individuals that earn a post-secondary credential
- Individuals that show improvement in areas of concern or delay

EDUCATION

Target Area #1 – School Readiness and Academic Success *(continued)*

Advocacy Strategy –

- ✓ Support policies that improve quality of care and access to early learning opportunities

Volunteer Mobilization Strategy –

- ✓ Facilitate Reading Day of Action

Collaboration Strategies –

- ✓ Support and engage in the work of the Great Start Collaboratives
- ✓ Support and engage in the work of the Berrien County Local College Access Network (in conjunction with the Michigan’s Great Southwest Strategic Leadership Council)

EDUCATION

Target Area #2 – Social Support and Character Development

Program Strategies –

- ✓ Suggested strategies include, but are not limited to:
 - In-school and community-based mentoring
 - Out-of-school-time programs
 - Efforts to reduce chronic absenteeism and truancy
- ✓ All programs must work toward the following outcomes (each program should choose all that may apply):
 - Individuals that show reduced detentions, suspensions, or other school-based behavioral interventions
 - Individuals that report having a youth-centered relationship with a mentor (as measured by mentoring survey)
 - Individuals that report feeling emotionally engaged with a mentor (as measured by mentoring survey)
 - Individuals that report feeling satisfied with the relationship they have with a mentor (as measured by mentoring survey)
 - Individuals that show an increase in support assets (as measured by 40 Developmental Assets)
 - Individuals that show an increase in empowerment assets (as measured by 40 Developmental Assets)
 - Individuals that show an increase in boundaries and expectations assets (as measured by 40 Developmental Assets)
 - Individuals that show an increase in constructive use of time assets (as measured by 40 Developmental Assets)
 - Individuals that show an increase in commitment to learning assets (as measured by 40 Developmental Assets)
 - Individuals that show an increase in positive values assets (as measured by 40 Developmental Assets)
 - Individuals that show an increase in social competencies assets (as measured by 40 Developmental Assets)
 - Individuals that show an increase in positive identity assets (as measured by 40 Developmental Assets)
 - Individuals that maintain applicable changes at 6 months and 12 months after program completion

EDUCATION

Target Area #2 – Social Support and Character Development *(continued)*

Advocacy Strategy –

- ✓ Support policies that support middle and high school retention and re-enrollment

Volunteer Mobilization Strategy –

- ✓ Explore service opportunities

Collaboration Strategies –

- ✓ Support and engage in the work of the Great Start Collaboratives
- ✓ Support and engage in the work of the Berrien County Local College Access Network (in conjunction with the Michigan's Great Southwest Strategic Leadership Council)

EDUCATION

Target Area #3 – Strong Families

Program Strategies –

- ✓ Suggested strategies include, but are not limited to:
 - Parenting programs, classes, and workshops
 - Parent mentoring and engagement programs
- ✓ All programs must work toward the following outcomes (each program should choose all that may apply):
 - Individuals that report a decrease in parenting stress
 - Individuals that increase knowledge of children’s social development
 - Individuals that increase knowledge of children’s emotional development
 - Individuals that increase knowledge of children’s cognitive development
 - Individuals that increase knowledge of children’s physical development
 - Individuals that increase ability to establish nurturing relationships
(as measured by Search Institute’s Family Assets)
 - Individuals that increase ability to establish routines
(as measured by Search Institute’s Family Assets)
 - Individuals that increase ability to maintain expectations
(as measured by Search Institute’s Family Assets)
 - Individuals that increase ability to adapt to challenges
(as measured by Search Institute’s Family Assets)
 - Individuals that increase ability to connect to community
(as measured by Search Institute’s Family Assets)
 - Individuals that report an increase in their parenting skills
 - Individuals that report an increase in their level of communication with their child’s school
(as measured by Measure of School, Family, and Community Partnerships survey)
 - Individuals that report an increase in volunteering at their child’s school
(as measured by Measure of School, Family, and Community Partnerships survey)
 - Individuals that report an increase in engaging in learning activities at home with their child
(as measured by Measure of School, Family, and Community Partnerships survey)
 - Individuals that report participating in decision making activities at their child’s school
(as measured by Measure of School, Family, and Community Partnerships survey)
 - Individuals that report feeling an increased sense of collaboration with their child’s school and community
(as measured by Measure of School, Family, and Community Partnerships survey)
 - Individuals that maintain applicable changes at 6 months and 12 months after program completion

EDUCATION

Target Area #3 – Strong Families *(continued)*

Advocacy Strategy –

- ✓ Support policies that encourage parent and community engagement in education

Volunteer Mobilization Strategy –

- ✓ Explore service opportunities

Collaboration Strategies –

- ✓ Support and engage in the work of the Great Start Collaboratives
- ✓ Support and engage in the work of the Berrien County Local College Access Network (in conjunction with the Michigan's Great Southwest Strategic Leadership Council)

INCOME

Guiding Principle – Families and individuals are financially stable

2024 Goal – Reduce the number of households who spend over 35% of their income on housing costs by 25%*

(*Source – 2007-2011 American Community Survey 5-Year Estimates. Data for Berrien and Cass is combined. 2013 data is 31%. 2024 goal is 23%.)

Target Area #1 – Family-Sustaining Employment

Program Strategies –

- ✓ Suggested strategies include, but are not limited to:
 - Degree, certification, and training programs
- ✓ All programs must work toward the following outcomes (each program should choose all that may apply):
 - Individuals who complete work skills training programs
 - Individuals who receive a degree, certification, or credential
 - Individuals who increase work skills
 - Individuals who increase educational skills/levels
 - Individuals who become employed
 - Individuals who remain employed for 6 months and 12 months post program completion
 - Individuals who improve employment situation at 6 months and 12 months post program completion

Advocacy Strategy –

- ✓ Promote public and private supports such as transportation and child care

Volunteer Mobilization Strategy –

- ✓ Explore service opportunities

INCOME

Target Area #2 – Income Supports

Program Strategies –

- ✓ Suggested strategies include, but are not limited to:
 - Programs that provide benefits access
- ✓ All programs must work toward the following outcomes (each program should choose all that may apply):
 - Individuals who applied for benefits
 - Individuals who accessed benefits, including types utilized (EITC, child care, food assistance, cash assistance, Medicaid)

Advocacy Strategy –

- ✓ Support maintenance of and/or increase in state and federal Earned Income Tax Credit

Volunteer Mobilization Strategy –

- ✓ Explore service opportunities

INCOME

Target Area #3 – Manageable Expenses

Program Strategies –

- ✓ Suggested strategies include, but are not limited to:
 - Financial literacy programs
 - Budgeting classes
- ✓ All programs must work toward the following outcomes (each program should choose all that may apply):
 - Individuals who demonstrate an increased knowledge of financial literacy
 - Individuals who start, maintain, or increase savings at 6 months and 12 months post program completion
 - Individuals who improve debt-income ratio at 6 months and 12 months post program completion
 - Individuals who increase credit score at 6 months and 12 months post program completion
 - Individuals who either maintain or responsibly alter their household budget at 6 months and 12 months post program completion
 - Individuals who use financial institution for savings or investment since program enrollment
 - Individuals who identify short term financial goals
 - Individuals who reach short-term financial goals by program completion, and at 6 months and 12 months post program completion

Volunteer Mobilization Strategy –

- ✓ Explore service opportunities

HEALTH

Guiding Principle – Youth and adults have the knowledge and ability to be healthy

2024 Goal – Reduce the number of adults whose general health is fair or poor by 25%. **

** Source – 2008-2010 Michigan BRFSS Regional & Local Health Department Estimates. Data for Berrien and Cass/Van Buren is combined. Current data is 16.9%. 2024 goal is 12.8%.

2020 Goal – Decrease the proportion of obese adults by 10%. *

*Source for Berrien County – 2011 Berrien County BRFSS. Current data is 39.9%. 2020 goal is 35.9%.

Source for Cass County – 2008-2010 Michigan BRFSS Regional & Local Health Department Estimates. Data for Berrien and Cass/Van Buren is combined. Current data is 27.8%. 2020 goal is 25%.

Target Area #1 – Healthy Beginnings

Program Strategies –

- ✓ Suggested strategies include, but are not limited to:
 - Home visiting programs
 - Prenatal care programs
 - Abuse and neglect prevention programs
- ✓ All programs must work toward the following outcomes (each program should choose all that may apply):
 - Babies who are born full-term without medical complications
 - Babies who are born at a normal birth weight
 - Children who maintain recommended immunization schedule
 - Families that prepare a safe, nurturing environment for their infant

Advocacy Strategy –

- ✓ Support policy initiatives to improve parent education, including home visiting programs

Volunteer Mobilization Strategy –

- ✓ Facilitate service opportunities

HEALTH

Target Area #2 - Healthy Eating and Physical Activity

Program Strategies –

- ✓ Suggested strategies include, but are not limited to:
 - Nutrition programs
 - Physical activity programs
- ✓ All programs must work toward the following outcomes (each program should choose all that apply):
 - Individuals who participate in nutrition program
 - Individuals who complete nutrition program
 - Individuals who increase consumption of nutritious foods
 - Individuals who participate in physical activity program
 - Individuals who complete physical activity program
 - Individuals who increase frequency of physical activity
 - Individuals who maintain a healthy Body Mass Index
 - Number of individuals who reduce Body Mass Index
 - Individuals that maintain applicable changes at 6 months and 12 months after program completion

Collaboration Strategy –

- ✓ Support and engage in the work of Be Healthy Berrien

Volunteer Mobilization Strategy –

- ✓ Explore service opportunities

Advocacy Strategies –

- ✓ Support workplace-based health improvement policies and programs
- ✓ Support policies that provide increased access to fresh fruits and vegetables

HEALTH

Target Area #3 - Healthy and Independent Aging

Program Strategies –

- ✓ Suggested strategies include, but are not limited to:
 - Home-based and day center services
 - Preventive health and treatment programs
- ✓ All programs must work toward the following outcomes (each program should choose all that may apply):
 - Individuals who maintain ability to live at home
 - Individuals who maintain or increase ability to live an active lifestyle
 - Individuals whose caregivers receive respite

Advocacy Strategy –

- ✓ Support policies that encourage independent living options for seniors

Volunteer Mobilization Strategy –

- ✓ Facilitate Day of Action for Seniors

HEALTH

Target Area #4 – Supporting Healthy Choices

Volunteer Mobilization Strategy –

- ✓ Facilitate service opportunities

Advocacy Strategy –

- ✓ Support policies that reduce risky behaviors

Program Strategies –

- ✓ Suggested strategies include, but are not limited to:
 - Prevention programs
 - Treatment programs
 - Social-emotional health programs
- ✓ All programs must work toward the following outcomes (each program should choose all that may apply):
 - Individuals that report an increase in their knowledge of how to manage their disease
 - Individuals that report an increase in their ability to manage their disease
 - Individuals that report a reduction in anxiety
 - Individuals that report an increase in ability to cope
 - Individuals that report a decrease in the amount of time that poor physical health kept them from doing their usual activities
(as measured by UWSM Adult Health Survey)
 - Individuals that report an increase in overall life satisfaction
(as measured by UWSM Adult Health Survey)
 - Individuals that report an improvement in their physical health
(as measured by UWSM Adult Health Survey)
 - Individuals that report an improvement in their social/emotional health
(as measured by UWSM Adult Health Survey)
 - Individuals that report getting the social/emotional support they need
(as measured by UWSM Adult Health Survey)
 - Individuals that report a decrease in the amount of time that emotional problems have interfered with work and/or daily activities
(as measured by UWSM Adult Health Survey)
 - Individuals that maintain applicable changes at 6 months and 12 months after program completion

BASIC NEEDS

Guiding Principle – Providing help in times of crisis

Target Area #1 – Food

Program Strategies –

- ✓ Suggested strategies include, but are not limited to:
 - Food pantries
 - Congregate meal sites
 - Delivered meals
- ✓ All programs must work toward the following outputs (each program should choose all that may apply):
 - Number of individuals served
 - Number of meals provided

Target Area #2 – Shelter

Program Strategies –

- ✓ Suggested strategies include, but are not limited to:
 - Homeless shelters
 - Domestic violence shelters
 - Disaster relief services
- ✓ All programs must work toward the following outputs (each program should choose all that may apply):
 - Number of individuals served
 - Number of nights that shelter was provided
 - Average number of nights per person
 - Specific types of disaster services provided (clothing, shelter, food, etc.)
 - Value of specific types of disaster services provided (clothing, shelter, food, etc.)

BASIC NEEDS

Target Area #3 – Emergency Assistance

Program Strategies –

- ✓ Suggested strategies include, but are not limited to:
 - Housing assistance
 - Utility assistance
 - Assistance with medical expenses
- ✓ All programs must work toward the following outputs (each program should choose all that may apply):
 - Number of individuals served
 - Number of bills paid for housing (rent, mortgage)
 - Value of bills paid for housing (rent, mortgage)
 - Number of bills paid for utilities (gas, electric, etc.)
 - Value of bills paid for utilities (gas, electric, etc.)
 - Number of bills paid for medical expenses
 - Value of bills paid for medical expenses
 - Number of bills paid for other needs
 - Value of bills paid for other needs

Target Area #4 – Safe Environment

Program Strategies –

- ✓ Suggested strategies include, but are not limited to:
 - Day centers
- ✓ All programs must work toward the following outputs (each program should choose all that may apply):
 - Number of individuals served
 - Number of days that a safe environment was provided
 - Average number of days per person

Contact Information

For questions regarding the information contained in this document, or to obtain copies of all documents needed to request funding for the 2015-2018 funding cycle, please contact:

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United Way of Southwest Michigan reserves the right to add, change, or delete any item in this agenda at any time.