

**AGENDA FOR CHANGE INVESTMENT GUIDELINES  
EDUCATIONAL PREPAREDNESS, FINANCIAL STABILITY AND BASIC NEEDS**

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# **AGENDA FOR CHANGE INVESTMENT GUIDELINES EDUCATIONAL PREPAREDNESS, FINANCIAL STABILITY AND BASIC NEEDS**

## **I. Background**

United Way's 2011 investment strategy is the next step in the evolution of a robust, fully-developed community impact model. We started this transformation in 2005, shifting our business model from fundraising and funding programs to solving complex social issues.

In 2008, UWSEM launched an aggressive plan – an Agenda for Change – to provide lasting solutions to the critical issues facing our region today. These solutions are equipping Metro Detroiters with the three building blocks we all need for a good life: an education that leads to a steady job, an income that can support a family, and access to the basics. That same year, United Way's Executive Board adopted a set of 10-year goals for our work in Education, Financial Stability and Basic Needs. This year, we are committed to forging the right partnerships and investing in the work that meets those goals by 2018.

### **Mission**

To mobilize the caring power of Detroit and Southeastern Michigan to improve communities and individual lives in measurable and lasting ways.

### **Vision**

To be the trusted steward of our communities' investments and resources, and to be held accountable for planned outcomes.

### **Purpose**

To solve complex social issues by mobilizing the caring power of Detroit and Southeastern Michigan to affect results in Education, Financial Stability and Basic Needs.

### **Regional Aspiration**

All people across southeastern Michigan have the educational and economic opportunities needed to succeed and thrive.

## **II. Overview**

United Way is investing in powerful partnerships with organizations that can be a part of our work in Education, Financial Stability and Basic Needs and have the innovative strategies, demonstrated leadership, proven models and strong relationships to help us reach our 10-year goals.

Partners must have sound fiscal practices, demonstrate strong executive and volunteer leadership, and be able to deliver results. And partners must illustrate how they can advance a specific investment strategy as defined in the Investment Guidelines and Strategies for Education, Financial Stability and Basic Needs. United Way may be funding unconventional partners like public and private organizations, along with the traditional nonprofits and collaboratives. We may invest in partnerships with agencies that have received funding from United Way in the past, and also in partnerships with organizations that have never received funding through United Way.

United Way will invest not only in programs that serve individuals and families in the region, but also in strategies that help build capacity, improve outcomes, increase impact, and replicate successes. This means investments will be made in new areas like community engagement, public policy, information sharing, system design and public will-building. Additionally, United Way will invest in innovations in social services.

Detailed strategies are available in Section V. Issue Area Criteria.

## United Way 10-Year goals:

### **Educational Preparedness**

#### Graduation Rates

Move graduation rates at 30 high schools from <60% to >80%

#### Early Childhood

Increase kindergarten readiness rates from <50% to >80% in eight pivotal communities

### **Financial Stability**

#### Financially Stable Families

70% of families in key Center for Working Families communities improve their net worth, credit score and income/expense ratio

### **Basic Needs**

Increase the number of individuals and families served that have moved along the continuum from crisis to self-sufficiency

#### Food

Reduce hunger by 50% in our target communities by connecting our region's organizations, individuals and families with the information and resources needed to increase access to quality nutritional food.

## **Partner Selection Criteria/Process**

- Powerful Partners could include a wide range of organizations including nonprofit, private and public entities.
  - Standard Investment Criteria
    - Leadership and community presence
    - Capacity to deliver on outcomes
    - Sound fiscal management

## **III. 2011 Investment Process**

We are moving toward a system where our goals and business unit strategies that drive those goals, inform who will be funded. As a result, United Way's 2011 investment strategy will be an invitation only process by which invited organizations can make proposals for investment. United Way will be constantly scanning the public, private and nonprofit sectors in the region for organizations that meet our investment criteria and could make great partners in our work to achieve the 10-year goals. We will invite those organizations to submit a proposal for investment. Receiving an invitation does not guarantee funding, but rather, starts the investment application process.

#### Process:

- UWSEM will extend formal invitations to organizations based on an assessment of likelihood of the organization to meet established criteria.
- Prospective partners will receive a letter of invitation from UWSEM containing instructions for submitting information and next steps.
- Prospective partners will need to report about their ability to meet qualifications. In certain instances this will be through the Online Data Manager (ODM) system.

- Based on the information received, further engagement could occur through 1:1 or group meetings.
- Timelines for decision-making will vary depending on strategies.

*Note: An invitation to partner does not guarantee funding.*

Agencies that received grant funding from 2008-2011 are not guaranteed funding in any future investment process. However, these agencies will be reviewed when United Way scans the public, private and nonprofit sectors for potential partners and may be invited to request to partner. Agencies will be notified as to whether or not you have been invited to request to partner and submit an online profile.

United Way's 2011 investment strategy and process allows greater flexibility for determining when investments will be made, in what amount, and for how long. There is no minimum or maximum amount in which investments can be made. The first investments under the new strategy will be made beginning July 1, 2011. Investments may range from 1 to 5 years. Investment decisions will be made on a rolling basis, with timeline dependent on the strategy.

To be included in the scan for potential partners, an organization can complete an online profile by first calling 313-226-9316 or sending an email to [investment.information@liveunitedsem.org](mailto:investment.information@liveunitedsem.org)

*Note: UWSEM staff will make a concerted effort to respond to all inquiries within 30 days. We ask that you do not call regarding your status. You will be notified via email or phone about your request regardless of whether it is accepted for the next step or declined.*

#### **IV. Standard Criteria and Investment Policies**

##### **Standard Criteria**

As mentioned earlier, partners could include a wide range of organizations. What follows are criterion that will guide United Way's decision-making when considering partners. This criterion is intended to be flexible enough to include grassroots organizations.

##### Leadership and Community Presence

The organization is transparent, accountable and positively viewed in the community.

- A *clear vision* of the social change they want to make and commitment to building and maintaining a viable organization to achieve that vision, as evidenced by:
  - Mission, vision and values
  - Strategic plan
  - Demonstration of a clear connection to the community it serves
  - Licensure, accreditations, awards and/or other independent recognitions of quality
- An *engaged governance body*, as evidenced by:
  - A board that is structured in a way that makes sense for the governance needs of the organization
  - Documentation that demonstrates an involved and engaged board
  - Recruitment practices that result in a diverse group of members with skills and expertise important to the organization
  - Members who contribute resources and knowledge, with a goal of 100% board giving
  - Working relationships between Senior Management and Volunteer Leadership that show positive, mutual regard and respect
- *Staff leadership capability*, as evidenced by:
  - A CEO and leadership team with the qualifications to run the organization and maintain a good reputation in the community
  - Ability to attract, develop and retain qualified staff
  - Demonstration of employee giving to the organization

### Capacity to Deliver on Outcomes

The organization regularly measures its performance against a clear set of goals.

- Is *innovative, resourceful, and results-oriented* in solving a specific social problem as evidenced by:
  - Engagement in continuous learning to achieve its goals/vision
  - Active participation in creative partnerships, network and/or collaborative activities
  - Maintaining an active awareness of “best in class” practices within its field and/or drawing on best thinking from non-traditional sectors
  - Demonstration of public policy and advocacy activities to promote constituent, organizational and sector interests
- Core strategies advance the UWSEM *Agenda for Change*, as evidenced by:
  - Alignment with established outcomes and criteria within the investment plans under Educational Preparedness, Financial Stability, or Basic Needs
  - Demonstrated success in tracking and reporting impact, which accurately measures organizational performance against stated objectives

### Sound Financial Management

The organization is a responsible steward in managing its financial resources.

- Demonstrates compliance with all local, state and federal legal requirements related to financial matters
- Demonstrates an effective and proven revenue development strategy, as evidenced by:
  - Diversified contributed income, as well as earned income (if appropriate) compared to the organization’s expenses
  - Revenue goals that are realistic based on the economy and past experience
  - Active involvement of the board in the organization’s revenue goals and activities
- Demonstrates *resources are used efficiently*, as evidenced by:
  - Board review and approval of an annual budget for the organization
  - The CEO and senior management understand the financial aspects of the organization
  - The CEO and senior management conduct environmental scans to actively capitalize on financial opportunities and minimize financial risk throughout the fiscal cycle
  - Appropriate income streams and a realistic budget that adequately covers core operating costs.
- The organization is stable and viable, as evidenced by:
  - A track record of growth
  - Working capital ratio appropriate for its size
  - Positive net assets

## **Standard Investment Policies**

### Investment Policy

- United Way may elect not to fund or advance any organizations with known management, fiscal, reporting, program, or other problems that make it unlikely that they would be able to meet the deliverables aligned against the 10-year goals.
- All investment decisions are made at the discretion of UWSEM Board of Directors based on recommendation of volunteer and/or staff committees.
- UWSEM reserves the right to reject any and all programs, in part or in whole; to negotiate with organizations and to award funding to those programs deemed most likely to contribute to the success of the *Agenda for Change*.
- Being invited or submitting a request to partner is not a guarantee of funding.

### Performance Measurement & Accountability Policy

The focus of all UWSEM resources will be on the achievement of the 10-year goals. Simply stated, the focus is on the work. That said, all partners will be held accountable for specific deliverables. In some instances, investment resources will not be released if deliverables are not met. Targets and supporting documentation will be determined based on strategy. Reporting timeline will vary on strategy.

Investments are contingent on the partner's ability to:

- Meet and report out on deliverables when requested.
- Provide documentation as requested:
  - Organization-wide budget
  - Interim financial reports
  - Annual audited financial statements and letter from the end of the most recent fiscal year
  - Most current IRS Form 990 if available (for organizations with budgets over \$25,000)

**V. Issue Area Criteria**

# AGENDA FOR CHANGE INVESTMENT GUIDELINES AND STRATEGIES

## EDUCATIONAL PREPAREDNESS: EARLY CHILDHOOD

### Vision

Building the foundation for successful adults by kindergarten.

### Goal

Establish the skills that provide young children with the building blocks to succeed in a high performing educational system and 21st century workforce. These skills include both cognitive and soft skills such as adaptability, achievement, motivation, self-esteem, persistence, reliability, consistency, self-control, dependability, literacy, language, math and science.

### Background

Tony Wagner, the Harvard-based education expert and author of *The Global Achievement Gap*, explains it this way: "There are three basic skills that students need if they want to thrive in a knowledge economy: the ability to do critical thinking and problem-solving; the ability to communicate effectively; and the ability to collaborate." Read more: <http://www.thestate.com/2010/11/28/1578326/friedman-teaching-for-america.html#ixzz16cv4ZpqB>

These "are not just the skills one needs for work, they are also the skills all of us need to be engaged and effective citizens in a 21st century democracy, as well as to be life-long learners." Read more: [http://www.gse.harvard.edu/news\\_events/features/2008/08/20\\_wagner.php](http://www.gse.harvard.edu/news_events/features/2008/08/20_wagner.php)

"To solve later skill deficits, we need to invest in closing early skill deficits," says economist and Nobel laureate James Heckman. "Waiting to address these issues makes the remedy much more costly—or impossible. Countless studies show that increased spending on early childhood education would affect both cognition and character at its most malleable, lowering dropout and juvenile delinquency rates by building 'soft skills' such as discipline, self-esteem, motivation, collegiality and persistence."

"The deterministic factors of genetic, parental and environmental resources can be overcome through investments in quality early childhood education that provide children and their parents with the resources they need to properly develop the cognitive and character package that drives productivity."

"There's accumulating evidence that there are racial differences in what kids experience before the first day of kindergarten," said Ronald Ferguson, director of the [Achievement Gap Initiative at Harvard](#). Those include "conversations about early childhood parenting practices," Dr. Ferguson said. "The activities that parents conduct with their 2-, 3- and 4-year-olds. How much we talk to them, the ways we talk to them, the ways we enforce discipline, the ways we encourage them to think and develop a sense of autonomy." Read more: <http://www.nytimes.com/2010/11/09/education/09gap.html>

### Metrics

By 2018, our region will be successful when:

- 100,000 children by kindergarten have the cognitive and character package for the 21<sup>st</sup> century, as measured by the Early Development Instrument, Ages & Stages, and other validated evaluation tools and process.
- 50,000 parents and caregivers are knowledgeable and practice positive language-rich relationships with the children in their lives, as measured by validated evaluation tools and process.
- 1.3 million residents understand that cognitive and character development is established in children, birth to age 5, and leads to academic and economic success. Measurements of success to be determined.
- Children in the region have 1.5 million books in their homes.

### Investment Strategies:

United Way for Southeastern Michigan is interested in funding results-oriented projects, programs and supportive services that create and support environments enabling parents and caregivers to develop positive, language-rich relationships with the children in their lives.

### Investment Opportunities

#### Strategy 1 – Early Learning Communities

United Way's Early Learning Communities partners will be invited to apply for funding in this category. ELCs foster positive, language-rich relationships by providing training, coaching, resources and support to all parents and caregivers delivered by community-based hubs (referred to as "Core Components"). There are nine hub partners in nearly 30 locations.

The nine hub partners will be invited to apply for funding to increase the number of new enrollees, active participants and coaching participants in ELC. Hub partners will be measured on their ability to:

1. Support and improve the ELC program model;
2. Increase caregiver knowledge and practice; and
3. Improve child development outcomes

In addition, they are invited to apply for supporting strategies and partnerships, broadening the hub model of early childhood activities and engagement (referred to as "Enhanced Components").

Enhanced components could include, but are not limited to:

- Implementing a community engagement strategy designed to strengthen the early childhood movement in local communities and impact public policy on early childhood issues.
- Implementing a data system using the Early Development Instrument (EDI) and/or Ages & Stages assessment.
- Providing early childhood programming that enhances the ELC model.
- Executing a public awareness campaign to increase overall awareness about the importance of early childhood.

Eligibility: Proposals in this category will be considered from the hub partners. The hub partners are:

- Development Centers, Inc.
- Oakland Family Services
- Macomb Family Services
- Southwest Counseling Solutions
- Starfish Family Services
- The Guidance Center
- Oakland County Child Care Council
- Leaps & Bounds Family Services
- Wayne Metro Community Action Agency

Providers of early childhood services and supportive activities are encouraged to build partnerships with existing hub partners to become a part of their ELC core and/or enhanced component plan.

Both core and enhanced component plans should demonstrate how the organization will leverage other funding. In addition, priority will be given to projects that demonstrate how they leverage other programs and partners to achieve the vision, goal and metrics of the Early Childhood Investment Plan.

Funding Term and Range: Investments to hub partners will range from \$50,000 to \$250,000. Funding term is from July 1, 2011 to June 30, 2014. Funding is contingent on the achievement of metrics, goals and outcomes and will be reviewed and renewed each year. Funds will be reevaluated and contingent upon Educational Preparedness alignment and available United Way campaign dollars.

Timeline and Process: Each existing hub partner will be invited to submit a narrative and budget plan for delivering core ELC components. Each existing hub partner will be invited to submit a Request to Partner letter for ELC enhanced components. If approved for consideration, hub partners will incorporate proposed ELC enhanced components in the written narrative and budget plan. All plans will be developed in partnership with United Way staff.

### **Strategy 2 - Best Practices/Regional Approach**

United Way will seek requests for partnership from organizations providing best practice models that help address early childhood on a regional level. Great Start Collaboratives of Wayne, Oakland and Macomb Counties ("GSCs") will be

invited to submit proposals that focus on ways to meet the vision, goals and metrics of the Early Childhood Investment Plan. GSCs would serve as the sole partner or the lead partner on behalf of a group of GSC members.

The geographical scope for proposals can be several neighborhoods, countywide or regional. We are looking to fund a strategy that addresses one or more of the following:

- a. Implementing a data system with the Early Development Instrument (EDI) and/or Ages & Stages assessment.
- b. Implementing a community engagement strategy designed to strengthen the early childhood movement in local communities and impact public policy on early childhood issues.
- c. Executing a public awareness campaign to increase overall awareness about the importance of early childhood.
- d. Implementing professional development supports or services that improve child care quality.

**Eligibility:** Proposals in this category will be accepted from only Great Start Collaboratives in Wayne, Oakland or Macomb. United Way must be a partner in the approved best practices/regional approach plan in order to support implementation.

Providers of early childhood services and supportive activities must be active members of their GSC to become a part of the best practices/regional approach plan.

Proposals should demonstrate how the GSCs will leverage other funding. In addition, priority will be given to projects that demonstrate how they leverage other programs to achieve the vision, goal and metrics of the Early Childhood Investment Plan.

**Funding Cycle and Range:** Investments of up to \$150,000 for each GSC. Funding term is from July 1, 2011 to June 30, 2014. Funding is contingent on the achievement of metrics, goals and outcomes and will be reviewed each year. Funds will be reevaluated and contingent upon Educational Preparedness alignment and available United Way campaign dollars.

**Timeline and Process:** Each Great Start Collaborative will submit an Request to Partner letter describing its best practices/regional approach strategy. If approved for consideration, GSCs will submit a written narrative and budget plan for the proposed strategy. Plans will be developed in partnership with United Way.

### **Strategy Three – Innovation/New Ideas (Breakthrough System Change Work)**

Innovative practices and policies must be developed to effectively address early childhood in our region. Partners will be invited to submit proposals that focus on innovative ways to meet the vision, goals and metrics of this investment plan. One example of an innovative concept that is currently being tested is a DPTV pilot project. DPTV is creating a single source that will deliver a multi-media approach focused on educating parents and caregivers on how to help prepare their children for success. A limited number of grants will be awarded to partners that provide innovative ways that help enhance kindergarten readiness. These concepts might have an upfront cost but they will require minimal ongoing cost and management. These ideas could expand early childhood to unlikely suspects such as individuals, institutions, etc.

**Eligibility:** Proposals in this category can be submitted by:

- ELC Hub Partners
- Great Start Collaboratives of Wayne, Oakland or Macomb Counties
- Other businesses or organizations

**Criteria:** In order for proposals to be considered for funding, they must outline a project that:

- Brings a new product or service to market
- Can be scalable
- Demonstrates cost effectiveness
- Demonstrates measureable results

**Funding Range:** Amounts will be determined based on need of project and available dollars. Funding term will be determined based on need of project.

Timelines and Process: Potential partners will be invited to submit an online profile describing the innovation/new idea. Letters will be accepted and reviewed on an ongoing basis. If approved for consideration, the potential partner will submit a written narrative and budget plan for the proposed strategy. Plans will be developed in partnership with United Way.

Invited plans will be reviewed on an ongoing basis by United Way staff with recommendations for approval made to appropriate United Way leadership.

Other Considerations: Organizations with initial inquiries on investments should contact UWSEM by phone at (313) 226-9361 or by email at [investment.information@liveunitedsem.org](mailto:investment.information@liveunitedsem.org).

# AGENDA FOR CHANGE INVESTMENT GUIDELINES AND STRATEGIES EDUCATIONAL PREPAREDNESS: TURNAROUND HIGH SCHOOLS

## Vision

Creating the Next Generation of High Performing High Schools where caring adults and supportive partners help graduate students prepared to succeed in post secondary education, work, and life.

## Goal

Graduation rates of 80% or higher by 2018 in all 30 high schools in Southeastern Michigan that were labeled “drop-out factories” by national research in 2008.<sup>1</sup>

## Metrics

The number of 9<sup>th</sup> graders who missed 20 or more days of school AND failed two or more classes. This number is the projected dropout rate and must be less than 20%, measured and accessible on a weekly basic throughout the student’s high school career.

## Overview of Investment Strategies

Guided by the belief that no child should go to a high school with less than a 60% chance of graduation, the United Way for Southeastern Michigan set a goal in 2008 of turning around or shutting down 30 high schools in the region (among 2,000 nationwide) labeled “dropout factories” by 2018. These efforts will not succeed without community participation and ownership. We are therefore transforming our 2011 investment process to foster robust non-profit, business, and community partnerships that will extend and redesign learning time. This will be accomplished in three ways:

- Launching a competitive application for a second network of turnaround high schools and by coordinating investments with nonprofits and businesses to provide additional learning opportunities for students outside of the regular school day as well as other services identified by school leaders to enhance the high performing high school culture.
- Coordinating scalable best practices comprised of local and national partnerships that improve student’s academic outcomes throughout the region.
- Seeking innovative practices and policies developed to improve the educational system in Michigan.

## Investment Opportunities

### **Strategy 1: Launching a Network of Excellence for Turnaround High Schools (Invitation Only)**

High schools that incorporate the theory of change based on proven strategies identified by Mass Insight, a non-profit research organization that studied successful practices for building high-performing, high poverty schools in Miami, Chicago, Boston and New York. The Turnaround Framework has three primary elements:

- **Change Conditions** - Principals must have control over the people, programs and budget in their building.
- **Build Capacity** - Schools must partner with educational intermediaries experienced in turning schools around and closing the achievement gap.
- **Cluster for Support** - This work must be done in clusters, or networks, of highly competitive and collaborative schools.

**Eligible Applicants:** Leaders of high schools identified as one of dropout factories (See Appendix A). School leaders from 5% of the lowest performing high schools may be considered.

### **Eligibility Criteria:**

- site-based management
- a turnaround partner (coach) and plan

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<sup>1</sup> The Silent Epidemic, Robert Balfanz and Joanna Fox, Johns Hopkins University 2008. High schools were labeled Dropout Factories if they had senior classes that are less than 60% the size of their freshmen class for three or more years.

- vision for becoming high performing high school
- unique eligibility characteristics of school
- description of academic partners
- plan for developing community partnerships
- requirements for improving academic outcomes for staff and students
- collaborative partnership for letter of intent
- strategies for sharing and using on track and off track indicators for graduation rates
- district approval to participate in the formal turnaround model evaluation

**Funding Range:** Investments will allocate by school leadership teams but will be paid directly to the provider of services, **not** to the school or school district. Grants up to \$200,000 per small high school (500 students or fewer) will be awarded to create high performing high schools.

**Timeline:** Invitations to Network of Excellence were sent in January 2011. Screening and identification of eligible applicants began in February 2011 with the final approval completed March of 2011.

**Number of School Investments:** The Greater Detroit Education Venture Fund has selected leadership teams from the following high schools for the Network of Excellence:

- River Rouge High School
- Hamtramck High School
- Madison High School
- East Detroit High School
- Harper Woods High School
- Detroit Central High School
- Henry Ford High School

The following schools in the first network of turnaround schools will also be included:

- Academy of Critical Thinkers at Cody
- Academy of Public Leadership at Cody
- Medicine and Community Health at Cody
- Institute of Technology at Cody
- Melvindale High School
- Evergreen Academy at Osborn
- Math and Science at Osborn
- Osborn College Prep
- Pontiac High School
- VanDyke Lincoln in Warren

**Community Partnerships and Student Support Services**

School leadership teams in these networks will be able to apply their funding to non-profit organizations, colleges, and businesses that are supporting their strategies to keep more than 80% of their students on track for graduation. By June 1<sup>st</sup> of each year, School Leadership Teams will be asked to submit their plans and partnerships anticipated for the upcoming school year.

The supportive services of the funded partners will be overseen by “Champions Councils” at each school. These groups are comprised of neighborhood, school, non-profit and business leaders who volunteer to help students and teachers be successful in achieving their long-term and short-term goals.

Special emphasis will be given to supportive services that provide immediate solutions for:

- Improving student attendance
- Increasing school safety
- Implementing innovative strategies that enhance the culture of high performing schools

**Number of Awards Expected:** Investments will **not** be paid to schools, school leaders, or school districts. Funds will be distributed directly to organizations consistent with the plans and strategies of the School Leadership Team and overseen by the Champions Council.

**Timeline:** School leaders will submit a plan/vision by June 1 or each year proposing the use of funds for the following school year.

### **Strategy 2. Best Practices/Regional Partners (Open Process)**

United Way for Southeastern Michigan will seek a Request to Partner from organizations that have best practice models for improving high school graduation rates of students, which can be replicated throughout the region. Examples of partnerships could include results oriented mentoring services, and in-school or after-school supportive services that are quality, cost effective solutions for improving academic performance and expanding the worldview of students.

**Eligibility:** Strategic partners that serve at least 5,000 young people through local and national affiliates which have scalable evidence based programs that help increase high school graduation rates by providing additional learning opportunities for students outside of the regular school day (extending learning time).

Outcomes should improve the quality of life for students consistent with the Five Promises framework:

- Opportunities with caring adults
- safe places
- an effective education or marketable skills
- a healthy start
- community service.<sup>2</sup>

Special emphasis will be given to supportive services, interventions, and regional partners that provide immediate solutions for

- Improving student attendance
- Increasing school safety
- Implementing innovative strategies that enhance the culture of high performing schools

Preference will be given to those organizations serving or able to serve significant concentrations of children in the Networks of Excellence described in Strategy 1.

#### ***Eligibility Criteria:***

- 501(c)(3) organizations in operation for a minimal of three years
- Demonstrated capacity, performance, and strategies for improving high school graduation rates
- System for providing real time weekly data results
- Capacity to replicate the best practice model regionally
- Willingness to be part of a collaborative network and share best practices with other grant recipients receiving these funds
- Outcomes that are measurable and attainable which demonstrate how program service will further the Agenda for Change 10-year education goals
- Indicators that clearly reflect how the agency will know that the outcomes have been achieved
- Evaluation procedures in place
- Technological capacity to complete reporting requirement in the On-line Data Management system
- Demonstrate an ability to leverage United Way dollars

**Number of Awards Expected:** To be determined and based on the number of eligible requests to partner and available funding.

**Timeline:** On going throughout the fiscal year beginning in January 2011 and funded on an annual basis.

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<sup>2</sup> See [www.americaspromise.org](http://www.americaspromise.org) for more details.

**Funding Range:** Grant awards may range up to \$200,000.

**Strategy 3. Innovation (Breakthrough System Change Work)-(Open Process)**

New practices and policies must be developed to improve the educational system in Michigan. A limited number of grants will be awarded to partners that provide innovative system change models for improving graduation rates.

While some partners may be invited, all prospective partners must complete the on-line profile.

**Eligibility Criteria:**

- 501(c)(3) and for profit partners that have been in operation for three or more years with a track record for delivering on outcomes
- Able to drive, deliver and disseminate timely and insightful data to shape public opinion and policy about the status of high schools
- Strategic in increasing parental support and solutions that improve students' academics
- Scalable and outcome driven
- Maximizes the use of technology activate partners to create system change
- High impact and cost effective
- Advance multiple UWSEM outcomes
- Drive systems

**Number of Awards Expected:** To be determined based on funding availability.

**Funding Range:** Up to \$500,000

**Timeline:** Request to Partner online profiles will be considered throughout the United Way fiscal year.

**Other Considerations**

Project should include United Way as a partner and not just as a funder. The Request to Partner should demonstrate how the organization will leverage other funding. In addition, priority will be given to partners that integrate other programs.

**Appendix A**

| <b>Eligible Turnaround School</b>    |  |
|--------------------------------------|--|
| Central (Detroit)***                 | Southeastern (Detroit)                         |
| Chadsey (Detroit) <b>CLOSED</b>      | Southwestern (Detroit)                         |
| Cody (Detroit)**                     | Western International (Detroit)                |
| Communication & Media Arts (Detroit) | Detroit School of Industrial Arts (Detroit)    |
| Cooley (Detroit) <b>CLOSED</b>       | Academy for Business & Technology (Melvindale) |
| Davis Aerospace (Detroit)            | Melvindale**                                   |
| Denby (Detroit)                      | East Detroit (Eastpointe)***                   |
| Finney (Detroit)                     | Ecorse   |
| Ford (Detroit)***                    | Hamtramck***                                   |
| Kettering (Detroit)                  | Hazel Park                                     |
| Mackenzie (Detroit) <b>CLOSED</b>    | Lincoln Park                                   |
| Northwestern (Detroit)               | Pontiac**                                      |
| Osborn (Detroit)**                   | River Rouge***                                 |
| Pershing (Detroit)                   | Van Dyke Lincoln (Warren)**                    |
| Redford (Detroit) <b>CLOSED</b>      | Madison (Madison Heights)***                   |
| Harper Woods***                      |  |

*\*\*Denotes high schools currently in United Way's first turnaround network*

*\*\*\*Denotes high schools currently in United Way's second turnaround network*

# AGENDA FOR CHANGE INVESTMENT GUIDELINES AND STRATEGIES FINANCIAL STABILITY

## Vision

Building successful pathways for families to be able to take care of themselves, today and in the future.

## 10-year Financial Stability Goals and Metrics

19,000 low-to-moderate income individuals and their families will improve assets, change financial behavior and improve their ability to meet their daily needs. Of the 19,000 individuals and families:

- 80% will improve net worth
- 60% will improve credit score
- 80% clients will show improvement in their income/expense ratio

300,000 low-to-moderate income individuals and their families will have accessed a financial health support service (i.e. public/private benefits, financial coaching, etc.)

## Investment Strategies:

United Way for Southeastern Michigan is interested in funding innovative and creative projects, programs and supportive services that provide the tools and resources for families to become more stable. Emphasis will be placed on those partners that are providing an integrated, bundled approach to service delivery. All partners, to be considered, must show how their organization is qualified to successfully assist individuals and families in achieving the 10-year goals.

All investments in Financial Stability will focus on the three pillars that are the building blocks to family economic success:

**Earn It! – Increasing income through family sustaining wages and job growth opportunities**

**Keep It! – Managing and lowering expenses**

**Grow It! – Making your dollars work for you**

## 2011 Investment Opportunities

The Theory of Change that United Way is supporting is that individual and family financial outcomes improve when financial education and coaching are integrated, bundled, and sequenced with other community services that provide a context for their delivery. To that end, we are supporting **1)** A tested integration model that has proven successful (Centers for Working Families). **2)** We are also fostering best practices: a) Testing an integration framework of financial education and community services that could be more widely adaptable for smaller and/or more geographically organizations (Financial Centers); and b) Regional and sector based workforce partnerships (Workforce Development Collaboratives) that seek to build career pathways and eliminate systemic employment barriers, increasing opportunities for sustainable individual and family income. **3)** A final strategy encourages innovative ways to obtain increased individual and family financial outcomes (Innovation/New Ideas).

## Strategy 1: Centers for Working Families (CWF)

United Way and our partner, Detroit LISC (Local Initiative Support Corporation) will invite qualified partners to become a part of the CWF network which focuses on the integration of 1) career-focused workforce; 2) financial management services (1:1 financial coaching, debt reduction, budgeting, etc.); and 3) income supports (tax benefits, SNAP, etc.).

We are looking for organizations that *already* have a clear business line in either workforce or financial services. The business line must already be at scale and well resourced. In addition to one of these two robust lines of business, we are looking for organizations that provide some income support services that assist individuals in accessing public and/or private benefits (food stamps, housing utility support, etc.)

## Qualification baseline to receive an invitation:

Organizations that want to be considered for a CWF must have **one** of the two lines of business in place.

**Dedicated workforce platform with dedicated resources:**

- Serving no less than 300 **workforce** clients per year for no less than 24 months
- Tracking mechanism in place for workforce clients
- 2-year history of successful **workforce** results using tracking mechanism
- Serving a geographic area in a UWSEM target geography OR
- Serving a UWSEM target population (low to moderate income individuals and families)
- 2 years worth of independent financial audits

**Dedicated financial services platform**

- Serving no less than 300 financial services clients per year for no less than 24 months
- **Financial services** tracking mechanism in place
- 2-year history of successful **financial services** results using tracking mechanism
- Serving a geographic area in a UWSEM target geography OR
- Serving a UWSEM target population (low to moderate income individuals and families)
- 2 years worth of independent financial audits

**Metrics Criteria for Centers for Working Families**

Potential CWF organizations must have the capacity to track and measure the following baseline metrics:

- Net income and net worth
- Household budget
- Credit scores
- Revenue to expense ratio
- The percentage of clients receiving financial, workforce, and benefits services
- CWF must provide workforce development (career training and coaching) or financial coaching - preference will be given to those organizations that have a strong workforce component already in place
- Must be able to show that they have 75% of the resources to implement the model (this is a minimum of \$350,000).

**Additional metrics that organizations will be asked to track**

- % of individuals banked
- % of expenditures to revenue per client
- % of individuals that spend >40% on housing
- % of individuals that increase income
- financial services and topics accessed per clients

**Eligibility and Timeframes:**

**Invitation only process.** This may include currently funded organizations as well as those not currently receiving UWSEM funding.

- 501(c)(3) organizations are eligible.
- Priority focus will be on those organizations that have the capacity to provide client-centered, integrated and sequenced services, that connect individuals with living-wage employment, include expense management, asset building, and financial coaching.
- Please note that the process to become a CWF may take 3 – 12 months.

**Timelines** – United Way and Detroit LISC will consider potential Greater Detroit CWF sites throughout the year, beginning December 2010. The intent is to fund for a three year time frame and is dependent upon meeting deliverables and funds available.

**Strategy 2: Best Practices/Regional Partners**

## **A. Increasing Families' Financial Bottom line (Financial Centers)**

The theory behind CWF (Strategy 1) is incorporating bundled financial services that are more effective than stand-alone services. United Way wants to engage partners that support the innovative integration of financial management, education and coaching into *pre-existing* community based services. United Way is looking for quantifiable improvements in individual or families' financial bottom line. In order to achieve these results, we seek to help organizations form and maintain long-term relationships with individuals and families (12 months or more).

Efforts must include integration, bundling and sequencing of financial coaching management services and education and benefits access services into an existing line of business driven by community needs. This can include connecting individuals to:

- Benefits access, which includes access to public and employer benefits; AND tax credits where eligible;
- Financial management, coaching and education, which will connect individuals to affordable financial products; and
- Client centered financial education/personal finance; real-time budget management; 1:1 financial coaching.

Financial education can include (but is not limited to) the following:

- Information on ways to avoid loans, fees and practices that are exploitative or fraudulent to predatory products.
- Helping clients identify strategies for increasing income, ex. training, trade schools etc.
- Looking at debt and how to wisely use debt to acquire appreciating assets and develop critical thinking skills.

### **Metrics Criteria for Increasing Families' Financial Bottom Line (Financial Centers)**

As with the Centers for Working Families, organizations that are funded as part of increasing families' financial bottom line must have the capacity to track and measure the following metrics:

- Net income and net worth
- Credit scores
- Revenue to expense ratio

### **Additional metrics**

- % of individuals banked
- % of expenditures to revenue per client
- % of individuals that spend >40% on housing
- % of individuals that increase income
- financial services and topics accessed per clients

### **Qualifications to be considered**

Organizations that want to be considered for a Financial Center must have one community-focused line of business in place and access to benefits and support services.

Your organization must also demonstrate the following:

- Client-centered financial support services beyond financial literacy classes
- Effective outreach and retention
- Long term contact (12 months or more) with an individual/family
- Understanding of and visual and written articulation of integrated service flow
- History of tracking client-centered outcomes over time

Your organization must provide dedicated community-focused services based on documented community need for the targeted geography or the targeted population:

- Serving no less than 300 clients per year for no less than 24 months
  - Utilizing a tracking mechanism
  - 2-year history of community-focused service results using tracking mechanism
  - Serving a geographic area in a UWSEM target geography
- AND

- Serving a UWSEM target population (low-to-moderate income individuals and families)
- 2 years worth of independent financial audits

**Organizations selected will receive:**

- Web-based data management software with training and 12 months of support that can capture financial movement in individuals and families in order to demonstrate that your innovative integration strategy works
- Flexible dollars to allow you to implement your integrated financial activities.

**Eligibility and Timeframes:**

While organizations will be invited to participate, potential partners that meet the criteria can complete an online profile by first calling 313-226-9316 or sending an email to investment.information@liveunitedsem.org. 501(c)(3) organizations and for-profit entities will be considered depending on the strategy.

- Priority focus will be on those organizations that demonstrate the following:
  - Client-centered financial support services beyond financial literacy classes
  - Effective outreach and retention
  - Long term contact (12 months or more) with an individual/family
  - Understanding of and visual and written articulation of integrated service flow

**Timelines** – Invited organizations will be notified in February 2011. Please note that this is an ongoing process, and potential partners may be invited throughout the year. Initial investments will be beginning July 2011. The funding cycle is one to two years of funding with opportunities to continue based on meeting deliverables and available funds.

**B. Workforce Development Collaboratives**

The United Way for Southeastern Michigan serves as fiscal agent and operates a workforce-focused collaborative, the **Detroit Regional Workforce Fund**. The **Detroit Regional Workforce Fund**, part of a national network of workforce collaboratives, is made up of a group of private and public funders, including United Way, that have come together to support regional workforce partnerships. Sectors are chosen by the fund, driven by labor market data. **The Detroit Regional Workforce Fund** seeks to link and/or foster potential public, private and non-profit partnerships focused on helping individuals build career pathways resulting in employment with living wages. The key component of the Detroit Fund is a collaborative structure that is employer-led and includes training for in demand jobs, job placement and employee retention.

**Qualifications for Workforce Development Collaboratives (please note that the partnerships must meet criteria established by the Detroit Fund):**

- Demonstrate a strong relationship with businesses/employers AND/OR strategic partner(s) that have deep knowledge of the targeted industry and its companies within at least one of the following sectors: 1) Green - energy efficiency, retrofits or construction; or 2) Health care.
- Promote opportunities for clear pathways to sector-specific training, training readiness coursework, and career advancement
- Include existing partnerships or potential partnerships with organizations that may include community-based nonprofits, businesses, employer organizations, organized labor, community colleges, and others
- Promote regional collaboration among key stakeholders (i.e., business, workforce, economic development and education systems, and community organizations)
- Address current priorities and challenges facing the workforce system

**Targeted Outcomes for Workforce Development Collaboratives:**

- Targets one of the specified sectors and addresses issues affecting that industry in Detroit and Southeast Michigan, including skill gaps.
- Provide contextual English and math resources as necessary, to support successful skill-training completion
- Provide employer-led curriculum and training strategies that benefit low-income individuals, including the unemployed, non-traditional labor pools, and low-wage incumbent workers

- Include efforts to provide job training and employment to residents of high-need areas within Detroit and southeastern Michigan.
- Promote systemic change that cultivates a win-win environment by restructuring internal and external employment practices to achieve changes beneficial to employers, low-wage workers, and low-income job seekers.

### **Eligibility and Timeframes**

501(c)(3) and for-profit organizations will be considered if they can demonstrate an existing or potential collaborative that is employer-led and includes training for in-demand jobs, job placement and employee retention.

Priority focus will be given to organizations that do the following:

- Demonstrate the presence of businesses/employers within the following sectors: 1.) Green: energy efficiency retrofits or construction, or 2.) Health care (additional sectors may be identified and announced); and/or demonstrate the presence of strategic partner(s) with deep knowledge of the targeted industry and its companies
- Promote opportunities and pathways to career training and advancement
- Include existing partnerships or potential partnerships with organizations that may include community-based nonprofits, businesses, employer organizations, organized labor, community colleges, and others
- Promote regional collaboration among key stakeholders (i.e., business, workforce, economic development and education systems, and community organizations)
- Address current priorities and challenges facing the workforce system

### **Timelines**

As the Detroit Fund is looking to expand partnerships that result in jobs for area residents, applications will be taken on a rolling basis as opportunities arise. Application entry points differ by sector. Please refer to the Detroit Regional Workforce Fund website for applications: [www.DetroitRegionalWorkforceFund.org](http://www.DetroitRegionalWorkforceFund.org).

### **Strategy 3: Innovation/New Ideas**

As more and more families are impacted by the economic downturn, a variety of strategies are needed to remove barriers that at best “keep people poor.” We are looking to support innovative community based/neighborhood based efforts that empower residents and other community stakeholders to be a part of changing community conditions throughout the region. More specifically, we are looking for **innovative** ideas, products and processes that organizations can translate into income stability, income growth, and/or asset growth that help stabilize southeastern Michigan families.

UWSEM minimally defines innovation in this strategy as needing to be replicable, and including one or more elements of the following:

- 1) new technologies
- 2) quantifiable and significant efficiencies that increase return on investment (ROI) and/or ability to scale the innovation
- 3) transformative products and/or services, delivery models and/or vehicles

Examples:

- Innovative efficiencies that significantly increase the return on investment and increase the number of individuals/families that can benefit from proven income and/or wealth building activities; the Center for Working Families falls into this category with a minimum of additional flexible financial management resources aligned on workforce resources.
- Innovative strategic alliances and/or collaboratives that lead to cost-effective and/or quick win approaches to help improve an individual or family’s financial well-being; the UWSEM foreclosure collaborative.
- Innovative concepts that help traditionally underserved populations harness wealth-building vehicles that are risk-appropriate (savings accounts, investment vehicles, etc.).
- Providing coordinated financial supports innovatively through the workplace, such as low-cost workplace retention activities.

All innovations must result in tangible and quantifiable improvements in income and/or assets of low-income and

moderate-income individuals or families. Low-income and moderate-income are currently defined as up to 200% of poverty (low income), or up to 250% of poverty (moderate income) using the DHS Poverty Threshold guidelines for the state of Michigan.

All innovations must be able to be tested and yield some quantifiable progress (inputs/outcomes) within a 12 month period. Priority will be given to efforts that are located in targeted communities where there is a Center for Working Families, an Early Learning Center Hub and/or a Turnaround High School, and southern Macomb County.

Innovative strategies can be a new concept entirely or a strategy to address an existing problem. However, all strategies must have direct, measurable and positive impact on low-income individuals. Organizations that enter into a partnership with UWSEM in this strategy will be asked to quantify the return on investment (ROI) for their innovation.

### **Eligibility and Timelines**

Potential partners must complete an on-line profile to be considered. Please note that partnerships in this area may or may not be tied to funding, but may leverage United Way and common resources toward outcomes for the region.

- 501(c)(3) organizations and for-profit entities will be considered depending on the strategy (community organizing, for example).
- Priority focus will be on those organizations that are replicable and include one or more elements of the following:
  - new technologies
  - quantifiable and significant efficiencies that increase ROI and/or ability to scale the innovation
  - transformative products and/or services, delivery models and/or vehicles

**Timelines** – On-going throughout the fiscal year (July-June) Funded partnerships run on a yearly basis.

### **Overall Investment Cycle and Ranges for Financial Stability Investments**

Organizations will be invited to participate beginning in January 2011. Current funded organizations will be notified in January 2011 if they have been invited. Current organizations not invited will also be notified in January and may be given an opportunity to submit a request to partner to determine readiness. For new organizations that submit a request for partnership, a readiness checklist will be administered prior to exploratory meetings to determine partnership readiness affinity.

Investment Ranges:

- Centers for Working Families – up to \$100,000, training and professional development opportunities, grant support, technical assistance and peer networks, and tracking software and technical support to implement that software.
- Financial Centers – tracking software, technical support and up to \$50,000 grant support
- Workforce Partnerships – investment will vary in vehicle and amount and will depend on the approval from the funders that participate as part of the Detroit Fund for Workforce Solutions
- Innovative and New Ideas – Variable range of grant investments: \$15,000 - \$100,000. Other investment vehicle opportunities will vary based on request.
- Lastly, investments are contingent upon dollars available through the United Way Campaign.

**Target Populations:** Projects should serve low- to moderate-income individuals and families.

Organizations with initial inquiries on investments should contact UWSEM by phone at (313) 226-9361 or by email at [investment.information@liveunitedsem.org](mailto:investment.information@liveunitedsem.org).

Please note that depending on the strategy, funding opportunities are on-going throughout the fiscal year



**AGENDA FOR CHANGE**  
**Creating Stable Families**  
**Introduction**  
**Basic Needs 2012 Investment Guidelines and Strategies**

**Vision**

A thriving and vibrant Southeastern Michigan where all individuals and families are financially stable, economically empowered, and self-sufficient.

**Mission**

Support individuals and families to become empowered to move from crisis to self-sufficiency by providing access to basic needs and pathways to jobs and financial stability.

**Goal**

Individuals and families are empowered to access and navigate the services and resources that promote self-sufficiency and provide guidance in getting there.

**Theory of Change**

The Theory of Change that United Way is supporting is that in order to make greater Detroit a top five city to live and work by 2030, individuals and families must have the ability to be self-sufficient. To get our region there, we must create pathways for vulnerable individuals and families to be helped in times of need and become empowered with the mindset that they can make the future be better than the past. These individuals and families will go on to support vibrant thriving communities, stabilizing and improving the neighborhoods around them.

**Guiding Principles**

- Concentration of all resources on ensuring individuals and families have access to support during times of crisis and resources to empower them to achieve self-sufficiency.
- Emphasis on movement from crisis towards thriving
- Focus on results
- Leave a lasting impact on systems and communities

To that end, we are supporting results-oriented projects, programs and supportive services that are delivered to individuals and families using an approach that provides access to basic resources, assistance in navigating the safety net to access additional resources, and the support to move along the continuum towards self-sufficiency and financial stability.

**Structure of Investments**

In order to leverage our resources and provide a greater benefit to the community at large, UWSEM has begun to invest in supporting the movement of individuals and families along a continuum—from crisis to stability and on to self-sufficiency. In order to provide this full scope of services, Basic Needs and Financial Stability will view their investment strategies in terms of movement along this continuum, with Basic Needs supporting the first half of movement (from crisis to sufficiency) and Financial Stability supporting the second half (from sufficiency to sustainable self-sufficiency).

In addition to aligning our work in Financial Stability and Basic Needs, UWSEM is also examining how to leverage our investments in order to create the largest impact for a relatively small amount of resources. By selecting communities where UWSEM has already begun to support and engage agencies, we can further the impact of our investments. In all strategies, priority will be given to organizations in communities with established UWSEM initiatives (where there is a Target High School, Early Learning Community, or Center for Working Families).

**Measuring Change**

UWSEM will begin to measure the impact of our investments by standardizing our measurement tool. UWSEM will be using a variation of the Arizona Self-Sufficiency Matrix to measure the impact of our investments on individuals and families in the community. UWSEM's full variation will be available for partner use in July 2012.

For more information, please see Appendix A.

# FINANCIALLY STABLE FAMILIES THE ROADMAP FROM CRISIS TO SELF-SUFFICIENCY

Empowering families to move from crisis to self-sufficiency by providing access to basic needs and pathways to jobs and financial stability

## Characteristics

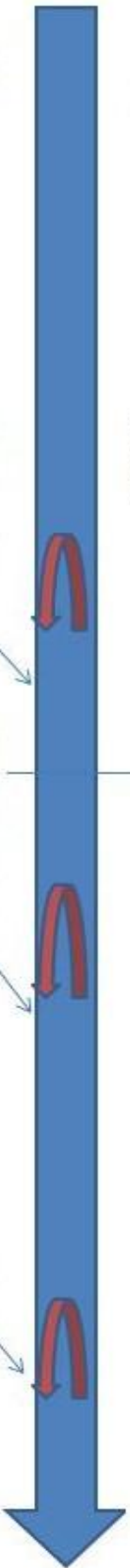
Has an immediate need which can impact well-being

Has access to immediate temporary supports and resources

Can meet all of their basic needs with assistance

Can pay all their bills with limited assistance

Can pay all bills and put some funds away for the future.



**Crisis**

**Stable**

**Sufficiency**

**Self-sufficiency**

**Sustainable Self-sufficiency**

Without empowerment, individual and families are unlikely to gain self-sufficiency

Without empowerment, individual and families are unlikely to gain self-sufficiency

Without empowerment, individual and families are unlikely to gain self-sufficiency



Empowerment points - A point in the process where people gain control over their own lives, their communities, and in their society

Increase in the number of families that are moving towards self-sufficiency

Outcomes

BASIC NEEDS

FINANCIALLY STABLE

## Overview

### FOCUS

Create an investment process that is:

- Providing client centered approaches to service provision.
- Removing barriers to access and navigation of services.
- Integrating services to solve for the crisis and put individuals and families on a path towards self-sufficiency.
- Fueled by the creation of networks to meet a variety of needs in the community.
- Outcome driven, with specific metrics tied to the self-sufficiency matrix.

### INVESTMENT OUTCOMES

United Way will use the following as indicators that our investments have been successful:

- Household income is sufficient and well managed.
- Family has safe, adequate and affordable housing.
- The household can choose to purchase the food their family needs.
- The household has a way to provide for all basic needs of healthy daily living.
- Family has the mindset that you can make the future better than the past<sup>3</sup>.

### GOALS AND METRICS

United Way will use a Self-Sufficiency Matrix to measure client movement from crisis to self-sufficiency.

- Reduce hunger by 50% in our target communities by connecting our region's organizations, individuals and families with the information and resources needed to increase access to quality nutritional food.
- Increase the number of individuals and families served that have moved along the continuum from crisis to self-sufficiency.
- Reduce the number of eligible individuals and families who do not access benefits/services.

### INVESTMENT STRATEGIES

Key findings from an extensive study to understand the characteristics and components of the social safety net in our region showed:

- That a majority of the safety net services and funding are aimed at helping customers fulfill their basic needs rather than achieving or maintaining self-sufficiency;
- The need for an outcome orientation to focus on programs demonstrating measurable impact;
- The importance of focusing on recovery and prevention to a) prevent individuals and families from entering the safety net and b) provide access to services that allow for "recovery" to self-sufficiency;
- The significance of federal benefits going unclaimed – nearly \$1 billion.

Based on dollars currently available, UWSEM will invest 6.3 million dollars in Basic Needs. Investments will potentially be allocated across Strategies in the following amounts:

Strategy 1: Neighborhood Networks - 1.5 Million

Strategy 2: Regional Alliances – 1.5 Million

Strategy 3: Bridging the Gap – 2.3 Million

Strategy 4: Food Best Practices - .5 Million

Strategy 5: Innovation<sup>4</sup> - .5 Million

Agencies may apply for as many strategies as they are qualified for. UWSEM will not penalize agencies for applying to multiple strategies. However, UWSEM will work to reduce duplication of services among agencies.

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<sup>3</sup> Metrics for this outcome is currently in development.

<sup>4</sup> Resources set aside for Innovation will be used to address emerging issues, programs or practices as UWSEM

## **STRATEGY 1: NEIGHBORHOOD NETWORKS – PILOT**

UWSEM believes that to become a top 5 place to live and work by 2030 we need to build strong families that live in vibrant and safe communities. To this effort, our focus is on education, financial stability, and basic needs to improve the social safety net. Our Educational Preparedness has created Early Learning Communities, targeted 12 High Schools and is working to improve graduation rates. Our Financial Stability work has created Centers for Working Families to create pathways to jobs and lead to financial stability.

To test out our proof of concept - Basic Needs will initially leverage our current work by investing in the creation of Neighborhood Networks in the zip codes surrounding the High Schools.\* While we intend to use the Target High Schools as a proxy for geography, UWSEM will also consider strong Neighborhood Networks outside of these geographic areas. Our goal is that a variety of service providers will come together to create a system of supportive services within targeted neighborhoods with a focus on moving individuals and families towards self-sufficiency, and empowering individuals with the mindset that they can make the future better than the past.

\*See Appendix C for corresponding zip codes.

### **DEFINITION OF A NEIGHBORHOOD NETWORK**

A Neighborhood Network is a group comprised of non-profits, for-profits, public and private institutions who exchange information or services among individuals, groups or institutions; who cultivate productive relationships and exchanges with a common goal—providing for the basic needs of the neighborhood and increasing the self-sufficiency of the individuals and families who live there.

Each network is responsible for determining the activities they will engage in. While some networks may focus solely on systems change, others may combine both systems change and direct client services, as long as there is a continued emphasis on systems and capacity building within the network. For a full listing of activities which directly support basic needs, see appendix D.

**UWSEM is not interested in funding a collaboration of agencies that will merely provide services and share information.** UWSEM will invest in Neighborhood Networks that use a variety of innovative/best and or promising practice approaches that ultimately help struggling families so that they are empowered to move towards self-sufficiency. While coordination of services is important, UWSEM will give priority to Networks that are not independently providing services, but incorporating new strategies to form a comprehensive system of care for struggling families in the Neighborhood. Networks are expected to create formalized processes to strengthen their ability to track individuals and families as they move through the continuum from crisis to self-sufficiency.

Neighborhood Networks are encouraged to include public as well as private institutions, for profit and non-profit groups and may include organizations who are not receiving UWSEM support.

- Preference will be given to networks that include a variety of organizations, including for-profit partners, government agencies, representatives of the faith-based communities, agencies providing direct services and case management, and financial management or education.

Neighborhood Networks can include collaborations which are currently receiving support from UWSEM, as well as existing or new networks which are not currently supported by UWSEM.

### **STRUCTURE OF NETWORK**

Networks must have a clearly defined and agreed upon plan that speaks to the responsibility of each partner and includes: governance, decision-making, conflict resolution and communication protocols, and a signed statement of partnership/agreement of responsibilities/MOU.

Networks will also be given liaison/facilitator support provided by UWSEM to help build the network.

#### **Lead Agency**

Each network will identify a single 501c3 organization to act as the Lead Agency. The Lead Agency of the network must meet UWSEM's criteria for a stellar partner, including showing leadership and community presence, capacity to deliver on outcomes and strong financial management track record (See Appendix B). Lead agencies must have participated as a partner agency in good standing during UWSEM's 08-11 funding cycle.

### **Lead agencies will be responsible for:**

- In collaboration with partners, creating a formal operating structure that includes a Steering Committee.
- Convening regular meetings of the network to share best practices and discussion of concerns.
- Compiling reports from collaborative members to submit to UWSEM.
- Acting as UWSEM's primary point of contact for the Network.
- Ensuring all members of the Network adhere to the partnership agreement.

Lead agencies will also receive additional investments for their role as "lead" and the corresponding responsibilities and costs, including additional staffing support to meet the needs of the network

### **Neighborhood Network Plan**

The Network will create and submit to UWSEM for consideration a plan that is developed and agreed upon by all members. *This plan will be reviewed by UWSEM as a portion of the application for funding.* The plan must outline the following:

#### **Operating Structure**

- Designated Lead Agency/Fiduciary, and proposed Partners.
- Description of Partner responsibilities and assets (ability to leverage financial and other resources).
- Description of a formal operating structure addressing governance, decision making, measurement, conflict resolution, and communication protocols.

#### **Network Functions:**

- Explanation of the primary issues in the neighborhood, including data to support
- Description of how the Network will work to address the primary issues of the neighborhood including
  - Description of how the Network will identify needs, address issues, and remove barriers.
  - Description of how individuals and families will move through the network of services (access and navigation).
  - Description of how the Network will gather stakeholder input and engage the community.
  - Description of how the Network will inform/educate public policy, and how it will advocate on behalf of the neighborhood served.

### **NETWORK CRITERIA**

Neighborhood Networks should be able to demonstrate the following baseline criteria:

#### **Capacity**

- Evidence based work
- Show the network's potential viability through leveraged funds, as well as additional resources (both in-kind and financial).
- Capacity to report, meet and work in collaboration with partner agencies working toward communal outcomes and communal deliverables and one agency acting as the lead.
- Capacity to ensure that individuals and families have access to benefits to both public and private benefits.
- Inform/educate public policy and advocate on the behalf of the neighborhood served.
- Demonstrate that that services and activities of the Network have a marked improvement on the self-sufficiency of the individuals and families in the neighborhood community as a whole
- Provide client-centered support in their neighborhood.
- Capacity to measure and track client data and network activities

#### **Innovation and Best Practices**

- Articulate better use of existing resources
- Connect resources where they are not connected.
- New ideas that help to meet the theory of change.
- Be encouraged to focus on the issues most important to their neighborhood. This includes focusing the activities of the network as well as the partners (for example, if the main concern of the neighborhood is housing, at least one partner should be a housing organization).
- Demonstrate best practices or promising practices (local, national and international) to remove barriers for accessing assistance and movement of individuals and families from crisis to self-sufficiency

- Continually engage the community to gather stakeholder input and inform activities of the Network

### **Efficiencies**

- Demonstrate efficient, integrated service delivery.
- Contact and work with other existing leadership groups in the neighborhood.
- Work to eliminate duplication and promote “warm transfers” to improve client service experience.

### **Deliverables and Outcomes:**

- Development of a logic model describing how to move more individuals and families from crisis to self-sufficiency
- Improve the self-sufficiency of individuals and families overall.
- Increase the number of individuals and families served that have moved along the continuum from crisis to self-sufficiency.
- Increase the number of individuals and families accessing benefits (public and private) and services on their journey towards self-sufficiency.
- Demonstrate how the network has been effective in collectively moving clients through the service provider network through an integrated services model.
  - This includes providing case coordination among network partners as well as outside organizations, and promoting systems change<sup>5</sup> to allow clients to more easily access services or move out of the safety net.
- Depending on the nature of the network, additional outcomes may be required.
- Engage in a yearly assessment of the partnership, partner strengths, gaps in the partnership and movement toward the shared outcomes.
- Long term deliverable: Develop a realistic sustainability plan for continued viability of the network.

### **Metrics and Indicators:**

UWSEM will be using a Self-Sufficiency Matrix (see appendix A) to measure the impact of the network on individual clients served. Everyone in the network will have to be able to track the movement of individuals and families along this matrix. \*If an organization/network is using another form of a self-sufficiency matrix that measures similar dimensions, they may present it to UWSEM for approval. UWSEM will provide networks with the support needed to effectively evaluate the success in meeting their deliverables and achieve measurable outcomes for their neighborhoods.

- Number and/or percent of individuals and families that have progressed along the continuum between each of UWSEM's five major categories (see appendix A).
- Number and/or percent of individuals and families that have become “Self-Sufficient”.
- Number and/or percent of individuals and families that have regressed along the continuum<sup>6</sup>.

Depending on the nature and activities of the network, additional metrics may be required.

### **Eligibility and Timeframes:**

Neighborhood networks may include for profit, governmental, faith-based and other agencies or organizations. All non-501c3 organizations must work with a 501c3 as a fiduciary for their investment. Organizations may participate in the network without receiving formal financial investments from UWSEM.

UWSEM will convene groups of service providers interested in participating in this strategy in January and February of 2012. These sessions will be participant driven and will provide the opportunity for conversations and network building among potential collaborators. By the time of the application, the network will be expected to have identified the partners and identified a lead agency. See timeline for details. Only one network is expected to apply per High School neighborhood.

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<sup>5</sup> UWSEM loosely defines systems change as an adaptive network of structures, processes, and relationships grounded in systems of care values and principles that provides individuals and families with access to and availability of necessary services and supports across administrative and funding jurisdictions

<sup>6</sup> UWSEM recognizes that individuals and families may regress along the continuum, and that a single family may cycle through the entire continuum from crisis to sustainable self-sufficiency before achieving on- going success in leaving the safety net.

While organizations will be invited to participate, potential partners that meet the criteria can complete an online profile by first calling 313-226-9316 or sending an email to [investment.information@liveunitedsem.org](mailto:investment.information@liveunitedsem.org). 501c3 organizations and for-profit entities will be considered depending on the strategy.

**WHILE UWSEM HAS PROVIDED THE ABOVE FRAMEWORK, WE ARE OPEN TO OTHER INNOVATIVE APPROACHES TO FORMING A STRONG NEIGHBORHOOD NETWORK.**

**Investment Range and Funding Cycle**

- One application will be submitted by the Neighborhood Network.
- Investments will be provided in most instances to the individual partners in the network based on the Neighborhood Network Plan, although in some cases the Lead Agency will be asked to act as the fiduciary for one or more partner, particularly for partners who are not currently affiliated with UWSEM or are not a 501c3.
- All member agencies of the network will dedicate at least a portion of an employee's time to promoting the activities of this network (meeting attendance, case sharing, committee participation and activities).
- Not every partner in the network will necessarily receive funding.
- In 2012-2013, three neighborhoods will be supported at \$100,000 to \$500,000 per Neighborhood Network, depending on nature of strategies proposed. This investment includes support for the following resources:
  - Support for individual partners' capacity and infrastructure to maintain network activities and goals.
  - Additional resources for Lead agencies for their role as "lead" and the corresponding responsibilities and costs, including support for an FTE to meet the needs of the work.
  - Support of an outside evaluator to work with the Network and UWSEM.

The funding cycle will run for two years (2012-2014), with a possible third year of funding based on an overall evaluation of the success of the network approach and available resources.

This strategy is not intended for long term investment. UWSEM anticipates supporting a network that will build and continue to be sustainable after our investment ends.

As this is a pilot program, UWSEM and the Neighborhood Networks may need to adjust the parameters of the above criteria in order to achieve the goals of this strategy.

**STRATEGY 2: REGIONAL ALLIANCES**

UWSEM will continue to support alliances and collaborations that seek to improve social systems on a regional level. While in the past alliances were established across regional boundaries to improve the delivery of services, Regional Alliances will be required to take steps towards systems change.

Each alliance is responsible for determining the activities they will engage in. While some alliances may focus only on systems change, others may combine both systems change and direct client services, as long as there is a continued emphasis on systems. For a full listing of activities which support basic needs, see appendix D.

**STRUCTURE OF THE REGIONAL ALLIANCE**

**Lead Agency**

Each network will identify a single 501c3 organization to act as the Lead Agency. The Lead Agency of the alliance must meet UWSEM's criteria for a stellar partner, including showing leadership and community presence, capacity to deliver on outcomes and strong financial management track record (See Appendix B). Lead agencies must have participated as a partner agency in good standing during UWSEM's 08-11 funding cycle.

**Lead agencies will be responsible for:**

- In collaboration with partners, creating a formal operating structure that includes a Steering Committee.
- Convening regular meetings of the alliance to share best practices and discussion of concerns.
- Compiling reports from collaborative members to submit to UWSEM.
- Acting as UWSEM's primary point of contact for the Alliance.
- Ensuring all members adhere to the partnership agreement.

Regional Alliances can include collaborations which are currently receiving support from UWSEM as well as existing or new alliances which are not currently supported by UWSEM.

**Regional Alliance Plan:**

Each group of agencies submitting an application as an alliance will create and submit to UWSEM for consideration a plan that is developed and agreed upon by all members. *This plan will be reviewed by UWSEM as a portion of the application for funding.* The plan must outline the following:

**Operating Structure**

- Designated Lead Agency, and proposed Partners.
- Description of Partner responsibilities and assets (ability to leverage financial and other resources).
- Description of a formal operating structure addressing governance, decision making, measurement, conflict resolution, and communication protocols.

**Regional Alliance Functions:**

- Explanation of the primary issues to be addressed by the alliance, including data to support
- Description of how the alliance will work to address the primary issues of the region including:
  - Description of how the Alliance will identify needs, address issues, and remove barriers.
  - Description of how the Alliance will gather stakeholder input and engage the community.
  - Description of how the Alliance will inform/educate public policy, and how it will advocate on behalf of the system.

**REGIONAL ALLIANCES CRITERIA**

Alliances seeking investment for this strategy should be able to demonstrate the following baseline criteria:

**Capacity**

- Regional Alliances must have a clearly defined and agreed upon plan that speaks to the responsibility of each partner and includes: governance, decision-making, conflict resolution and communication protocols, and a signed statement of partnership/agreement of responsibilities/MOU.
- Reporting, meeting and work will be done as an alliance, with member agencies working toward communal outcomes and communal deliverables.
- Regional Alliances will show the Alliance’s potential viability through leveraged funds, as well as additional resources (both in-kind and financial).
- Inform/educate public policy and advocacy on the behalf of population served or issues being addressed by the alliance.

**Innovation and Best Practices**

- Alliances will demonstrate best practices or promising practices (local, national and international) towards systems change; remove barriers for accessing assistance and movement of individuals and families from crisis to self-sufficiency.

**Efficiencies**

- Demonstrate improved efficiencies, such as operational, service provision or systems change.
- Sharing of information among member groups about best practices, innovation or new ideas.

**Deliverables and Outcomes:**

- Description of how more individuals and families are moving from crisis to self-sufficiency by creating a logic model
- Demonstrate how the Regional Alliance is improving the safety net.
- Address systems change across the region.
- Demonstrate client movement towards self-sufficiency on the matrix as a result of the systems change.
- Improve the self-sufficiency of individuals and families overall.
- Increase the number of individuals and families served that have moved along the continuum from crisis to self-sufficiency.
- Increase the number of individuals and families accessing benefits (public and private) and services on their journey towards self-sufficiency.
- Increase the number of individuals empowered the mindset that they can make the future better than the past.

- Engage in a yearly assessment of the partnership, member strengths, gaps in the membership and movement toward the shared outcomes.

**Metrics and Indicators:**

- Alliances will be required to demonstrate movement towards improved systems that have potential to impact the larger social system<sup>7</sup>.
- Alliances may also be asked to utilize the self-sufficiency matrix (see appendix A) to demonstrate one or more of the following:
  - Number and/or percent of individuals and families that have progressed along the continuum between each of UWSEM’s five major categories (see appendix A).
  - Number and/or percent of individuals and families that have become “Self-Sufficient”.
  - Number and/or percent of individuals and families that have regressed along the continuum<sup>8</sup>.

**Investment Range and Funding cycle**

- One application will be submitted by the Regional Alliance.
- Funding will be awarded on a three year cycle, with funding dependent on meeting deliverables and available resources.
- A single member of the Alliance must be selected to act as the fiduciary for the investment for all alliance members. While the lead agency does not need to act as the fiduciary, the fiduciary must have participated as a partner agency in good standing during UWSEM’s 08-11 funding cycle.
- In 2012-2013, the size of the investment may vary due to number of partners and activities proposed.

**Eligibility**

UWSEM defines “region” as reaching across all three counties of Southeastern Michigan (Macomb, Oakland and Wayne counties), although strong applications which include agencies from two or fewer counties may still apply. Alliances which propose to operate only within a single city will not be considered.

While currently funded partners will be invited to participate, potential partners that meet the criteria can complete an online profile by first calling 313-226-9316 or sending an email to investment.information@liveunitedsem.org. 501(c)(3) organizations and for-profit entities will be considered depending on the strategy.

***WHILE UWSEM HAS PROVIDED THE ABOVE FRAMEWORK WE ARE OPEN TO OTHER INNOVATIVE APPROACHES TO ADDRESSING SYSTEMS CHANGE.***

**STRATEGY 3: BRIDGING THE GAP**

While the Neighborhood Networks will provide place-based resources, additional services may be needed in Southeastern Michigan which does not meet the requirements of the Neighborhood Networks. For a full listing of activities which support basic needs, see appendix D.

**BRIDGING THE GAP CRITERIA**

Agencies seeking investment for this strategy should be able to demonstrate the following baseline criteria:

**Capacity**

- Provide an integrated service delivery model that is client-centered to support individuals and families.
- Demonstrate an ability to track client progress data.
- Demonstrate the ability to empower individuals with the mindset that they can make the future be better than the past.

**Innovation and Best Practices**

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<sup>7</sup> UWSEM loosely defines systems change as an adaptive network of structures, processes, and relationships grounded in systems of care values and principles that provides individuals and families with access to and availability of necessary services and supports.

<sup>8</sup> UWSEM recognizes that individuals and families may regress along the continuum, and that a single family may cycle through the entire continuum from crisis to sustainable self-sufficiency before achieving on- going success in leaving the safety net.

- Demonstrate best practices or promising practices (local, national and international) to remove barriers for accessing assistance and movement out of the safety net system.

### **Efficiencies**

- Demonstration of a strong network of relationships and linkages in community to ensure individuals and families are getting access to services that are moving people to self-sufficiency.
- Contact and work with other existing leadership groups in the community.
- Work with other service providing agencies by connecting individuals and families to other service providers, provide warm transfers and follow up.
- Show the program's potential viability through leveraged funds, as well as additional resources (both in-kind and financial).

### **Deliverables and Outcomes:**

- Improve the self-sufficiency of individuals and families overall
- Increase in the number of individuals and families served that have moved along the continuum from crisis to self-sufficiency.
- Increase in the number of individuals and families accessing benefits (public and private) and services.
- Maintain and expand network of relationships and linkages in community to ensure individuals and families are getting access to services that are moving people to self-sufficiency.
- Inform/educate public policy and advocate on the behalf of the populations served.

### **Metrics:**

UWSEM will be using a Self-Sufficiency Matrix (see appendix A) to measure the impact of the program on individual clients served. Agencies will have to be able to track the movement of individuals and families along this matrix. \*If an agency/network is using another form of a self-sufficiency matrix that measures similar dimensions, they may present it to UWSEM for approval. Measurements may include:

- Number and/or percent of individuals and families that have progressed along the continuum from "Crisis" to "Sufficient"
- Number and/or percent of individuals and families that have become "Self-Sufficient"
- Number and/or percent of individuals and families that have regressed along the continuum.

### **Investment Range and Funding cycle**

The funding cycle will run for two years (2012-2014) with funding dependent on meeting deliverables and available resources.

In 2012-2013, programs on average will be supported at no more than \$300,000 per program. The size of the investment may vary due to activities proposed.

### **Eligibility**

- Priority will be given to programs which are already working in conjunction with other United Way initiatives, including Early Learning Communities or Centers for Working Families.
- Programs which offer a variety of services and move clients along the full continuum from crisis to self-sufficiency will be given priority.
- Agencies looking to provide services in the same area as a selected Neighborhood Network may be required by UWSEM to integrate with the local Neighborhood Network.
- Agencies interested in investment for this strategy must meet UWSEM's definition of a stellar agency (see appendix B) and submit a logic model describing how they will move individuals and families towards self-sufficiency.
- While collaborations of multiple organizations are encouraged to apply for Regional Alliance or Neighborhood Network strategies, collaborative applications may still be submitted for the Bridging the Gap strategy.

While organizations will be invited to participate, potential partners that meet the criteria can complete an online profile by first calling 313-226-9316 or sending an email to [investment.information@liveunitedsem.org](mailto:investment.information@liveunitedsem.org). 501c3 organizations and for-profit entities will be considered depending on the strategy.

### **Strategy 4: Food Best Practices**

UWSEM will continue to invest in practices that help those in need access the food resources necessary to feed their families, with the goal of reducing hunger by 50%. While additional innovative approaches to closing the hunger gap may be considered, United Way is specifically interested in supporting the following programs:

**Program Option 1: Improve Access to Emergency Food Resources and Improve Access to Food Benefits**

United Way will invite qualified partners to become a part of the Food Initiative, which focuses on the integration and expansion of 1) emergency food distribution and 2) improved access to food related benefits.

We are looking for organizations that already have a clear business line in food distribution and/or benefits access. The business line must already be well resourced. In addition to one of these two lines of business, we are looking for organizations that have existing client choice pantries or mobile pantries, with capacity to provide case management services to provide access to other benefits and resources.

**Qualification baseline to receive an invitation:**

Organizations that want to be considered must have one of the two lines of business already in place at the time of submission. In addition organizations must be able to meet UWSEM standard criteria, along with the following:

- Tracking mechanism in place.
- Serving a geographic area in a UWSEM target geography
  - Oakland: Brandon, Ferndale, Hazel Park, Madison Heights, Oak Park, Pontiac, Southfield, Waterford
  - Out-Wayne: Allen Park, Dearborn, Dearborn Heights, Ecorse, Hamtramck, Harper Woods, Highland Park, Inkster, Lincoln Park, Livonia, Melvindale, Redford, River Rouge, Romulus, Southgate, Taylor, Trenton
  - Macomb: Center Line, Clinton Township, Eastpointe, Fraser, Mt. Clemens, New Haven, Roseville, St. Clair Shores, Warren
  - Detroit: (including but not limited to) Brightmoor, Osborn, Southwest
- Capacity to provide case management services and assist with providing access to other benefits and resources.
- Strategies for providing services and linkages with UWSEM Turn-around schools, Centers for Working Families (CWF) and/or Early Learning Communities (ELC).
- Ability to mobilize networks in support of UWSEM policy platform.
- Preference will be given to organizations who already are supporting low income persons through child nutrition feeding programs, Michigan Benefits Access Initiative site, VITA site, Early Learning Community or Center for Working Families.
- Preference will be given to organizations with client choice pantries or mobile pantries.

**Metrics Criteria**

Potential organizations must have the capacity to track and measure the following:

- Number of individuals and families served
- % of individuals and families receiving access to benefits
- Types of benefits accessed
- Number of meals served
- Must be able to show that they have a diversified budget to ensure program sustainability beyond the grant period.

**Deliverables**

- Data – Agency will track and report increases in number of meals/people served by:
  - Zip Code
  - Age Demographic (i.e. children, seniors, etc.)
- Dissemination of outreach materials promoting child nutrition programs, including, but not limited to, Summer Food Service Program (SFSP), Child and Adult Care Food Program (CACFP), School Breakfast Program (SBP) and the Women, Infant and Children Program (WIC).
- Agency will increase number of child meals served through programs by at least 10% annually.
- Agency will incorporate referral services to their distribution efforts, including but not limited to, developing a formal relationship with an MBI site. This also includes becoming a 2-1-1 referral agency.
- Agency will actively participate in at least one Hunger Free SEMI network.

- Special consideration will be provided to those organizations that are able to source at least 10% of their total amount of distributed food locally

### **Eligibility**

Invitation only process. This may include currently funded organizations as well as those not currently receiving UWSEM funding.

- 501(c)(3) organizations are eligible.
- Priority focus will be on those organizations that have the capacity to provide client-centered services that connect individuals and families with access to emergency food, as well as supportive services that provide access to benefits.
- Programs in this strategy that also take place in one of UWSEM's Neighborhood Networks will be required to work with the network to ensure resources are used efficiently and services are coordinated as much as possible for clients.

While organizations will be invited to participate, potential partners that meet the criteria can complete an online profile by first calling 313-226-9316 or sending an email to [investment.information@liveunitedsem.org](mailto:investment.information@liveunitedsem.org). 501(c)(3) organizations and for-profit entities will be considered depending on the strategy.

### **Potential investment range:**

Up to \$150,000 per year, access to Emergency Food and Shelter Program (EFSP) network and training opportunities, MBI resources, training and technical support.

### ***Program Option 2: Support for Child Nutrition programs***

School based nutrition programs offer substantial support and relief for children facing hunger. Any student who is eligible for free or reduced price lunch is eligible for a number of other child nutrition programs, but many are not getting healthy meals throughout the day. Our community views school communities as untapped opportunities to connect families with resources available.

As part of our efforts to increase nutrition and food access in SEM, we are seeking to partner with agencies to support the startup and expansion of programs geared towards providing nutritious meals to more students through the federal School Breakfast Program, the Child and Adult Care Food Program (CACFP), and the Summer Food Service Program (SFSP).

### **Qualification baseline to receive an invitation:**

Organizations that want to be considered must currently have partnerships with school districts and have access to students during the school day at the time of submission. In addition, organizations must be able to meet UWSEM standard criteria, along with the following:

- Tracking mechanism in place.
- Serving a geographic area in a UWSEM target geography
  - Oakland: Brandon, Ferndale, Hazel Park, Madison Heights, Oak Park, Pontiac, Southfield, Waterford
  - Out-Wayne: Allen Park, Dearborn, Dearborn Heights, Ecorse, Hamtramck, Harper Woods, Highland Park, Inkster, Lincoln Park, Livonia, Melvindale, Redford, River Rouge, Romulus, Southgate, Taylor, Trenton
  - Macomb: Center Line, Clinton Township, Eastpointe, Fraser, Mt. Clemens, New Haven, Roseville, St. Clair Shores, Warren
  - Detroit: (including but not limited to) Brightmoor, Osborn, Southwest
- Strategies for providing services and linkages with UWSEM Turn-around schools, Centers for Working Families (CWF) and/or Early Learning Communities (ELC).
- Ability to mobilize networks in support of UWSEM policy platform.
- Preference will be given to groups with substantial ties to a school district and commitment to will-building among school district personnel and families (example, PTA)

### **Metrics Criteria**

Potential organizations must have the capacity to track and measure the following:

- Number of individuals served

- Number of meals served
- Must be able to show that they have a diversified budget to ensure program sustainability beyond the grant period.

#### Deliverables

- Demonstrable increase in participation of current sites (at least 10%) or an increase in the number of sites within target communities (at least 5 additional sites)
- Dissemination of outreach materials promoting child nutrition programs, including, but not limited to, Summer Food Service Program (SFSP), Child and Adult Care Food Program (CACFP), School Breakfast Program (SBP) and the Women, Infant and Children Program (WIC).
- Agree to attend UWSEM meetings convened to provide information on best practices, policy updates and strategy planning
- Data – Agency will track and report site specific information as well as the number of meals/people served by:
  - Program information
  - Number of sites, including new sites
- Days of operation, Meals Offered and Times Offered, Site Contact Info, Contracted Food Vendor
  - Zip Code
  - Age Range Served

#### Eligibility

Invitation only process. This may include currently funded organizations as well as those not currently receiving UWSEM funding.

- 501(c) (3) organizations are eligible.
- Priority focus will be on those organizations that have the capacity to provide client-centered services that connect individuals and families with access to emergency food, as well as supportive services that provide access to benefits.
- Programs in this strategy that also take place in one of UWSEM's Neighborhood Networks will be required to work with the network to ensure resources are used efficiently and services are coordinated as much as possible for clients.

While organizations will be invited to participate, potential partners that meet the criteria can complete an online profile by first calling 313-226-9316 or sending an email to [investment.information@liveunitedsem.org](mailto:investment.information@liveunitedsem.org). 501(c)(3) organizations and for-profit entities will be considered depending on the strategy.

#### Potential Investment range:

Up to \$10,000 per year, access to UWSEM Food Team personnel and training opportunities.

#### ***Program Option 3: SuperSites***

For children facing hunger, uncertainty is a constant companion. Providing consistency and certainty of meals is a priority for UWSEM. Programs that offer feeding sites year round will offer this security to their community. Coupled with additional community enrichment activities, a consistent meal site will draw in children for support and nutrition year round. UWSEM proposes to provide support for both the meal site and the sponsor in order to provide nutritious, delicious and attractive food in a child-friendly environment with additional programming to support children and youth.

#### **Qualification baseline to receive an invitation:**

Organizations that want to be considered must have an established community presence with access to a wide variety of children and families. Food services and programming must be open to all who qualify for SFSP and after school snack. In addition organizations must be able to meet UWSEM standard criteria, along with the following:

- For Sponsors:
  - A willingness to serve more than one SFSP site
  - Coordination of non-food programming, such as educational enrichment or physical education programming.
- For sites:

- Capacity to serve 150 children.
- Capacity to provide SFSP breakfast and lunch in summer and After-School Snack during the school year
- Offer at least one complementary educational enrichment program, including mentoring, tutoring, and other after school supportive services, etc.
- For both sponsors and sites:
  - Tracking mechanism in place.
  - Serving a geographic area in a UWSEM target geography
    - Oakland: Brandon, Ferndale, Hazel Park, Madison Heights, Oak Park, Pontiac, Southfield, Waterford
    - Out-Wayne: Allen Park, Dearborn, Dearborn Heights, Ecorse, Hamtramck, Harper Woods, Highland Park, Inkster, Lincoln Park, Livonia, Melvindale, Redford, River Rouge, Romulus, Southgate, Taylor, Trenton
    - Macomb: Center Line, Clinton Township, Eastpointe, Fraser, Mt. Clemens, New Haven, Roseville, St. Clair Shores, Warren
    - Detroit: (including but not limited to) Brightmoor, Osborn, Southwest
  - Strategies for providing services and linkages with UWSEM Turn-around schools, Centers for Working Families (CWF) and/or Early Learning Communities (ELC).
  - Ability to mobilize networks in support of UWSEM policy platform.
  - Open their sites to all children, with no pre-registration requirement
  - Are willing to commit to coordinating/providing at least one meal a day, each day of the year (excluding holidays).
- Preference will be given to groups that
  - Participate in either the Summer Food Service program OR a Federal Child Nutrition Program that supports After School Snack and/or Supper (higher preference will be given to groups that already provide both).
  - Have formal community partnerships which provide afterschool enrichment or volunteers.
  - Are willing to commit to an outreach campaign collaboration with UWSEM to promote the food programming provided.

**Are willing to co****Appendix A:**  
**The Self-Sufficiency Matrix**

UWSEM will be using a variation of the Arizona Self-Sufficiency Matrix to measure the impact of our investments on individuals and families in the community. UWSEM's full variation will be available for agency use in July 2012. Until this time, agencies are encouraged to use the Arizona Matrix as a proxy when planning for the 2012 investment cycle.

The following is specific information on the Arizona Matrix:

In the Arizona Self-Sufficiency matrix, 15 domains are used to measure self-sufficiency. An individual client's status on each domain is measured by a 5 point scale. Data is collected upon program entry and at program exit. For some longer-term programs, data is collected every six months after entry and again at exit. Additional information on the matrix is available below and at

[https://www.azdes.gov/uploadedFiles/Aging\\_and\\_Adult\\_Services/Community/ssm\\_decision\\_tree.pdf](https://www.azdes.gov/uploadedFiles/Aging_and_Adult_Services/Community/ssm_decision_tree.pdf)

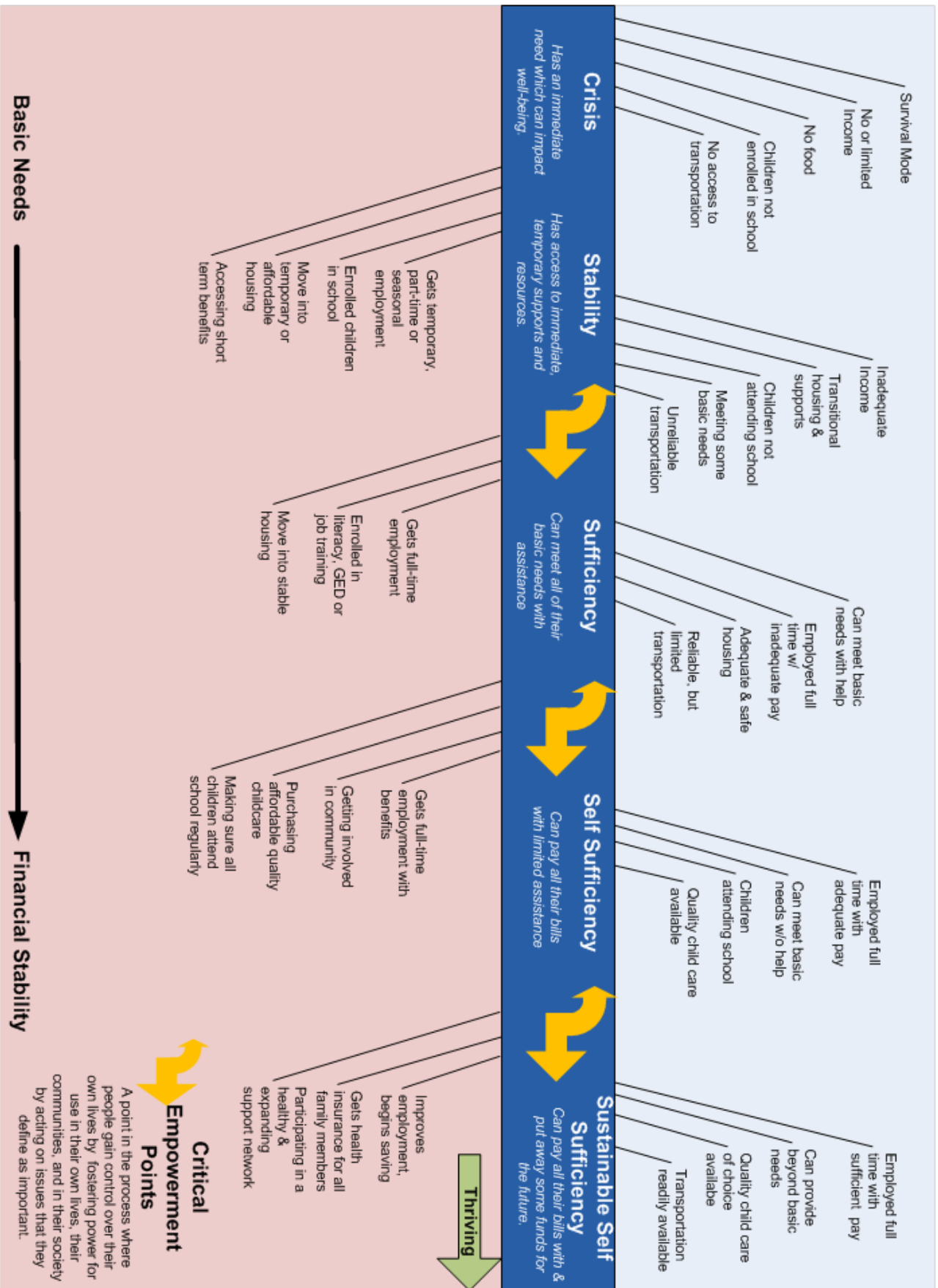
**Scale values**

- A score of 1 means the client is In Crisis (UWSEM defines this score as "Crisis")
- A score of 2 means the client is Vulnerable (UWSEM defines this score as "Stabilized")
- A score of 3 means the client is Safe (UWSEM defines this score as "Sufficient")
- A score of 4 means the client is Building Capacity (UWSEM defines this score as "Self-Sufficient")
- A score of 5 means the client is Empowered (UWSEM defines this score as "Sustainable Self-Sufficiency")

See diagram on following page

While not every program is required to move an individual or family all the way from crisis to sustainable self-sufficiency, UWSEM will focus in on a program's ability to show the movement of an individual or family along the continuum. This may be a small change in the aggregate Self-Sufficiency score (such as an aggregate score of 2 to an aggregate score of 3), or a significant change (an aggregate score of 1 to an aggregate score of 4), for example.

# The Roadmap to a Thriving Family: Critical Empowerment Points and Outcomes



## **Appendix B:** **Indicators of Stellar Agencies**

Partners for investment could include a wide range of organizations. What follows are criterion that will guide United Way's decision-making when considering partners.

### Leadership and Community Presence

The organization is transparent, accountable and positively viewed in the community.

- A *clear vision* of the social change they want to make and commitment to building and maintaining a viable organization to achieve that vision, as evidenced by:
  - Mission, vision and values
  - Strategic plan
  - Demonstration of a clear connection to the community it serves
  - Licensure, accreditations, awards and/or other independent recognitions of quality
- An *engaged governance body*, as evidenced by:
  - A board that is structured in a way that makes sense for the governance needs of the organization
  - Documentation that demonstrates an involved and engaged board
  - Recruitment practices that result in a diverse group of members with skills and expertise important to the organization
  - Members who contribute resources and knowledge, with a goal of 100% board giving
  - Working relationships between Senior Management and Volunteer Leadership that show positive, mutual regard and respect
- *Staff leadership capability*, as evidenced by:
  - A CEO and leadership team with the qualifications to run the organization and maintain a good reputation in the community
  - Ability to attract, develop and retain qualified staff
  - Demonstration of employee giving to the organization

### Capacity to Deliver on Outcomes

The organization regularly measures its performance against a clear set of goals.

- Is *innovative, resourceful, and results-oriented* in solving a specific social problem as evidenced by:
  - Engagement in continuous learning to achieve its goals/vision
  - Active participation in creative partnerships, network and/or collaborative activities
  - Maintaining an active awareness of "best in class" practices within its field and/or drawing on best thinking from non-traditional sectors
  - Demonstration of public policy and advocacy activities to promote constituent, organizational and sector interests
- Core strategies advance the UWSEM *Agenda for Change*, as evidenced by:
  - Alignment with established outcomes and criteria within the investment plans under Educational Preparedness, Financial Stability, or Basic Needs
  - Demonstrated success in tracking and reporting impact, which accurately measures organizational performance against stated objectives

### Sound Financial Management

The organization is a responsible steward in managing its financial resources.

- Demonstrates compliance with all local, state and federal legal requirements related to financial matters
- Demonstrates an effective and proven revenue development strategy, as evidenced by:
  - Diversified contributed income, as well as earned income (if appropriate) compared to the organization's expenses
  - Revenue goals that are realistic based on the economy and past experience
  - Active involvement of the board in the organization's revenue goals and activities
- Demonstrates *resources are used efficiently*, as evidenced by:
  - Board review and approval of an annual budget for the organization

- The CEO and senior management understand the financial aspects of the organization
- The CEO and senior management conduct environmental scans to actively capitalize on financial opportunities and minimize financial risk throughout the fiscal cycle
- Appropriate income streams and a realistic budget that adequately covers core operating costs.
- The organization is stable and viable, as evidenced by:
  - A track record of growth
  - Working capital ratio appropriate for its size
  - Positive net assets

## Appendix C

### Zip codes corresponding to 12 high school communities

*\*Some of these zip codes may be shared by neighboring high schools. This list is only a guide for the Network Neighborhoods.*

| High School                 | Zip codes served                         |
|-----------------------------|--|
| Hamtramck High School       | 48203, 48211, 48212                      |
| Pontiac High School         | 48340, 48341, 48342                      |
| Central High School         | 48202, 48204, 48206, 48208, 48210, 48238 |
| River Rouge High School     | 48209, 48217, 48218, 48229               |
| Melvindale High School      | 48101, 48120, 48122, 48146               |
| Lincoln High School         | 48015, 48089, 48091, 48092               |
| Osborn High School          | 48205, 48213, 48234                      |
| Harper Woods High School    | 48080, 48224, 48225, 48236               |
| East Detroit High School    | 48066, 48201                             |
| Madison Heights High School | 48030, 48067, 48071, 48220               |
| Henry Ford High School      | 48033, 48075, 48219, 48223, 48235, 48240 |
| Cody High School            | 48216, 48217, 48227, 48228               |

### Centers for Working Families

| Current Centers for Working Families           | Address                                  |
|--|--|
| Focus: Hope                                    | 1355 Oakman Boulevard, Detroit 48238     |
| Goodwill Industries of Greater Detroit         | 7700 Second Avenue, Detroit MI 48202     |
| Lighthouse of Oakland County                   | 46156 Woodward Ave, Pontiac MI 48342     |
| Oakland Livingston Human Service Agency        | 345 E. Nine Mile Road, Ferndale MI 48220 |
| Operation ABLE – Spectrum Human Services, Inc. | 4750 Woodward Ave, Detroit MI 48201      |
| Ser Metro for Jobs in Progress                 | 9301 Michigan Avenue, Detroit 48210      |
| Southwest Solutions                            | 3627 W. Vernor Hwy., Detroit, MI 48216   |

| Future Centers for Working Families                            | Address                               |
|--|---------------------------------------|
| The Guidance Center  | 13101 Allen Road, Southgate 48195     |
| Arab Community Center for Economic and Social Success (ACCESS) | 6451 Schaefer Road, Dearborn MI 48126 |

### Early Learning Communities

| Early Learning Communities                 | Address                                  |
|--|--|
| Macomb Family Services, Inc.               | 36975 Utica Road, Clinton Township 48036 |
| Leaps and Bounds                           | 8129 Packard, Warren 48089               |
| Oakland Family Services                    | 114 Orchard Lake Road, Pontiac 48341     |
| Oakland County Child Care Council          | 550 Hulet Dr., Bloomfield Hills 48302    |
| Starfish Family Services                   | 30000 Hiveley, Inkster 48141             |
| Guidance Center                            | 13101 Allen Road, Southgate 48195        |
| Development Centers                        | 24424 W McNichols, Detroit 48219         |
| Southwest Solutions                        | 1920 25th Street, Detroit, 48216         |
| Wayne Metropolitan Community Action Agency | 2121 Biddle, Wyandotte 48192             |

**Appendix D:  
Basic Needs Activities categories**

|                           |   |
|---------------------------|---|
| Housing                   | Issues related to homelessness, including but not limited to: domestic violence, and supportive short and long-term housing.  |
| Food                      | Issues related to individuals accessing three meals per day.  |
| Child Protection and Care | Issues including child protection from neglect, abuse and exploitation as well as specifically providing supervisory care while parents are not available.                                  |
| Health Services           | Issues related to substance abuse, mental illness, mental and behavioral health services, access to health services for the uninsured or under insured to reduce the burden of sufficiency. |
| Supportive Services       | Case coordination to provide support services that promote self-sufficiency of families and individuals (e.g. seniors, disabled, other vulnerable populations).                             |
| Benefit Access            | Services that assist individuals in applying for and understanding benefits that can decrease the burden of sufficiency.  |
| Legal Assistance          | Services that assist individuals and families in overcoming legal obstacles that prevent self-sufficiency   |

This list is intended to provide a framework for programs considering applying for investment in basic needs. It is not an exhaustive list and UWSEM is interested in hearing from potential partners other innovative approaches to improving family self-sufficiency. Please note that UWSEM has separate strategies, criteria and guidelines for investments related to Educational Preparedness and Financial Stability.