

UNITED FOR IMPACT:

Building Pathways to Potential



United Way of
Southwestern Indiana

Overview

For nearly 100 years, United Way of Southwestern Indiana's mission has been to strengthen communities and improve lives. As the world and marketplace rapidly evolve, our United Way must adapt and respond to these changes. To ensure we are good stewards of donor investment dollars, it is essential that we focus our efforts and investment to make the greatest impact on the priority issues facing our community today. To that end, United Way of Southwestern Indiana (UWSWI) is unveiling a new strategic direction, investment focus, and goal for our impact work.

Strategic Direction

In 2018, UWSWI embarked on a strategic plan to engage donors, businesses, Partner Agencies, and the public in a conversation about the issues facing our community and how donations are invested to address those issues.

The conversations, the Community Health Needs assessment, the statewide ALICE report, and data gathered through the Talent 2025 Initiative revealed that poverty and the challenges surrounding those who are employed, yet struggling, are the most pressing and pervasive issues facing our region. Our donors, key business partners, and the Talent 2025 Initiative have asked that we take a lead role in solving these complex issues. UWSWI is uniquely positioned to convene and leverage resources, technology, and human capital to drive systemic change such as this.

Accordingly, UWSWI and its Board of Directors have refined its vision and mission statements and have also approved a new strategic framework. The framework – United For Impact: Building Pathways to Potential - will focus investment and impact efforts into the goal of empowering individuals and families with resources to support upward mobility.

The framework moves UWSWI to a process of identifying a high-priority issue, utilizing an open process to convene resources, and providing investment to drive measurable change in solving the problem.

An exciting element of our strategic shift will be new opportunities for local 501(c)(3) nonprofits to apply for funding to help achieve our goal. UWSWI offer grant opportunities to programs and initiatives that are aligned with our new Pathways (outlined on the next page). These Pathways were determined based on landmark Harvard research identifying the elements that are critical to improving upward mobility.



VISION STATEMENT:

United Way envisions communities where all individuals and families have the opportunity to achieve their full potential.



MISSION STATEMENT:

Unite resources to understand and address priority community issues.

How United Way Will Invest In Our Community

For many years, UWSWI has conducted an annual fundraising campaign, soliciting our community for corporate, employee, and individual donations. Donations were then invested into "Partner Agency" programs and United Way programs, such as K-Camp and Volunteer Income Tax Assistance. In the new approach, UWSWI will invite any local nonprofit to apply for funding if they can meet the requirements of the Pathway Grants.

Goal

Empowering individuals and families with resources to support upward mobility



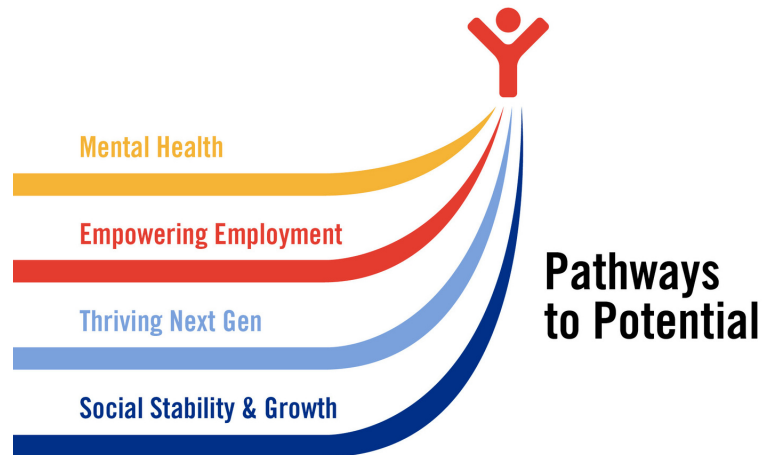
New Pathways

Mental Health - Advocating for, and improving, mental health care access and awareness

Empowering Employment - Empowering individuals with the resources needed to secure and maintain employment

Thriving NextGen - Equipping children and youth with skills to thrive both socially and academically

Social Stability & Growth - Strengthening relationships that serve as a safety net (family & friends) and alliances that expand opportunities for growth



Open Funding

Any 501(c)(3) nonprofit organization operating within our three-county service area (Vanderburgh, Spencer and Warrick) may apply through the new competitive process. Applicants do not have to have had any prior relationship with United Way of Southwestern Indiana to apply.

The first Request for Proposal, which funded initiatives meeting the "gaining employment" objective, was awarded in November. Subsequent RFP's will be released each Spring and Fall. The opportunities will cycle through the four Pathways listed above. Detailed information regarding goals, required outcomes, and application information will be released in advance of each grant application cycle.

Our "Legacy Partners"

Although all of our currently-funded programs are invaluable to the community, the move to an open, competitive funding model necessitates a change in the previous funding process for Legacy Partners. The Board of Directors has thoughtfully developed a plan for those agencies to be eligible for transition funding for up to 18-30 months* to allow time to diversify program revenue sources. All Legacy Partners are eligible, and encouraged, to apply for funding through the competitive RFP process.

**contingent upon meeting reporting requirements*

Quick Facts

Aspirations Voiced in Harwood Community Conversations

- Opportunities for everyone to be employed at the highest level possible
- Opportunities exist for people in need to achieve self-sufficiency
- Cradle-to-grave learning and empowerment opportunities
- Address underlying causes of homelessness, addiction, and unmet basic needs
- Focus on social determinants of health: housing, transportation, and mental health
- Programs for early learning, financial literacy, and the promotion of skilled trades



UPWARD MOBILITY:
the capacity to rise to a
better economic position

Community Health Needs Assessment Priorities*

Vanderburgh County

- Poverty
- Food Access & Food Insecurity
- Mental Health
- Substance & Alcohol Abuse
- Chronic Health Conditions

Warrick County

- Mental Health
- Substance and Alcohol Abuse
- Chronic Health Conditions
- Access to Care

*Spencer County Data unavailable



7th

Vanderburgh County's state
rank for both impoverished and
employed, but struggling,
families

"Survival" Wage in Vanderburgh County

\$11.30

Single

\$31.24

Family of 4

ALICE Report:

A financial hardship study focused on Hoosiers in poverty and those who are asset-limited, income-constrained, but employed

*wage required to meet basic needs of housing, food, transportation, etc.

Data Source: 2020 ALICE Report based on 2018 point-in-time data

Summary

United Way of Southwestern Indiana has developed this overview to help donors, business partners, and the general public understand the evolution taking place and the process by which we came to this new strategic framework.

We believe we are the organization to mobilize our community to drive social change. That means we cannot do this alone. We must Unite for Impact. We urge you to join us.

Why the Change?

- Donors, key business partners, and the greater community have asked UWSWI to take the lead on tackling the pervasive issue of poverty and the challenges facing those who are employed, yet lack resources.
- Poverty has been a long-term problem in our community; however, the COVID-19 pandemic has intensified it - bringing new obstacles to gaining and retaining employment, maintaining housing, and supporting students who are falling behind.
- The challenges of those who do not have the resources to meet basic needs are multi-faceted and demand a collaborative, systemic approach. Narrowing our focus to concentrate resources toward this problem will enable United Way to activate deeper, long-term change.

What's New?

- United Way is focusing its investment into Pathways that empower individuals and families with resources to support upward mobility.
- Open Request for Proposals will be released semi-annually (Spring and Fall) and allow any 501(c)(3) nonprofit organization that provides services in our three-county area to apply for funding for initiatives that align with the stated goal.
- The concept of "Partner Agencies" will be retired.

How To Unite for Impact

- **ADVOCATE** - Become educated about the systemic, historic, and structural barriers that contribute to limited resources and opportunities for upward mobility (e.g. race, location, disability, language).
- **VOLUNTEER** - Serve on an Impact Panel to help guide community investments.
- **GIVE** - Solving a difficult, complex issue takes all of us working together - LIVING UNITED. Join us in building pathways for each person to reach their potential.



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