



United for Impact

United Way of Greater Rochester
Community Impact Fund Strategy 2020-2023

INVEST. CONNECT. SERVE.





One
Community
United for
Impact



Mission

To unite the good will and resources of the Greater Rochester community so that everyone can thrive.

Thank you

for standing UNITED to create a thriving community for all.
Together, we can do what no organization or individual can do alone.

Building a Greater Rochester

United Way aims to meet the immediate needs in our community today, while preparing for and addressing the evolving challenges our community will face tomorrow. Our focus remains on **impact, alignment and accountability** in all that we do to serve the Greater Rochester region.



Over a century of service, United Way of Greater Rochester has grown to support hundreds of thousands of people through:

Community-wide collective giving

Support for a critical network of nonprofit partners

Strategic community investments

Innovation in human services

Effective partnerships across the business, public and nonprofit sectors

Meaningful ways for individuals to help others

INVEST

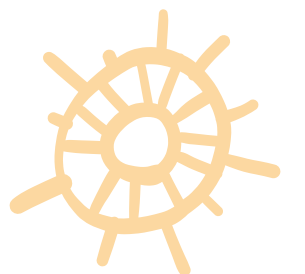
in critical programs and complex social change with a high return on community investment.

CONNECT

people, resources, sectors and initiatives to unite toward common goals.

SERVE

to achieve a thriving community for all.





∴ ∴ ∴ United Way's Vision: ∴ ∴ ∴

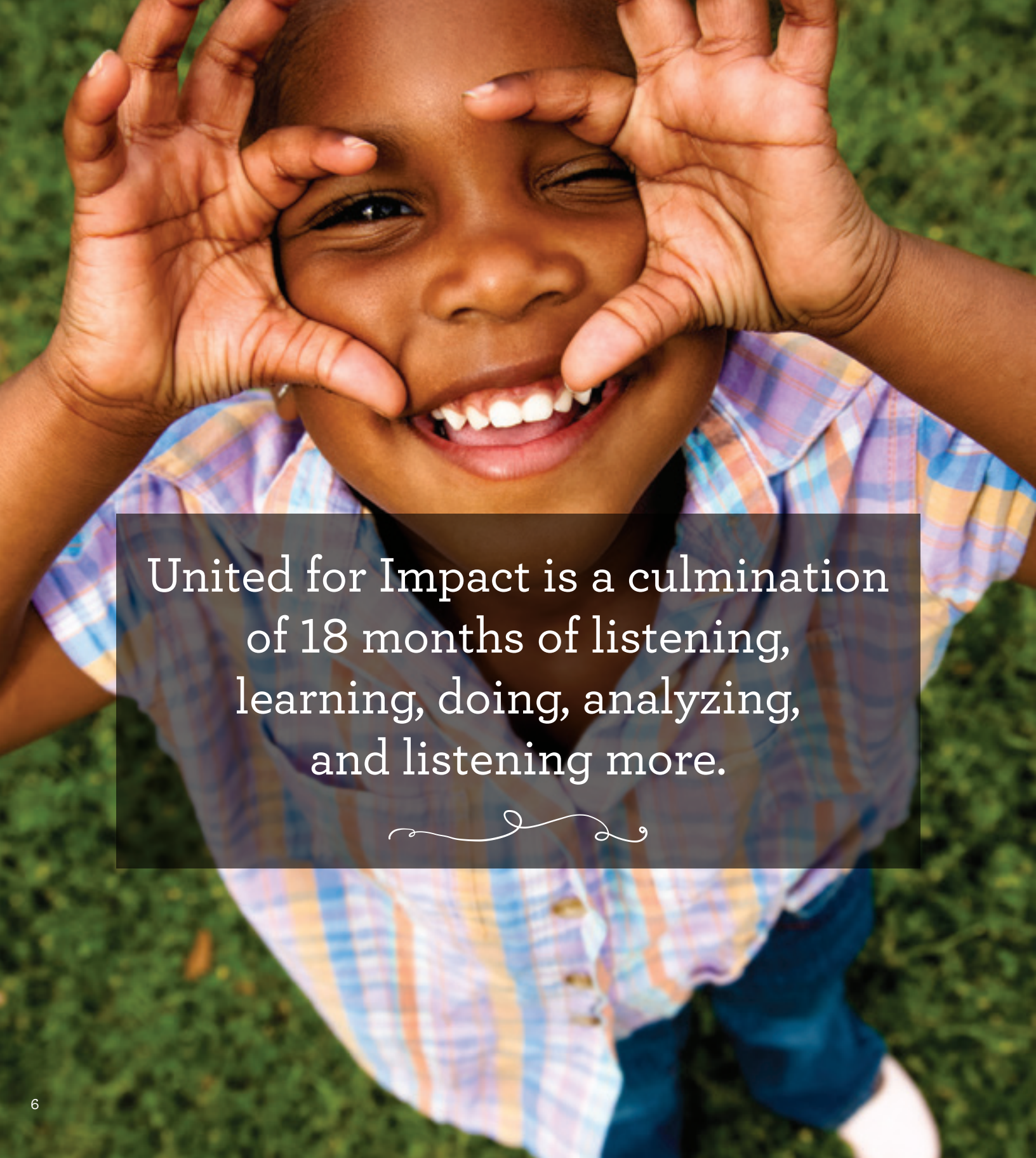
A community where diverse organizations and individuals share their strengths to drive sustainable change that advances the common good.



United for Impact: The Journey

United Way's existence over the last century is a tribute to the impact that a community can have when we come together toward a common goal. In 2008, United Way launched the Blueprints for Change strategic community investment plan after a robust community process involving hundreds of service providers, people experiencing the challenges of poverty, program participants, volunteers, donors, local leaders and community members.

Fast forward over 10+ years to a community that continues to reinvent itself. New initiatives and funders have emerged. Cross-sector groups have come together in more collaborative ways. New efforts have enhanced the potential for integration and improvement across key issues. In this changing landscape, your United Way is developing an action plan that meets the immediate and emerging needs of the people and organizations we serve.



United for Impact is a culmination of 18 months of listening, learning, doing, analyzing, and listening more.



Thank you to the thousands of voices who helped to shape the United for Impact strategy.

1,185

community members gave input about current and future needs

850

people responded to surveys to share about challenges and potential solutions

200

performance reports evaluated with Community Fund program providers

40+

needs assessments reviewed

29

information gathering sessions held with service providers

1

nationwide scan of innovative United Ways

1

community needs scan conducted with partners at CGR

Our community faces complex challenges. Our response must be coordinated and comprehensive.

We must:

Listen.

Learn.

Partner.

Host.

Convene.

Share.

Adjust.

Innovate.

UNITE.

Our Collective Challenge

Local people are struggling to make ends meet every single day. Social and economic barriers prevent individuals and families from achieving their full potential.

We must work together to develop solutions and connect resources to overcome critical challenges and create a thriving community for all.



United Way's Community Response

Identify and invest in three basic building blocks necessary for an individual, a family and a community to thrive:

Health, Education and Economic Mobility

Stronger Together

United for Impact is a purposeful path forward to direct collective resources toward achieving the greatest possible impact together. It recognizes the rapidly changing world and sets the trajectory of our local United Way by **leveraging our strengths, sharpening our focus, and building upon the collaborative work in the community.** Thousands of local people and organizations contributed to this process with the common goal of creating **a greater Rochester for all.**

United for Impact:

United Way Community Investment and Services Framework



United Way Impact Areas

Health

WHAT

Families and individuals have their basic needs met, safe places to live, and social and emotional connections to positively impact their quality of life.

WHY

80% of a person's health and overall well-being is related to social determinants of health—those life experiences and conditions in which people are born, grow, live, work and age.

OUTCOMES

- Basic needs are met
- Positive, sustaining social and emotional connections are built throughout an individual's lifespan
- Individuals and families who have experienced trauma have opportunities to heal



Education

WHAT

Kids have the support they need to learn, grow and thrive.

WHY

Success begins with a well-rounded, quality education. Out of school and summer time are key to hitting positive educational milestones that ultimately lead to greater achievements.

OUTCOMES

- Children achieve developmental milestones
- Kids develop strong self-esteem and are empowered to make healthy choices
- Youth successfully transition to young adulthood



Economic Mobility

WHAT

People have access to the necessary tools and opportunities to increase income, build wealth and improve financial stability.

WHY

Families and individuals can thrive with the financial, social, and personal assets to improve their own quality of life.

OUTCOMES

- People have opportunities to gain meaningful employment
- People have the skills to maintain meaningful employment
- Individuals and families have improved financial stability



Our Approach to Services

United Way believes that health, education and economic mobility are the building blocks necessary to create pathways out of poverty. We remain committed to measurement, evaluation and results.

We also believe that it is not just *what* services are provided, but *how* services are provided, that makes a critical difference. We will commit to partnering with providers that embrace the following:

MULTI-GENERATIONAL—FOR ALL AGES AND ALL ABILITIES

Services that address the needs of the whole family, including prenatal, infant, child, youth, parent/caregiver, adult and older adult.

TRAUMA-INFORMED

Environments that promote healing and recovery that build on the resilience within people, and avoid practices and services that may inadvertently re-traumatize individuals.

CONSUMER-DRIVEN

Programs that ensure participants fully contribute to service delivery, as they are the experts on what they need to thrive.



EQUITY AND INCLUSION

United Way of Greater Rochester is committed to equity and inclusion in how we operate and in all of our funding, partnerships and service opportunities. We believe that promoting an inclusive environment leverages the unique contributions of diverse individuals so that we can collectively and effectively create opportunities for a better life for all.

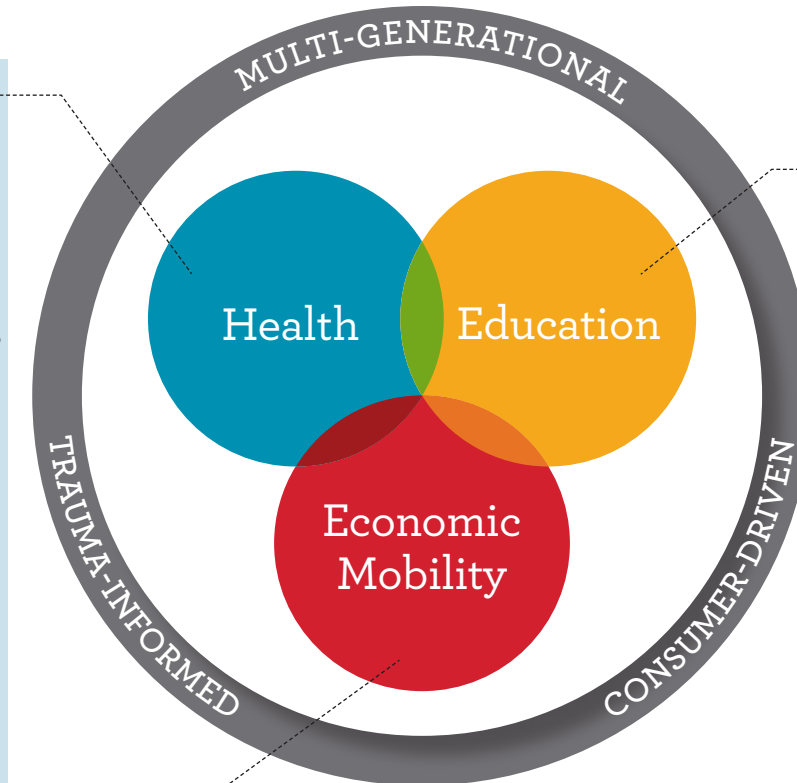
ALIGNMENT WITH RMAPI GUIDING PRINCIPLES

To address the root causes of poverty, United Way joins our partners in the Rochester-Monroe Anti-Poverty Initiative (RMAPI) in implementing the following guiding principles within our community investments: **build and support our community, address structural racism, and address trauma.**

The Impact of Our Partners

HEALTH

- Availability of basic needs, including increased access to nutritious food, clothing, transportation, and shelter for youth and victims of interpersonal violence
- The health and well-being of pregnant women, and families with young children
- Healing from trauma
- Aging safely in place



EDUCATION

- Caregiver engagement and support
- Social, emotional and physical health during out of school time
- Long-term positive mentoring relationships
- Career exploration and preparation for young people
- High school graduation

ECONOMIC MOBILITY

- The ability to pursue employment, education and training (including flexible childcare and transportation)
- Development of soft skills to increase job retention
- Financial health of low-income individuals and families



Impact Grants

Beginning in **August 2020 through July 2023**, United Way is enhancing our **three-year grant** process by engaging a core network of human service providers to implement Impact Grants (formerly Community Fund grants) related to **Health, Education and Economic Mobility**.

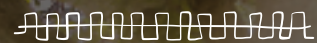


Impact Three-year Grants

The shift to focus on Health, Education and Economic Mobility in 2020 allows for United Way of Greater Rochester to align with and leverage both the global resources from United Way Worldwide and local momentum among community initiatives and partnerships working toward shared outcomes.

United Way is continuing the unique three-year grant structure because we believe, and heard clearly from our nonprofit community, that multi-year grant partnerships are a best practice and give our partners the time to fully focus on the planning, delivery, evaluation and outcomes of critical local programs.

Funding decisions are based on dollars available from United Way's annual fundraising campaign. Strategic investments are made to programs which align with the impact areas and have demonstrated effective delivery with defined outcomes and measures of success. United Way focuses on services that are not primarily covered by other public or private funding support.



Innovation Grants

To complement our work in providing three-year Impact Grants, United Way is building out a dynamic line of support that is nimble and responsive to immediate and emerging community needs.

Innovation Short-term Grants

	PURPOSE	HOW IT WILL HELP
STRATEGIC PARTNERSHIPS	To support cross-cutting initiatives in the community, including collective impact efforts and community collaborations.	Helps our region to work together on complex social issues that cannot be solved by one sector or organization alone.
SOCIAL INNOVATION	To catalyze innovative social and cultural change efforts that support human development and self-sufficiency for the people we serve.	Provides small, targeted grants to help social entrepreneurs attract additional funding and develop scalable advances in our core impact areas.
NEIGHBORHOOD	To provide resources to engage, organize and mobilize residents and community members in individual communities to create a shared vision, strengthen collective capacities, identify issues and priorities, and lead in creating localized change within their own communities.	Provides multi-faceted, place-based support for low-income neighborhoods working to create and improve stable, thriving areas to live.
SYNERGY	To help our nonprofit partners explore connections to improve efficiency and better serve their clients and our community.	Offers technical assistance and implementation support for mergers and affiliations.
CRISIS RESPONSE	To be nimble, flexible and ready to support when our community experiences a crisis.	Gives immediate, one-time grants to organizations and groups working to support our community when a crisis occurs.

Services to Support Nonprofit Partners

A key role for United Way is to strengthen and support nonprofit organizations delivering services to our community.

Supporting the Health and Human Services Sector

COMMUNITY INITIATIVES

United Way serves as the host and fiscal agent for community-wide initiatives including the Rochester-Monroe Anti-Poverty Initiative, Upstate Revitalization Initiative grants, Systems Integration Project, the Aging Alliance and more.

CAPACITY BUILDING

Training, technology assistance, research and best practice information is available to support operations in the nonprofit sector.

TRAININGS AND INFORMATION SESSIONS

We are excited to partner around training opportunities so that together we can learn about issues that may affect day-to-day service delivery.

CONVENING AND MEETING SPACE

More than 200 people from partner and community groups come through the doors at 75 College Avenue each week to use United Way's accessible, modern conference facilities and meeting resources. All are welcome in our neutral convening spaces!

COMMUNITY GRANT SUPPORT

We help to identify, facilitate, secure and process grant funding for groups of organizations to take advantage of large-scale opportunities that address community-wide challenges with collective solutions.



Developing Leaders through Service and Engagement

Connecting to Do Good

Leadership Development Programs

United Way hosts and supports seven leadership development programs to infuse and promote diversity and inclusion in local leadership positions, on boards and committees, and in volunteer service positions for local organizations. Now in operation for more than 30 years, our programs strive to ensure that all voices are heard and all people are represented in creating meaningful, lasting change across our community.

WEEK-LONG PROGRAMS

- Latino Leadership Development Program (LLDP)
- African American Leadership Development Program (AALDP)

1-3 DAY PROGRAMS

- Emerging Leaders Development Program (ELDP)
- PRIDE Leadership Development Program (PLDP)
- Asian-Pacific American Leadership Development Program (APALDP)

PARTNERSHIPS

- Union Community Assistance Network (UCAN)
- Development of Indo-American Leaders (DIAL)

ALUMNI NETWORKS

- Thousands of alumni
- Personal and professional relationships that last a lifetime

Ways to Get Involved

DAY OF CARING

United Way of Greater Rochester hosts the region's largest annual day of service in May, with more than 5,000 people from 150 local companies volunteering at 200+ nonprofit project sites to garden, paint, clean, read to kids, and more.

ROC the DAY

A 24-hour community online giving extravaganza that adds an extra boost to the bottom line of hundreds of local nonprofits. Donors get the benefit of simple end-of-year gifts to multiple causes they care about.

charitySTRONG

Strong, effective board service leads to strong, effective nonprofits. charitySTRONG is a board training and matching service for local leaders to connect with opportunities to share their time and talents with organizations seeking robust volunteer leadership.

VOLUNTEER MATCHING

In the coming year, United Way will offer a matching service to connect our community's dedicated volunteers and corporate groups with local nonprofits that need an extra hand or are seeking support for specific projects and volunteer opportunities.

Invest in Impact

Through the power of collective giving, together we can make the greatest impact for local people and our entire community.

Visit uwrochester.org to join in collective giving with United Way.

GIVE LOCAL

Where to Give

COMMUNITY IMPACT FUND

An interconnected network of critical programs aimed at improving education, health and economic mobility throughout our community. United Way works closely with Community Impact Fund partners to ensure donor dollars are put toward evidence-informed programs that utilize best practices and work toward positive results for the individuals and groups that they serve.

DONOR OPTIONS PROGRAM

United Way provides fundraising services to hundreds of local health and human service organizations by processing donations and efficiently transferring funds.

When

How



Start or join a workplace campaign to give through payroll deduction: paper and ePledge options available

Give online at www.uwrochester.org/give

Text to Give: giveROC to 41444

PayPal: onlinegiving@uwrochester.org

Venmo: @uwrochester

Give by credit, debit or check


Set up a Charitable Gift Fund

Leave a legacy with Planned Giving

Check out Sponsorship Opportunities

Anytime!

Day, night, weekends and holidays—need is all around us 365 days a year. United Way is here to help make giving easy.



Many thanks to the dedicated individuals and groups who helped to develop and support United for Impact and are committed to building a greater Rochester for all.

United Way Board of Directors

United Way Community Impact Cabinet

Community Members and Program Participants

Nonprofit Partners

Corporate Supporters and Workplace Campaigns

Government Partners

Community Leaders

Service Providers and Staff

CGR

United Way Donors

United Way Team

Visit uwrochester.org to get involved.

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United Way of Greater Rochester

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