

# COMMUNITY IMPACT PLAN 2020



# INTRODUCTION

United Way of the Midlands (UWM) is committed to improving the quality of life for individuals and families in the communities we serve. Community Impact employs different tools to effect positive change including targeted grant making, resource development, advocacy and policy work and, occasionally, developing initiatives that provide direct services. In addition to a focus on services, UWM invests resources in strengthening organizations in our community focused on health and human services by providing training and technical assistance to organizations and individuals in the nonprofit sector. We work with a wide range of partners including certified partner agencies, other intermediaries and local and state government. UWM also provides deep leadership on critical issues including quality child care and homelessness.

Since 2002, UWM has implemented and expanded the “community impact model” from a strategy of targeted grant funding to include a focus on policy work

for systems change.

This 10-year plan is the product of a maturing impact model, especially the increased focus on systems level change and expanded number of impact tools. This 10-year plan serves several purposes. Foremost, it is intended to inform the community of UWM’s priority areas for community improvement with the goal of attracting partners and donors to participate in reaching the stated objectives. The plan also will better equip UWM to pursue private or government funding to support community goals. Finally, the plan will increase the level of our accountability to donors and other community stakeholders.

The plan responds to issues raised in Facing Facts—the community assessment of Richland and Lexington counties. The implementation will address increasing diversity in our communities with increased attention to culturally competent programs. Strategies detailed herein will not exclusively serve

Richland and Lexington counties but most were developed in response to needs and resources identified in the Columbia metro area. UWM is currently engaging leadership in Orangeburg, Newberry Fairfield and Calhoun counties to determine the best role for UWM in helping meet locally identified opportunities and needs. Impact is fully engaged in the task force process and will support development and implementation of plans for improving health and human services in those four counties as determined by the board and task force with input from the communities served.

The plan was developed by UWM community councils with participation from partner agencies and stakeholders. It is presented in six sections:

- Safety Net
- Financial Stability
- Education
- Health
- Seniors
- Capacity Building



# SAFETY NET



## DEFINING THE ISSUE

### SAFETY NET

Before they can tackle long term issues, people in crisis need immediate financial assistance with comprehensive services.

### Safety Net Objectives

- Increase the number of people in quality, affordable housing.
- Reduce hunger for individuals and families.
- Decrease the number of people who are homeless in the central Midlands.
- Maintain and improve access to quality public transportation.
- Reduce fragmentation in service delivery systems.

## THE CHALLENGES

### TOO MANY NEEDS ... AND NOT ENOUGH HELP

MIDLANDS 2-1-1  
RECEIVES OVER  
**20,000**  
CALLS EVERY YEAR  
FOR EMERGENCY  
FINANCIAL NEEDS.

MORE THAN  
**40%**  
OF THOSE IN NEED  
DID NOT RECEIVE  
ASSISTANCE.

MORE THAN  
**HALF**  
OF SC CHILDREN  
ENROLLED IN PUBLIC  
SCHOOLS RECEIVE  
FREE LUNCH.



### MEASURES OF SUCCESS

- Reduce homelessness by 50% by 2020 in the central Midlands.
- Reduce recidivism of households requesting emergency financial assistance within 12 months.
- Enact dedicated public funding in Richland and Lexington counties for public transit.

## KEY INVESTMENT STRATEGIES

### Crisis stabilization strategies

- Connect people in crisis to resources through 2-1-1 information and referral and one-stop intake and assessment centers.
- Connect people in crisis to emergency assistance after natural disasters.
- Fund emergency and longer-term financial assistance.
- Prevent eviction and foreclosures through mediation, counseling, and legal assistance.
- Support quality programs providing

shelter with an emphasis on rapid re-housing.

- Support high quality case management and outreach to ensure housing stability.
- Provide education on homeless issues through hosting forums, candidate's debates, and media opportunities.

### Strategies for reducing hunger

- Increasing the number of sustainable food mobile and emergency food pantries, particularly in rural areas.
- Increase the number of supplemental

nutrition programs for children and youth provided during non-school hours.

- Support development and operation of community kitchens to increase efficiency of food storage and served meal preparation and as opportunities for workforce training.

### Transportation strategies

- Advocate for quality public transportation.
- Support programs providing bus tickets.
- Provide reunification transportation services for people in crisis.

# FINANCIAL STABILITY

## DEFINING THE ISSUE

### FINANCIAL STABILITY

To achieve long term financial independence, individuals and families must increase income, build savings and gain and sustain assets.

### Financial Stability Objectives

- Increase the income of people who chronically struggle to pay their rent and utilities.
- Increase the assets of low income people.
- Increase the supply of affordable housing.

## THE CHALLENGES

### AWARENESS

**\$20 MILLION**  
IN EARNED  
INCOME TAX  
CREDITS GO  
UNCLAIMED EVERY  
YEAR IN THE  
MIDLANDS.

### AFFORDABILITY

**ONE WORKER**  
EARNING MINIMUM  
WAGE WOULD  
NEED TO WORK  
**79 HOURS**  
A WEEK TO AFFORD  
AN APARTMENT.

### AVAILABILITY

COLUMBIA HOUSING  
AUTHORITY HAS  
MORE THAN  
**8,000**  
FAMILIES ON THE  
WAITING LIST FOR  
HOUSING ASSISTANCE.



### MEASURES OF SUCCESS

- Decrease the number of households that spend more than 40% of their income on housing.
- Increase the number of VITA returns by 50% by 2020.
- Among those receiving crisis services, increase number of households receiving income supports.

## KEY INVESTMENT STRATEGIES

### Affordable housing strategies

- Support dedicated public funding for the Midlands Housing Trust Fund.
- Provide matching funds and supportive services to leverage federal housing grants.
- Encourage municipal land use policies that offer incentives and rapid processing of applications for quality, affordable housing.
- Promote homeownership opportunities for low-income households.

### Asset building strategies

- Connect families to mainstream banking options, financial education, budgeting, and consumer credit counseling services.
- Promote increased asset building through matched savings programs.

### Increasing income strategies

- Increase number of eligible families enrolled in income supports through outreach, assessment and application assistance.

- Streamline benefits enrollment through increased use of The Benefit Bank software.
- Increase number of eligible families claiming EITC and CTC through expanded free tax preparation services.
- Promote greater restrictions on tax return refund anticipation loans (RALs) and refund anticipation checks (RACs).
- Promote legislation to create a matching state EITC credit.

# EDUCATION



## DEFINING THE ISSUE

### EDUCATION

To graduate high school on time and enter the workforce or higher education prepared to succeed, at-risk students need targeted support at critical transition points in their educational life.

## Education Objectives

- Increase the number of children who “consistently demonstrate readiness” for kindergarten.
- Increase the number of students who read proficiently by third grade.
- Increase number of elementary and middle school students that receive out-of-school academic and social skills enrichment that support on time promotion.

## THE CHALLENGES

### POVERTY

IN RICHLAND COUNTY ALONE, ALMOST

**1 IN 5**  
CHILDREN LIVE IN POVERTY.

### PREPARATION

**1 IN 3**

AFRICAN AMERICAN STUDENTS IN SC FAILED LANGUAGE ARTS ON THE 2010 PASS EXAM.

### GRADUATION

DURING THE 2008-09 SCHOOL YEAR, **7,077** STUDENTS DROPPED OUT IN SOUTH CAROLINA.



## MEASURES OF SUCCESS

- Students attend school regularly.
- Students improve grades.
- Students are promoted on time.

## KEY INVESTMENT STRATEGIES

### School readiness strategies

- Provide training that improves the skills of childcare providers.
- Support high quality child care for low-income families.
- Tutor preschool children to increase their vocabulary.
- Help parents to select quality child care; increase time reading to their children; develop good relationships with early care providers and school; and secure services and programs to keep their children healthy.



### Reading strategies

- Expand Midlands Reading Consortium to increase number of students who receive tutors to help them read proficiently by third grade.

- develop summer reading initiatives for elementary students.
- Engage parents to increase their participation in their student's education.
- Promote regular attendance in school.

### Academic enrichment strategies

- Support quality after school and youth development programs.
- Support mentoring and tutoring programs and increase senior and youth volunteer tutors.

# HEALTH



## DEFINING THE ISSUE

### HEALTH

Good health is essential for a successful life and requires adequate medical care, transportation and quality services that emphasize prevention and disease management.

## Health Care Objectives

- Increase the number of uninsured adults who have and use a medical home.
- Help people manage their chronic diseases.
- Increase the number of uninsured adults and children who receive dental care.
- Increase the number of uninsured working individuals that receive eye care.
- Increase the number of children enrolled in Medicaid and SCHIP.

## THE CHALLENGES

### UNINSURED

**16.4%**  
OF SOUTH CAROLINIANS WERE UNINSURED IN 2007.

### DENTAL CARE

**52%**  
OF CHILDREN UNDER AGE 8 HAVE EXPERIENCED TOOTH DECAY.

### AWARENESS

MORE THAN  
**162,588**  
ELIGIBLE CHILDREN IN SC WERE NOT ENROLLED IN MEDICAID IN 2007.



## MEASURES OF SUCCESS

- Percent of people who are enrolled and use their medical home.
- Percent of people who manage their chronic diseases and other medical conditions such as high cholesterol, high blood pressure, high blood sugar and obesity.

## KEY INVESTMENT STRATEGIES

### Medical homes and disease management strategies:

- Enroll people in medical home close to home or work.
- Provide patient education and chronic disease management.
- Provide care coordination.
- Provide transportation vouchers.
- Provide links to dental and eye care services.
- Support legislation that increases insurance coverage for individuals.



### Eye care strategies

- Provide eye care services to working uninsured adults.
- Expand services to other counties.
- Market services to small businesses.

### Dental strategies

- Increase the number of people who receive free or discounted dental services close to home or work.
- Link individuals to a medical home.

### Strategies for increasing Medicaid & CHIP enrollment

- Engage partners and inform parents and guardians to enroll children.
- Engage 2-1-1 to share information with parents and guardians.

# SENIORS



## DEFINING THE ISSUE

### SENIORS

Senior citizens can enjoy a high quality of life and remain in the community and out of institutions longer with community based services.

### Seniors Objectives

- Maximize health of seniors in the community by decreasing isolation and related conditions that affect seniors' optimal health and well-being.

## THE CHALLENGES

### POPULATION

# SENIORS

ARE THE FASTEST-GROWING SEGMENT OF THE POPULATION.

### PRICE

THE AVERAGE COST FOR NURSING HOME CARE IN SC IS

# \$37,000

PER YEAR.

### TRANSPORTATION

# 40%

OF SC SENIORS LIVE IN RURAL AREAS WHERE TRANSPORTATION IS A MAJOR BARRIER TO SERVICES.



## MEASURES OF SUCCESS

- Among participating seniors, percent or number that remains in day care longer than 6, 9, or 12 months increases.
- Among participating seniors, percent or number that remains in their homes 9, 12 or more months increases.

## KEY INVESTMENT STRATEGIES

### Strategies for Maximizing Health and Independence of Seniors

- Continue programs that provide home-based services to seniors including basic nutritional needs, personal care, household tasks, family management and follow-up on treatment needs.
- Continue programs that provide adult day health care, case management, health counseling and referrals.
- Continue programs that provide wellness program for mobile seniors.



# CAPACITY BUILDING



## DEFINING THE ISSUE

### CAPACITY BUILDING

Strong communities require healthy agencies who work in partnership to efficiently and effectively solve community problems.

### Capacity Building Objectives

- Engage partners to improve organizational, governance, leadership and program capacity.
- Recognize and reward nonprofits that demonstrate organizational and programmatic excellence.

## THE CHALLENGES

### REDUNDANCY

BETWEEN 1998 AND 2008, THE NUMBER OF NONPROFITS IN SC **DOUBLED.**

### TRUST

*ACCORDING TO A 2006 GALLUP POLL:*

OVER 90% OF HOUSEHOLDS GAVE TO A NONPROFIT. BUT ONLY **ONE IN THREE** CONTRIBUTED TO HUMAN SERVICE ORGANIZATIONS AND **LESS THAN ONE-THIRD** TO CHILD AND YOUTH WELFARE ORGANIZATIONS. **ONLY 10% STRONGLY AGREED** THAT THEIR FUNDS WERE USED ETHICALLY AND HONESTLY.



### MEASURES OF SUCCESS

- Organizational Excellence Award winners will share winning practices with UWM community.
- 65% Blueprint graduates will be placed in leadership positions in the community within one year.
- 80% of agencies receiving technical assistance will improve their programs, internal evaluation or infrastructure.

## KEY INVESTMENT STRATEGIES

### Capacity Building Objectives

- Train and place volunteers in community leadership positions through Blueprint for Leadership.
- Support and facilitate strategic restructuring among nonprofits through Collaboration for Community Change.
- Recognize, reward and promote nonprofit best practices through organizational Excellence Awards.
- Enhance and improve capacity of nonprofits that provide services or programs that are aligned with UWM priorities.
- Provide training and technical assistance to nonprofits about cultural competence and community outreach to diverse ethnic or underserved groups.
- Support planning and sustainability of organizations through Volunteers in Service to America (VISTA).



**Collaboration for Community Change**  
Helping Nonprofits Work More Effectively