INTRODUCTION

On behalf of Fremont Area United Way, we are proud to share the 2020 Community Impact Agenda with our community. Fremont Area United Way fights for the health, education, financial stability, as well as meeting the basic needs of every person in our community and this document outlines how we will combat the challenges our community faces.

In 2012, our board and staff embarked on a journey that would change the way we approached our work – and would ultimately set the stage for what our donors have asked us to do...to create and address change in 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 Dodge and Washington counties while acknowledging that we aren’t always as different as we think we are. This will allow us to raise more money and impact more people than ever before.

You will find in this document three sections:

- “Change Lives” because that is what is really happening through the work of our partners. This section is meant for you to determine which outcomes you are currently measuring and finding success in. Change Lives is about your program that receives United Way funding.
- “Building Stronger Communities” is what we want to create collectively by utilizing the collective impact approach in each priority area to improve community statistics and data as a Funded Partner.
- “Mobilize Resources” through financial investments and volunteerism.

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.

There is much work to be done in Dodge and Washington counties. We hope you will consider joining the fight with us to improve our community because change doesn’t happen alone.
Build Stronger Communities

Collective Impact Achievements

Funded Partners will work collectively at quarterly meetings to review data, trends, statistics, program outcomes and build towards collective change in our community. The change gathered collectively should reflect partnership decisions in the following matrix:

- Process
- Engagement
- Shared training
- Gaps or needs
- Shared resource development that advances the common good
DECISION TOOL

Is United Way funding right for you?

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

Before you apply for funding for the 2020 funding cycle, consider your answers to these questions:

- Does your program align with the Impact Areas, Goals, and Measures outlined in this document?
- Can your program measure one or more of the Outcomes/Outputs listed in the applicable impact area?
- 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?
- Can your program track the categories of demographics outlined in this document (age, gender, ethnicity, ZIP Code of residence)?
- Are you willing to be involved in Collective Impact Efforts in the areas and goals in which you apply?
- Is your organization willing and able to provide all the information and reporting outlined in the Funding Application Documents?
- Is your organization willing to adhere to all of the terms and conditions set forth in the Partner Letter of Agreement?

If you answer NO to ANY of these questions or if you are unsure of your answer, you are encouraged to contact the Fremont Area United Way for clarification and guidance. Contact information is provided at the end of this document.
EDUCATION

All children and young adults have an equal opportunity to succeed

**STRATEGY:** Start Ready, Stay on Track

**INVESTMENT FOCUS:** Provide targeted academic and social and emotional interventions to students in need.

**2025 GOALS**
- 100% of our children, in our community will enter Kindergarten ready to learn.
- 86% of students will be proficient in reading at grade level
- 98% of our students will graduate from high school

**CHANGE LIVES**

**Outputs**
- # of students who participate in school and/or out-of-school programs and/or receive individual supports
- # of youth that receive job skills training
- # of children (0-5) enrolled in high quality early childhood programs
- # of children receiving early literacy supports before 3rd grade
- # of families and/or caregivers provided with information, resources, tools, trainings, and/or teaching skills
- # of students meeting school benchmarks
- # of youth graduating from high school

**Outcomes**
- % of children (0-5) served who achieve developmental milestones
- % of children (K-3) served who are proficient on school readiness assessments
- % of children (K-3) served reading at or above grade level
- % of served who graduate high school on time
- % of youth served who gain post-secondary employment, GED, further education and/or credentials
- % of youth served who earn passing grades in core subject areas
- % of elementary/middle/high school youth served who maintain satisfactory or improve school attendance
- % of individuals who increase knowledge of children’s social, emotional, cognitive, and/or physical development
- % of parents/guardians served who report an increase in their knowledge, skills, and/or ability to parent

**BUILD STRONGER COMMUNITIES**

Below are examples FAUW wants the Funded Partners to work collectively to define the matrix that will improve our community together.

**Collective Impact Achievements**
- # of policies promoted, enacted, or modified to promote school readiness, academic success, social support, character development, or strong families
- # of community partners organized, led, and/or managed by collective impact efforts to promote school readiness, academic success, social support, character development, or strong families
- # of staff/stakeholders trained to provide quality programs and services in the areas of school readiness, academic success, social support, character development, or strong families
- # of organizations who increased capacity to provide quality programs and services in the areas of school readiness, academic success, social support, character development, or strong families

**MOBILIZE RESOURCES**

**Financial Investments**
- $ amount of resources invested

**Volunteer Engagement**
- # of volunteers mobilized
- # of volunteer hours given
- # of volunteer projects completed or engaged in to promote school readiness, academic success, social support, character development, or strong families

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**% of 3rd Graders Meeting Reading Proficiency**

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<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<tr>
<td>%</td>
<td>72%</td>
<td>70.6%</td>
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**Graduation Rates**

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**Outcome Guidelines**

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</table>
**Changes Lives**

**Outputs**
- # of individuals served who receive job skills training
- # of individuals served who access affordable housing, financial products, financial literacy and services

**Outcomes**
- % of individuals served who gain employment
- % of individuals served who increase their wages
- % of individuals served who increase disposable income by accessing benefits and/or reducing costs
- % of individuals served who earn job-relevant licenses, certificates, and/or credentials
- % of individuals who increase their financial health through reduced debt, maintaining a budget, increased savings, increased credit score, and/or building assets
- % of individuals who demonstrate an increase in financial skills and knowledge

**Build Stronger Communities**

Below are examples FAUW wants the Funded Partners to work collectively to define the matrix that will improve our community together.

**Collective Impact Achievements**

- # of policies promoted, enacted, or modified to promote family sustaining employment, income supports, affordable housing, or manageable expenses
- # of community partners organized, led, and/or managed by collective impact efforts to promote family sustaining employment, income supports, affordable housing, or manageable expenses
- # of staff/stakeholders trained to provide quality programs and services in the areas of family sustaining employment, income supports, affordable housing, or manageable expenses
- # of organizations who increased capacity to provide quality programs and services in the areas of family sustaining employment, income supports, affordable housing, or manageable expenses

**Mobilize Resources**

**Financial Investments**

- $ amount of resources invested

**Volunteer Engagement**

- # of volunteers mobilized
- # of volunteers hours given
- # of volunteer projects completed or engaged in to promote family sustaining employment, income supports, or manageable expenses

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**Incomes**

Families and individuals are financially stable

**Strategy:** Earn it. Keep it. Save it.

**Investment Focus:** Empower individuals and families to improve financial stability through free tax preparation (using and building an IDA savings program), financial education and management, and workforce development.

**2025 Goal**

- Decrease individuals and families living in poverty by 25%

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**Outcome Guidelines**

<table>
<thead>
<tr>
<th>Year</th>
<th>% of Dodge County Below Poverty</th>
</tr>
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<tbody>
<tr>
<td>2012</td>
<td>10.3%</td>
</tr>
<tr>
<td>2014</td>
<td>9.8%</td>
</tr>
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**INCOME**

**Families and Individuals are financially stable**

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**UNITED WAY**

**Fremont Area United Way**
HEALTH

Youth and adults have the knowledge and ability to be healthy

% of Dodge County Adults who are overweight and obese
69.4%

% of Persons without health insurance
10.7%

STRATEGY: Healthy people, healthy community.
INVESTMENT FOCUS: Promote healthy living and behaviors by maximizing enrollment in health insurance programs, and providing access to medical, dental, overall mental health, family well-being and physical health care.

2025 GOAL
- 95% will have dental, physical and mental health needs met
- 100% of families served will have improved protective factors in all areas and report feeling safe

CHANGE LIVES

OUTPUTS
- % of Dodge County Adults who are overweight and obese
- % of Persons without health insurance

BUILD STRONGER COMMUNITIES
Below are examples FAUW wants the Funded Partners to work collectively to define the matrix that will improve our community together.

Collective Impact Achievements
- % of children/adults served who achieve a healthy weight
- % of babies served born at a healthy weight
- % of children/adults served who adopt healthy behaviors through increased physical activity and/or consumption of nutritious food
- % of mothers served who access prenatal care
- % of individuals served that increase their mental and/or emotional health
- % of individuals served that increase their physical health
- % of individuals served that increase their quality of life
- % of improved protective factors
- % of individuals who build a safety plan

FINANCIAL INVESTMENTS
- $ amount of resources invested

VOLUNTEER ENGAGEMENT
- # of volunteers mobilized
- # of volunteer hours given
- # of volunteer projects completed or engaged in to promote healthy beginnings, healthy eating and physical activity, healthy and independent aging, and supporting healthy choices

Outcome Guidelines
Youth and adults have the knowledge and ability to be healthy
Providing help in times of crisis

Sometimes people need a safety net. That is why United Way believes it is important to invest in people during life’s toughest moments. If people cannot afford to keep the lights on or put food on the table, that is going to affect other parts of their life dramatically.

**INVESTMENT FOCUS:** Continuing to meet the basic needs of housing, food and clothing. Case management will connect to multiple services and supports building a cohesive team to address individual needs.

### Outline Guidelines

#### CHANGE LIVES

**Outputs**
- # of individuals served food
- # of meals provided
- # of individuals provided shelter and/or safe environment
- # of nights total that shelter and/or safe environment was provided
- # of nights per person on average that shelter and/or safe environment was provided
- # of individuals who no longer need assistance due to an improved situation

**Outcomes**
- % of individuals that benefited to meet basic needs such as food stamps, LIHEAP, Section 8
- % of people who were discharged to permanent housing
- % of people who maintained housing, prevented homelessness

#### BUILD STRONGER COMMUNITIES

Below are examples FAUW wants the Funded Partners to work collectively to define the matrix that will improve our community together.

**Collective Impact Achievements**
- # of policies promoted, enacted, or modified to promote access to food, shelter, emergency assistance, and safe environments
- # of community partners organized, led, and/or managed by collective impact efforts to promote access to food, shelter, emergency assistance, and safe environments
- # of staff/stakeholders trained to provide quality programs and services in the areas of access to food, shelter, emergency assistance, and safe environments
- # of organizations who increased capacity to provide quality programs and services in the areas of access to food, shelter, emergency assistance, and safe environments

#### MOBILIZE RESOURCES

**Financial Investments**
- $ amount of resources invested

**Volunteer Engagement**
- # of volunteers mobilized
- # of volunteer hours given
- # of volunteer projects completed or engaged in to promote access to food, shelter, emergency assistance, and safe environments

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*United Way*
**Quarterly Progress Reports** – Funded Partners will provide progress reports quarterly. 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. Meetings can be scheduled.

**2025 Goals** – These 5-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.

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

**Build Stronger Communities** – This strategy focuses on making lasting improvements through collective impact systems change. Collective impact is a model that brings people together in a structured way to achieve social change. The common framework of collective impact is adherence to five key components: Common agenda, shared measurement, mutually reinforcing activities, continuous communication, and backbone support.

**Change Lives** – This strategy focuses on the outcomes that will lead to change in each impact area. We invest in these outcomes through funding programs at local organizations. Current funded programs are encouraged to apply.

**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.

**Cost per unit**— what it cost you to have a successful outcome, may be cost per day, per hour, per client, per home, per intervention

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

**Funded Partner** – A non-profit or tax-exempt organization that is approved to receive funding from FAUW through a one-year funding cycle, and enters into a Partnership Letter of Agreement to deliver agreed upon outcomes. Funded partners will be expected to submit an updated application for subsequent years.

**Funding Cycle** – FAUW has a one-year funding cycle. Funding begins on January 1, 2020, and runs through December 31, 2020. Throughout that year, allocations are distributed on a quarterly basis.

**Impact Area** – Fremont Area United Way 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. FAUW’s donors and board members chose to add the Basic Needs Impact Area as a way to reaffirm our commitment to the community.

**Impact Committee** – A committee of the FAUW Board of Directors, Donors, and Community Members that will volunteer to complete the initial grant review and review the quarterly progress reports that is advancing the common good. The Impact Committee will recommend funding allocations to Fremont Area United Way 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.

**Measurement/Evaluation Tool** – The mechanism used to track outcomes. Funded Partners may use their own tools, or may seek guidance from FAUW on potential tools to use.

**Mobilize Resources** – This strategy outlines United Way’s commitment to invest financially in these impact areas and invest through promoting and providing avenues of volunteerism.

**Outcomes** – The measurable change that takes place in the lives of the people served. Such changes include knowledge, skill, and behavior. The outcome is the result of the change due to the Funded Partner’s successful program.

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

**Partnership Letter of Agreement** – The contract that FAUW enters into with each Funded Partner. The PLOA outlines the responsibilities and requirements that are expected of both FAUW and the Funded Partner.

**Program Budget Report** – When applying for funding, each organization must provide a proposed annual program budget. When a Funded Partner completes the quarterly progress report, they must report on the actual income and expenses, as compared to the program budget submitted January 1, 2020. 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 FAUW will consider funding requests from program methodologies that are not listed.
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Board Chair  
Phone: 402-721-2500  
Email: nvrba@fsbtfremont.com