

ADVANCING THE COMMON GOOD

United Way of Broome County
Community Investment Strategy
2010 – 2012



Approved February 25, 2009

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Committee Charge

The United Way Board of Directors approved at its meeting of November 28, 1990 a resolution to form a United Way Priorities Committee to identify, describe and rank in order of importance community problems that may be addressed by United Way allocations to its member agencies.

The Board subsequently approved the Report of the Allocation Priorities Committee 1992-1995, which recommended the development of a regular process for reviewing its priorities on a three-year cycle. In 1998, in keeping with the Committee's proposed direction, the Board authorized a change in name to the Community Investment Strategy Committee (CIS).

This report concludes the fifth endeavor to carry out the Board's 1990 resolution. Advancing the Common Good is used in United Way's fund distribution process for the development of funding recommendations, and it provides strategic direction for United Way's resource distribution processes for the next three years.

Since the original report, committees charged with carrying out this daunting task have proposed refinements to the process. This has included a shift away from a traditional social services model to a community capacity building model. This report initiates another refinement by viewing community needs through the lens of all the resources available to United Way which include financial, staff time, and volunteer mobilization. While the committee provides a prioritizing of community needs, it is within the context of what United Way's role should be in addressing those needs. In taking this approach, the committee has challenged the United Way staff and volunteers to think beyond just the financial resources directed at agencies but also the staff and volunteer hours that are directed at community needs. The committee hopes that this report can serve as the starting point for a discussion on how best to utilize all the investment strategies available to United Way to advance the common good for our community.

Executive Summary

Since 1990, the United Way has utilized community volunteers to assist in the development of allocation priorities. A regular cycle for the review of community needs and the development of an investment strategy was approved by the United Way Board of Directors. This report marks the fifth endeavor to provide strategic direction to the United Way's resource allocation process. Building on United Way's commitment to improving the community the committee recommends the continued use of a Capacity Building Model which is supplemented by a traditional Social Services Model. As such, this report reinforces United Way's role in supporting prevention and early intervention efforts in the community over more costly treatment programs.

United Way of Broome County is committed to mobilizing the caring power of our community to advance the common good. To that end, we recognize the betterment of the community can be achieved by focusing on three basic building blocks:

Education: *Helping children and youth achieve their potential.*

Income: *Helping families and individuals meet basic needs and obtain financial stability.*

Health: *Helping members of our community lead healthy lives.*

In advancing the common good, United Way of Broome County utilizes three basic strategies:

Give: *United Way encourages community members to make financial contributions to support local efforts to improve our community.*

Advocate: *United Way participates in community coalitions, planning groups, and public education campaigns to empower community members to be champions for issues confronting our community.*

Volunteer: *United Way assists in identifying volunteer opportunities and facilitating appropriate matches between those opportunities and interested community members.*

This report is the first in a series of reports to be issued by the United Way's Community Investment Strategy Committee and provides a framework for United Way staff and volunteers to make decisions on how best to utilize the resources available to United Way for the period of January 1, 2010 – December 31, 2012.

Unlike past reports, this report does not attempt to rank order community needs but instead focuses on the role United Way can and should play in addressing a wide range of community issues. The role of United Way is divided into three categories:

Primary Role: *United Way resources and strategies should be focused on the issues identified in this section. By implementing comprehensive investment strategies which include Give, Advocate, and Volunteer; United Way staff, volunteers, and community partners can have meaningful impact on the issues presented in this section.*

Possible Role: *United Way staff and volunteers recognize community conditions may change. This includes the availability of United Way resources. Issues included in this section should be given consideration in light of availability of United Way resources and community need.*

Limited to No Role: *The reality of limited resources requires United Way staff and volunteers to provide focused investments. As noted earlier, depending on the availability of United Way resources and presentation of community need, United Way may play a limited role in responding to issues covered in this section.*

The Community Investment Strategy Committee strongly recommends annual updates to this report based on the review and evaluation of community needs, program outcomes, and availability of United Way resources.

The United Way gratefully acknowledges the dedication and hard work of the Community Investment Committee and thanks the many individuals, community partners, and local experts who provided the committee with testimony, research findings, and documentation of community need. This report would not have been possible without efforts of those individuals.

Background

This report continues the United Way's record of stewardship of the community's charitable dollar. This tradition has evolved along with the names our community has given its efforts to advance the common good: the Community Chest, Red Feather Fund, the United Fund, the Social Planning Council and now the United Way. Identifying community need and defining the United Way's role in effectively addressing community need is an exercise at the core of the United Way.

For nearly two decades, United Way of Broome County has worked with the community to identify those areas where United Way resources would have the greatest impact. At one time deficit funding of agency operations was an effective method of allocating resources to address community needs. However, changes in the community such as the closing and relocation of major corporate supporters such as IBM, General Electric, and Endicott-Johnson and a decline in population coupled with greater community needs made this approach impractical. In the early 1990's United Way made a philosophical shift from funding agencies to the funding of programs. Today, the struggles faced in the late eighties and early nineties remain a challenge. A national recession, a state fiscal crisis, and an ever increasing demand for social service programs continue to push the limits of our community's charitable institutions. While many would look at the current situation and see despair, the United Way sees opportunity. The opportunity to re-think our approach and develop new and innovative strategies to improve the lives of Broome County residents by living united.

The work of the Community Investment Strategy Committee in 2008 continues to build on the recommendations put forth in the first priorities report issued in 1992. Two recommendations were made with regards to the process through which the United Way distributes its funds in 1992. These recommendations were:

- Fund programs instead of agencies
- Develop a regular, three-year cycle to review funding priorities.

Reports published since the initial effort further refined and strengthened the United Way's fund distribution process by introducing a model of community development called Community Capacity Building. This new model moved away from the traditional Social Services model. This shift emphasized the need to target strategies and programs that prevented community problems before they required more costly intervention and treatment. Reports emphasized the importance of organizational collaboration and resource sharing. The concept of "outcomes based funding" was introduced through this process as well.

Each subsequent version of this report represents more than a presentation of priorities for United Way funding. It also documents the evolution of the United Way's efforts to provide sound stewardship of the community's charitable dollar.

Methodology

The Committee began meeting in May 2007. It agreed at its first meeting to build its work on the existing Priorities report and its supporting information. The Committee approached its task as a two step process: Information Gathering and Priority Development.

Information Gathering

The Committee met with subject matter experts who provided information and perspective on community needs. Written information and input was solicited from United Way agencies, as experts in their respective fields, to enhance the information available to the Committee.

The Committee reviewed new information structured according to the following themes applied to the topical areas of Demographics and Economy; Young Children; Youth and Transition to Adulthood, Working Age Adults; and Older Adults:

- Health
- Mental Health
- Victimization
- Developmental Needs

It requested both subject matter experts and member agencies to structure their comments according to the following approach.

Information about:

- Prevalence of needs.
- How the need affects the community.
- How available the services are that address the need.
- How available funding is for appropriate services from other sources.
- New and promising changes in the way of doing business.

Within this discussion, identify the needs that:

- Are emerging in our community.
- Have affected our community for some time but are still unmet.
- Are fairly well met, but for which we need to maintain services.

Investment Strategy Development

During the Information Gathering stage, the Committee took in the information and identified issues about which it needed additional information and discussion. The Committee then narrowed its discussion to defining the priority issues for United Way resources and determining the role of the United Way in meeting the needs of the community.

During this process, a matrix ranking the prioritized categories for United Way funding was distributed to each committee member, each member of the Allocations Steering Committee, and to each member agency (see APPENDIX I). The results of this initial ranking served as the basis for the development of the draft report. The draft report was e-mailed to all member agencies and was posted on the United Way's website for community feedback. A survey was developed to collect community feedback on the draft report; over 100 individuals completed the on-line survey. The committee reviewed agency and community comments before finalizing its report. The final report was submitted to the United Way Board of Directors and was approved at the February 25, 2009 Board of Directors meeting.

Recommendations

Our community faces a number of challenges. Among them, a declining manufacturing base, a declining and aging population, cuts in state funding to local service providers, and increasing demands for social services. As these challenges face our community, the United Way faces a decline in resources. Now more than ever, United Way must take every step possible to ensure that the limited resources available are put to the greatest good. On-going dialogue is needed to support improvements to the non-profit infrastructure in Broome County to maximize available resources. Improving service coordination, cost-sharing/ shared services, and better use of existing resources are all issues local non-profit agencies should be exploring.

As resources continue to remain limited, the United Way's basic investment strategy continues to be supporting primary prevention and early intervention services at a higher level than treatment-oriented services. By investing in prevention and early intervention efforts, we can avoid the need for more costly treatment services.

In order to advance the common good and provide the greatest return on the resources available to United Way the committee is making the following recommendations:

RECOMMENDATION 1: United Way should continue to focus on a Community Capacity Building Model rather than a Social Service Model. (A comparison of these two models is listed below.)

Social Service Model	Community Capacity Building Model
Focus on Deficits <ul style="list-style-type: none"> • Problems • Pathologies 	Focus on Building Assets <ul style="list-style-type: none"> • Skills • Resources
Problem Response	Opportunity Identification
Charity Orientation	Investment Orientation
Continual Call for More Services	Seeks to Reduce the Need for Acute Services
High Emphasis on Agencies	High Emphasis on Programs
Focus on the Individual	Focus on Community/ Neighborhood

Discussion:

A Capacity Building approach suggests an "investment orientation" to replace the "charity orientation" of the social service model. Charity orientation relates primarily to the act or feeling of benevolence, while an investment orientation encompasses the notion of a reasonable expectation of future benefit for families, individuals, and community from charitable activity.

A Capacity-Building approach relies on identifying institutional and individual strengths. It strives to fully exploit these strengths in the development of opportunities and support for families and individuals. Accordingly, it results in identifiable and continuous improvement in the status of families, individuals and the community.

RECOMMENDATION 2: United Way should continue to focus on program level funding and work with funded partners to develop SMART (Specific, Measurable, Achievable, Relevant, and Time-Specific) outcomes for all funded programs. These outcomes should be related to one of the three basic building blocks (Education, Income, and Health).

Discussion:

Limited resources require United Way to ensure the investment made in community programs is having the intended impact. Programs should be focused on obtaining measurable and documented results which advance the common good. United Way of America has conducted research and has identified three basic building blocks for healthy communities. These building blocks: education, income, and health should form the basis for the development of program outcomes. In addition to identifying these building blocks, United Way of America has also laid out national goals. While the goals are to be commended, the committee did not feel that adopting the national goals would be appropriate and that local programs should create their own goals for their programs. Funding decisions should take into account the stated outcomes for a given program as well as review past performance to ensure an appropriate return on the investment.

RECOMMENDATION 3: United Way should establish a task force to examine the community's current information and referral services and develop a plan for maximizing community resources in light of the development of the regional 2-1-1 Call Center.

Discussion:

The designation of the First Call for Help Center as a regional 2-1-1 Call Center will provide a number of opportunities to enhance and streamline existing information and referral services in the community. A task force should be created to review the community's existing information and referral services and develop a plan for how best to integrate 2-1-1 into current services, eliminate duplication of effort, and better inform United Way's investment strategies.

RECOMMENDATION 4: United Way should work with existing coalitions, associations, committees, and work groups involved with Early Childhood Issues to develop a more comprehensive needs assessment and subsequent Community Investment Strategy Report related to the provision of services and community capacity building around early childhood education and school readiness.

Discussion:

United Way has a history of recognizing the importance of early childhood education. Countless research efforts have demonstrated the link between early successes in childhood with later success in life. As this issue is such an important issue to the community, the committee recommends a thorough examination of existing efforts, review of community needs, and development of a comprehensive investment strategy to support early childhood education.

RECOMMENDATION 5: United Way should work with existing coalitions, associations, committees, and work groups involved with Youth Mental Health issues to develop a more comprehensive needs assessment and subsequent Community Investment Strategy Report related to the provision of services and community capacity building around youth mental health.

Discussion:

The mental health needs of youth in Broome County have been identified as an underdeveloped service area in our community. Limited services and growing demand necessitate a more thorough examination of the issue. United Way should work with interested stakeholders to examine community need and develop a comprehensive investment strategy to increase community capacity.

Defining the Role of United Way

United Way has historically been viewed as a funder for local non-profit agencies. In this role, United Way has been focused on the allocation of financial resources. However, as the issues facing our community have become more complex, the strategies available to address those issues have evolved. United Way has three basic strategies which can be used to address community needs. These strategies include:

- Give:** *United Way encourages community members to make financial contributions to support local efforts to improve our community.*
- Advocate:** *United Way participates in community coalitions, planning groups, and public education campaigns to empower community members to be champions for issues confronting our community.*
- Volunteer:** *United Way assists in identifying volunteer opportunities and facilitating appropriate matches between those opportunities and interested community members.*

No longer is it enough for United Way to simply invest funds to address community needs, United Way must actively seek to leverage a full range of community resources in order to have an impact. The committee sought to define community needs in terms of the role United Way should play on any given issue. As such, the committee divided community needs into three categories based on the role United Way should play. These categories include:

- Primary Role:** *United Way resources and strategies should be focused on the issues identified in this section. By implementing comprehensive investment strategies which include Give, Advocate, and Volunteer; United Way staff, volunteers, and community partners can have meaningful impact on the issues presented in this section.*
- Possible Role:** *United Way staff and volunteers recognize community conditions may change. This includes the availability of United Way resources. Issues included in this section should be given consideration in light of availability of United Way resources and community need.*
- Limited to No Role:** *The reality of limited resources requires United Way staff and volunteers to provide focused investments. As noted earlier, depending on the availability of United Way resources and presentation of community need, United Way may play a limited role in responding to issues covered in this section.*

In defining the role of United Way, the Committee considered the following:

- Size and scope of community need
- Service trends and community changes
- Availability of other community resources to address needs
- Leveraging other community resources/ maximizing return on investment

We live in an ever-changing and interconnected world. Attempting to establish rigid guidelines or priorities is extremely challenging if not impossible. The committee recognizes these challenges and limitations and as such acknowledges that the framework established by this report should be flexible and responsive to the evolving challenges and opportunities faced by our community.

The Primary Role of United Way

In identifying primary role areas for United Way, it is important to note that these are not the only areas where United Way resources should be directed but are where the majority of United Way resources including staff time and volunteer resources should be directed.

Quality Early Child Care

Definition:

Early child care refers to the services, opportunities, and supports provided to children from the prenatal stage through entry into Kindergarten. This includes licensed child care centers, family child care providers, head start, early head start, home visitation programs, parent education programs, and family resource centers.

Discussion:

According to the United States Census Bureau Population estimate for 2006, 5.0% of Broome County's population is under the age of 5 years old. This translates into approximately 9,800 children. Of this population, 688 children ages 0 – 3 received Early Intervention Services through the Broome County Health Department in 2006. During the 2005 – 2006 School Year, the Committee on Preschool Special Education Services reported 573 child evaluations were completed and 708 children received program and related special education services. Annually more than 400 families receive parent education through one of Broome County's home visiting programs. Broome County currently has 30 licensed child care centers, excluding Head Start, with 27 of the centers being Medication Administration certified. There are a total of seven Head Start sites (ages 3 – 5), 108 Family Child Care Homes, 20 Group Family Child Care providers, and 25 School Age Child Care Programs (ages 5 – 12). Broome County currently does not have any Early Head Start Programs (ages 0 – 3). In addition to the resources noted above the county has two family resource centers and three home visiting programs. New York State Department of Education also regulates Universal Pre-K which in some cases is operated by non-profit child care centers.

Despite declines in population, this remains a critical area requiring attention. During these early formative years, a foundation is laid for future success. If the foundation is weak, failure is likely later in life. By giving young people a solid foundation, we give them the opportunity for success in later life.

Broome County has number of groups working on early childhood education. Most notable is the Early Childhood Coalition/ Building Brighter Futures for Broome (ECC/ BBFB). This group has been instrumental in establishing professional development opportunities for child care workers both in child care centers and family child care provider settings. The Coalition has also been the driving force behind the adoption of child care curriculum based on brain research. Currently the funding for the Coalition and many of its funded member programs is in question. The loss of this Coalition and the funds associated with the Coalition would

create a huge gap in services for the children and families of Broome County. Funding for much of the Coalition's activities is slated to end as of January 31, 2009. Under the governor's proposed budget for 2009 – 2010, the Community Optional Preventive Services funding which has paid for services funded under the BBFB Initiative has been completely eliminated. This amounts to a loss of more than \$350,000 in funding for BBFB.

While child care subsidies continue to exist for families meeting income guidelines, there are concerns the income guidelines may be reduced. According to the Community Needs Assessment 2008 – 2009 completed by the Family Enrichment Network, the average cost of full-time infant child care is \$6,136 in a family child care setting and \$7,904 in a center setting. Child care for preschoolers is slightly less with the average of \$5,668 in a family care setting to \$7,124 in a center setting. If lower income and working families are required to pay more out of pocket for child care, the cost for quality child care may simply become too prohibitive.

Perhaps no other area has such a profound return on investment as the area of early childhood education. While Broome County is an aging community, one can not underscore enough the critical importance behind the early developmental stages of a person's life. Providing a young person with the appropriate opportunities and supports early in life can assist that young person in developing the social, emotional, physical, and mental skills necessary to be successful in life. Failure to provide young people with appropriate learning environments early in life can result in more costly interventions later in life.

Further research into community needs and the development of more thorough investment strategy for Early Childhood Education is warranted at this time.

Youth Mental Health

Definition:

Youth mental health refers to those services, opportunities, and supports designed to help young people effectively deal with life stressors, develop positive social interactions, and learn effective decision making skills. United Way's focus is on the primary prevention of mental health issues through early intervention including screening, diagnosis, and non-crisis services.

Discussion:

According to United States Department of Health and Human Services Substance Abuse and Mental Health Services Administration (SAMSHA), at least one in five children and adolescents have a mental health disorder. The causes for these mental health disorders are mostly commonly seen as either biological or environmental. Primary prevention efforts can be directed at either or both of these root causes. While biological causes include issues such as genetics and chemical imbalances within the brain, they also include damage to the central nervous system as a result of body injury, particularly head trauma. Efforts to reduce head trauma can be included as a tool in the primary prevention of mental health disorders.

Among the leading environmental causes of mental health disorders are exposure to toxins such as lead. Programs designed to mitigate exposure to lead paint can also be effective tools in the primary prevention of mental health disorders. Other environmental issues include exposure to violence including physical or sexual abuse; stress related to chronic poverty, discrimination, or other serious hardship; and the loss of loved ones through death, divorce, or broken relationships. Initiatives developed to address anyone of these environmental issues could be viewed as primary prevention.

Addressing the mental health needs of young people is a paramount concern. Early intervention is the key to avoiding more costly treatment services later in life. Broome County has a number of treatment services for youth who are identified with mental health needs but few resources exist as primary prevention. Given the broad range of factors leading to mental health disorders among youth, non-traditional partners should be considered as possible resources in primary prevention projects.

Further research into community needs and evidence-based practices for primary prevention/ early intervention and the development of more thorough investment strategy for Youth Mental Health is warranted at this time.

Chemical Dependency Prevention

Definition:

Chemical dependency prevention refers to those services, opportunities, and supports designed to keep individuals from engaging in the abuse of alcohol, tobacco, and other drugs. This may include educational programs, media campaigns, and social norm change activities.

Discussion:

The KYDS Coalition (Keeping Youth Drug-Free and Safe) is a community coalition charged with creating a healthy, safe, and drug-free environment. The coalition is responsible for compiling local data on substance abuse among young people and developing research-based strategies to address the identified needs. Since the inception of the coalition, much progress has been made but the work is far from complete. According to the most recent assessment completed in 2006, past 30 day use of alcohol, tobacco, and marijuana by local 10th and 12th graders exceeds the national average. In addition to the student survey completed in 2006, a parent survey was also completed by a total of 669 adults. The results from this survey included the fact that nearly 20% of respondents had someone in their family who had received substance abuse treatment.

Reversing community attitudes and behaviors around substance abuse is a long process which will require the coordinated efforts of many individuals and groups. Community efforts should continue to focus on providing positive youth development with a special emphasis on the transition period between middle and high school. Investments should be made in those programs and services which are research based and/or show promise in affecting change.

Physical Fitness & Wellness

Definition:

Physical fitness & wellness refers to those services, opportunities, and supports designed to promote physical activity and proper diet. This may include educational programs, individual and group instruction, fitness centers, organized sports, nutrition/ meal programs, and social norm change activities.

Discussion:

Obesity is becoming a national epidemic and will soon outpace tobacco as the leading cause of preventable death in the United States. Lack of physical activity and poor diet are the main contributors to obesity. According to the Broome County Health Department's Comprehensive Health Assessment, 83% of respondents surveyed had participated in some leisure-time physical activity or exercise in the past 30 days. Despite this relatively high activity level, nearly 40% of Broome County residents are overweight and more than one out of five residents is obese. Physical activity alone can not adequately address the obesity problem in America. Changes in nutrition and diet are also needed. In the same report published by the Broome County Health Department, less than 30% of adults surveyed indicated they ate five or more servings of fruits and vegetables a day. A statewide survey reports fewer than 25% of teens in New York consume five or more servings of fruits and vegetables a day.

The impact of obesity in America goes beyond the obvious health concerns and includes economic impacts as well related to loss productivity at work and increased health care costs. As one of the leading preventable causes of death, reducing the trend in obesity is not only possible but a primary role United Way should be undertaking. Investments should be made to promote physical activity and ensure proper nutrition.

Health Access

Definition:

Health access refers to those services, opportunities, and supports designed to promote and enable access to primary medical services. This may include transportation services, educational programs, screening programs, facilitated enrollment programs, media campaigns, and social norm change activities.

Discussion:

Access to health care remains a concern for residents in Broome County. Appropriate behavioral health care and dental care are exceptionally difficult for individuals and families to access, even those who possess insurance. Behavioral health care is particularly challenging given the limited number of providers in the community but is addressed

separately in this report under Youth Mental Health. Dental care is limited for individuals with Medicaid. Of the five managed care Medicaid programs, there is currently only one plan that includes dental coverage. Dental clinics at local hospitals have waiting lists making it difficult for individuals to access the services they need. One local initiative which addressed the barriers around dental care was the Medicaid Dental Case Management Program. This program was able to engage over 40 local dental practitioners to become involved and accept Medicaid clients, reversing a troubling trend of limited providers in the county. The funding for the program which was secured through a local foundation did not provide funding for dental services but instead provided funding to assist with the coordination and case management needs of clients seeking dental services. This type of approach to addressing health access is a model United Way should explore in the development of future investments around health access.

Primary care remains a concern for the uninsured and underinsured in our community. For these individuals the local emergency room is often their only source of medical care. In Broome County we are fortunate to have a Free Clinic which is able to meet the needs of the growing numbers of uninsured and underinsured. However, health access is not simply about being able to see a medical professional for treatment. For many individuals, the true barrier lies in having the money to purchase the prescriptions needed to address their medical conditions. Even individuals with health insurance may lack a prescription drug plan or may not have sufficient funds to pay for on-going prescription needs.

Clearly, the United Way does not have the financial resources to resolve the issues surrounding Health Access. However, investment strategies do need to be developed to respond to this increasing community need.

Service Access for Elders

Definition:

Service access for elders refers to those services, opportunities, and supports designed to promote and enable access to a wide range of services designed specifically for individuals over the age of 65 years. This may include transportation services, educational programs to inform seniors about available services and how to use them, media campaigns, and social norm change activities.

Discussion:

Broome County is an aging community with more than 16% of the population being over the age of 65, 25% higher than the average for New York State. Not only does Broome County have a significant population over 65, they are living longer. By one account, 40% of those individuals over the age of 65 are over 75 years of age and the single largest growing demographic in the county is individuals over the age of 85 years of age.

Aging Futures, a community partnership working to address the needs of seniors, has identified seven issues of concern for Broome County Seniors. These include:

- Managing chronic disease;
- Remaining socially connected;
- Caregiver support;
- Understanding and accessing services;
- Housing
- Transportation; and
- Legal and financial planning

Among the issues of concern identified by Aging Futures, United Way should focus the majority of agency resources on Service Access for Elders. Information on available resources coupled with the resources necessary to access those services such as transportation are critical and form the foundation for successfully engaging the community's growing elder population.

Possible and Limited or No Role for United Way

In structuring this report, the committee worked to define issues in terms of the role United Way can and should play. The creation of “Possible Role” and “Limited or No Role” categories is not intended to signal that no financial support will be given to programs working to address needs related to these issues but that United Way should be cautious in allocating significant resources to these issues. Again, resources for the purpose of this report are not limited to financial support. Below are the definitions of Possible Role and Limited or No Role and a listing of the community issues included in each category.

Possible Role: *United Way staff and volunteers recognize community conditions may change. This includes the availability of United Way resources. Issues included in this section should be given consideration in light of availability of United Way resources and community need.*

Issues in the Possible Role Category include:

- Non-crisis mental health
- Elder mental health
- Caregiver support
- Family violence prevention
- Adolescent pregnancy prevention & adolescent pregnancy prevention services
- Elder education & planning
- Parent education & support
- Youth civic engagement
- Criminal offender diversion
- Child abuse neglect & prevention
- Family planning
- Chemical abuse treatment
- Employment
- Volunteer placement & special projects
- Juvenile justice
- Transitional & supported housing
- Emergency food & meal assistance
- Emergency shelter

Limited to No Role: *The reality of limited resources requires United Way staff and volunteers to provide focused investments. As noted earlier, depending on the availability of United Way resources and presentation of community need, United Way may apply limited investment strategies to issues covered in this section.*

Issues in the Limited or No Role Category include:

- Shopping & core services
- Leadership development
- Infant mortality
- Education support & enrichment
- Victim assistance services
- Senior meals
- Refugee & immigration services
- Developmental screening & diagnosis
- Cultural enrichment
- Emergency cash assistance
- Assisted living
- Elder victimization primary prevention & assistance
- Career exploration & entrepreneurship
- Financial literacy
- Mental health crisis treatment
- Income maintenance
- Overcoming disabilities
- Emergency clothing assistance
- Literacy & workplace competencies
- Support to families of members of armed services
- Nursing home care
- Permanent affordable housing
- Primary medical services
- Chronic health condition management

Other – Disaster Services

Because of the importance of ensuring that disaster services are available to all community members, a special Agency Agreement between the Red Cross and the United Way is in place that guarantees a percentage of United Way allocations to the Red Cross. The agreement also allows the agency to apply United Way funds to existing programs as desired.

The American Red Cross provides emergency assistance to disaster victims such as people left homeless from fire or flood. The agency provides this assistance to those who are otherwise unable to meet their immediate needs. The Department of Social Services has the responsibility of helping those on Public Assistance. People with insurance may also have a resource other than the Red Cross to assist them.

The Red Cross has been able to meet the needs of disaster victims with the resources to which it now has access. These resources include the United Way and the National Red Cross to which the United Way also contributes.

Community Investment Committee Roster

The United Way wishes to gratefully acknowledge the time, talent, and effort of the Community Investment Committee. Their dedication to the community and to the goal of advancing the common good of all Broome County residents is to be commended.

Allen Buyck*
David Campbell
Neil Eldred
Lynne Esquivel
Doris Getty
Pam Guth
Merry Harris
Beth Roberts
Joseph Silvanic
Ann VanSavage*
Mary Ann Wilcox

A very special word of thanks to the Committee's Co-Chairs Allen Buyck and Mary Ann Wilcox for their leadership and support throughout the process.

* = Resigned

APPENDIX I: Matrix of Services Survey

Please put an X in the appropriate box for the group you are associated with:

Committee	Agency	Panel

Rank categories using a Likert Scale of 1-5, Total and Average will calculate automatically, see attachment for Ranking Criteria	Size & Scope of Issue	Development of Services	Funding	Preventative Nature	Total	Average Total
Assisting Older Adults						
Caregiver Support					0	0
Service Access for Elders					0	0
Maintaining Social Connections					0	0
Elder Education & Planning					0	0
Education, Outreach & Screening for Elder Specific Mental Health Services					0	0
Elder Victimization Primary Prevention & Assistance					0	0
Nursing Home Care					0	0
Assisted Living					0	0
Senior Meals					0	0
Chronic Health Condition Management					0	0
Shopping & Chore Services					0	0
Elder Mental Health					0	0
Promoting Health & Wellness						
Health Access					0	0
Family Planning					0	0
Chemical Abuse Treatment					0	0
Victim Assistance Services					0	0
Family Violence Primary Prevention					0	0
Chemical Abuse Primary Prevention					0	0
Developmental Screening & Diagnosis					0	0
Infant Mortality					0	0
Physical Fitness & Wellness					0	0
Primary Medical Services					0	0
Helping Young People Succeed						
Adolescent Pregnancy Prevention & Adolescent Pregnancy Services					0	0
Juvenile Justice					0	0

Criminal Offender Diversion				0	0
Leadership Development				0	0
Youth Civic Engagement				0	0
Career Exploration & Entrepreneurship				0	0
Education Support & Enrichment				0	0
Outdoor Education & Camping				0	0
Youth Mental Health Services				0	0
Cultural Enrichment				0	0
Strengthening Families					
Child Abuse & Neglect Prevention				0	0
Non-Crisis Mental Health				0	0
Quality Early Child Care				0	0
Parent Education & Support				0	0
Employment				0	0
Refugee & Immigration Services				0	0
Wellness/Recreation				0	0
Literacy & Workplace Competencies				0	0
Overcoming Disabilities				0	0
Financial Literacy				0	0
Responding to Emergencies					
Fighting Hunger & Homelessness					
Emergency Food & Meal Assistance				0	0
Income Maintenance				0	0
Mental Health Crisis Treatment				0	0
Emergency Clothing Assistance				0	0
Emergency Cash Assistance				0	0
Permanent Affordable Housing				0	0
Transitional & Supported Housing				0	0
Emergency Shelter				0	0
Disaster Response				0	0
Support to Families of Members of Armed Services				0	0
Building A Stronger Community					
Resource Stewardship				0	0
Information & Referral				0	0
Community Planning & Coalitions				0	0
Technology Assistance				0	0
Volunteer Placement & Special Projects				0	0
Venture & Special Assistance				0	0
Agency Capital & Emergency Support				0	0

APPENDIX II: Community Investment Strategy Report Survey

Community Investment Strategy Report

Welcome and Instructions

United Way of Broome County is in the process of updating its Community Investment Strategy Report and would appreciate you taking a few minutes to complete this brief survey. Your responses will be kept strictly confidential and will remain anonymous unless you provide your name at the end of the survey.

Responses collected through this survey will be shared with the Community Investment Strategy Committee, the Community Services Division, and the United Way Board of Directors prior to the adoption of the final report.

Thank you for taking the time to complete this survey. The final Community Investment Strategy Report will be issued at the end of February and will be posted on our the United Way website, www.uwbroome.org.

Questions, comments, or concerns regarding this survey should be directed to:

Phillip Ginter, Director of Allocations
United Way of Broome County
PO Box 550
Binghamton, NY 13901-0550
Phone: (607) 729-2592
E-mail: pginter@uwbroome.org

Demographics

Do you currently live or work in Broome County?

- Yes
 No

Where do you live?

Other (please specify)

Please indicate your gender.

- Male
 Female

Which of the following best represents your race?

- White
 Black or African American
 Asian
 Native Hawaiian or other Pacific Islander
 American Indian, Alaska Native
 Don't know/Not sure
 Other (please specify)

Community Investment Strategy Report

Please check your age group.

- Under 18
- 18 - 24
- 25 - 30
- 31 - 45
- 46 - 65
- Over 65

Views on United Way

Which of the following do you feel BEST describes United Way? You may only select ONE answer.

- Organizer
- Fundraiser
- Capacity Builder
- Information Clearinghouse
- Volunteer Mobilizer
- Other (please specify)

How did you hear about the United Way's Community Investment Report?

- Directly from United Way
- From a United Way member agency
- Article in the newspaper
- Story on the local news
- Friend or Family member
- Other (please specify)

Have you read **ADVANCING THE COMMON GOOD, United Way of Broome County Community Investment Strategy Report? If you have not read the report, you can view a copy at www.uwbroome.org.**

- Yes
- No
- Don't Know

Community Investment Strategy Report

Do you currently contribute to United Way?

- Yes
 No

United Way Contributor

If "Yes", how do you contribute?

- Payroll deduction
 One time annual gift
 Volunteer time (Day of Caring, United Way Board or Committee)
 Other (please specify)

Community Involvement

Do you currently spend any time volunteering in the community?

- Yes
 No

Do you currently make a financial contribution to a charitable organization/cause other than United Way? This may include your place of worship, a college/university, local non-profit, or national non-profit organization.

- Yes
 No

Please indicate which of the following best describes you.

- Community Member
 Non-profit organization employee/volunteer
 Other (please specify)

Non-profit Affiliation

Are you currently employed by or volunteer for United Way of Broome County?

- Yes
 No

Agencies

Community Investment Strategy Report

Which type of non-profit organization are you affiliated with?

- United Way Member Agency
- Non-United Way Member Agency
- Private Foundation
- Other (please specify)

If you are affiliated with a non-profit organization please check which best describes your role with that agency.

- Executive Director/ CEO
- Finance Staff
- Manager
- Direct Care Worker
- Board Member
- Volunteer
- Other (please specify)

What impact do you think the new Investment Strategy Report will have on funding for your agency's programs?

- Not Sure
- Negative Impact
- No Impact
- Positive Impact

Comment

United Way

Community Investment Strategy Report

If you are affiliated with United Way, which best describes your role with United Way? Please check all that apply.

- Employee
- Volunteer
- Community Investment Committee Member
- Allocation Panel Member
- Community Services Division Member
- Board Member
- Other (please specify)

Investment Strategies

United Way has historically been viewed as a funder for local non-profit agencies. In this role, United Way has been focused on the allocation of financial resources. However, as the issues facing our community have become more complex, the strategies available to address those issues have evolved. United Way has three basic strategies which can be used to address community needs. These strategies include:

Give: United Way encourages community members to make financial contributions to support local efforts to improve our community.

Advocate: United Way participates in community coalitions, planning groups, and public education campaigns to empower community members to be champions for issues confronting our community.

Volunteer: United Way assists in identifying volunteer opportunities and facilitating appropriate matches between those opportunities and interested community members.

Please indicate how important you feel each of these strategies is in addressing community needs.

	Unsure	Not Important	Somewhat Important	Important	Very Important
Give	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advocate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Roles

Community Investment Strategy Report

Unlike past reports, this report does not attempt to rank order community needs but instead focuses on the role United Way can and should play in addressing a wide range of community issues. The role of United Way is divided into three categories:

Primary Role: United Way resources and strategies should be focused on the issues identified in this section. By implementing comprehensive investment strategies which include Give, Advocate, and Volunteer; United Way staff, volunteers, and community partners can have meaningful impact on the issues presented in this section.

Possible Role: United Way staff and volunteers recognize community conditions may change. This includes the availability of United Way resources. Issues included in this section should be given consideration in light of availability of United Way resources and community need.

Limited to No Role: The reality of limited resources requires United Way staff and volunteers to provide focused investments. As noted earlier, depending on the availability of United Way resources and presentation of community need, United Way may play a limited role in responding to issues covered in this section.

United Way has included six community issues within the Primary Role Category.

These areas include:

Quality Early Child Care

Youth Mental Health

Substance Abuse - Primary Prevention

Physical Fitness & Wellness

Service Access for Elders

Please indicate the extent to which you agree with the placement of these six issues as primary areas of action for United Way.

	Strongly Disagree	Disagree	Agree	Strongly Agree	No Opinion
Quality Early Child Care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth Mental Health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Substance Abuse - Primary Prevention	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Physical Fitness & Wellness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service Access for Elders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health Access	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Do you feel there are other issues that should be included in primary role category for United Way?

- Yes
 No
 Unsure

If "Yes", please indicate those areas in the space provided.

Recommendations

Community Investment Strategy Report

This report contains five recommendations. These recommendations are:

RECOMMENDATION 1: United Way should continue to focus on a Community Capacity Building Model rather than a Social Service Model.

RECOMMENDATION 2: United Way should continue to focus on program level funding and work with funded partners to develop SMART (Specific, Measurable, Achievable, Relevant, and Time-Specific) outcomes for all funded programs. These outcomes should be related to one of the three basic building blocks (Education, Income, and Health).

RECOMMENDATION 3: United Way should establish a task force to examine the community's current information and referral services and develop a plan for maximizing community resources in light of the development of the regional 2-1-1 Call Center.

RECOMMENDATION 4: United Way should establish an Early Childhood Task Force to develop a more comprehensive needs assessment and subsequent Community Investment Strategy Report related to the provision of services and community capacity building around early childhood education and school readiness.

RECOMMENDATION 5: United Way should establish a Youth Mental Health Task Force to develop a more comprehensive needs assessment and subsequent Community Investment Strategy Report related to the provision of services and community capacity building around youth mental health.

Please indicate to what extent you agree with each of the recommendations.

	Strongly Disagree	Disagree	Agree	Strongly Agree	No Opinion
Recommendation 1: Capacity Building	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recommendation 2: SMART OBJECTIVES	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recommendation 3: 2-1-1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recommendation 4: Early Childhood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recommendation 5: Youth Mental Health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Community Investment Strategy Report

Please indicate how strongly you agree with each of the following:

	Strongly Disagree	Disagree	Agree	Strongly Agree	No opinion
The development of investment strategies to include volunteerism and advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The use of a community capacity building versus a traditional social service model	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The use of the three building blocks of education, income, and health as the basis for program outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The establishment of specific task forces to further examine specific community issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The current placement of community issues into the three role areas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

What impact do you think the new Investment Strategy Report will have on United Way's ability to improve the community?

- Not Sure
 Negative Impact
 No Impact
 Positive Impact

Comment

Contact Information

If you would be interested in receiving additional information on United Way of Broome County including volunteer opportunities please provide your contact information in the space provided below.

Name
 Address
 Phone Number
 E-mail Address

APPENDIX III: Summary of Survey Results

Distribution and Response:

A copy of the Draft Report along with a link to the on-line survey was distributed via e-mail to the following individuals/ groups:

- CIS Committee Members
- United Way Allocation Panel Members
- United Way Community Services Division Members
- United Way employees
- Executive Directors at United Way Member Agencies
- Karen Foley, Broome County Youth Bureau, for distribution to Children and Youth Services Council Membership
- Diana Wilson, Broome County Health Department, for distribution to Early Childhood Coalition Members
- Sharon Fischer, Broome County Health Department, for distribution to Tobacco Free Broome-Tioga membership
- Melinda Kmetz, Broome County Mental Health, for distribution to KYDS Coalition membership
- DeDe Camp, Broome County Office for Aging, for distribution to Aging Futures Partnership members.

Individuals were encouraged to share the report and survey link with co-workers, family, and friends. In addition to the above individuals, a press release was sent to local media. As a result, a story was printed on Press Connects. The report and link to the survey was also posted on United Way's website. Due to time constraints, the comment period was only open for one week.

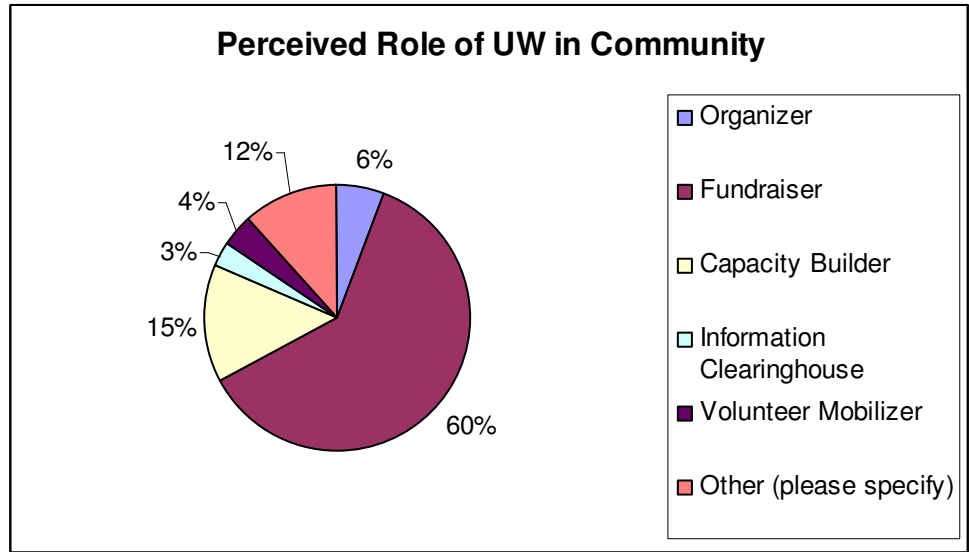
A total of 106 surveys were started and 94 were completed. In comparison, the Matrix of Services was distributed to CIS Committee Members, Allocations Panel Members, and Member Agency Executives with a total of 14 surveys being returned.

Demographics:

The survey can not be considered a random sample and should not be taken to be representative of the community as a whole. However, the survey results can and should help inform the adoption of a final report and does include a diverse group of respondents. The composition of respondents included:

- At least one respondent from 17 of Broome Counties 24 local municipalities with nearly 20% of respondents living in the City of Binghamton
- Gender distribution was approximately 70% female and 30% male
- Approximately 94% of respondents were White and 6% were Black or African American
- Age groups appeared to be represented fairly with the largest age group being 46 – 65 (58.5%)
- Nearly 50% of respondents received the survey from a source other than United Way. This includes other sources such as local media, member agencies, family, friends, and co-workers.

United Way is perceived primarily as a fundraiser in the community, with 60% of respondents selecting this as the best descriptor for United Way.

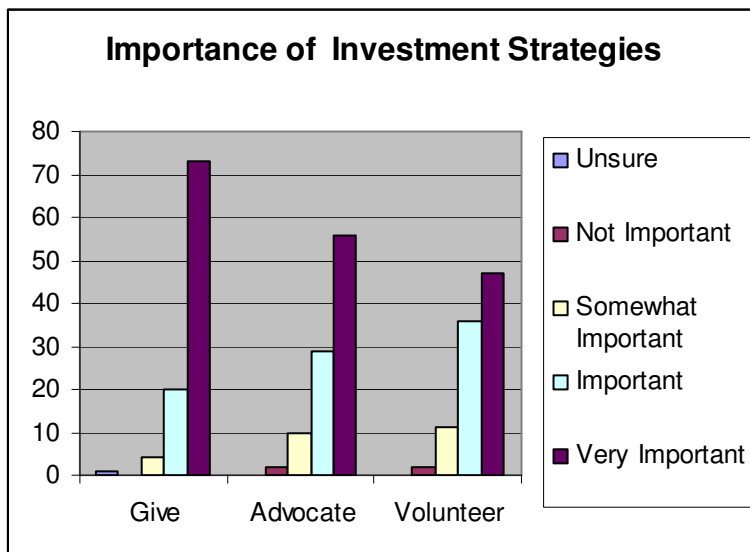


Other comments:

Currently fundraiser for the agencies and overseer of those funds allocated to the agencies
Financial & human resources empowerer
All of the above
community focused
Supporter
Community Service
Federation
All lof the above
All of the above
A distributor of funds to select community agencies
Non Profit supporter
Community Needs/Resouce Support Organization

Approximately 70% of respondents indicated they had read the report prior to completing the survey. The survey contained information on key elements allowing respondents to provide informed responses even if they had not read the full report.

In this report, three types of investment strategies are presented. Respondents overwhelmingly saw all three investment strategies as “Important” or “Very Important”. This finding supports the inclusion of all three strategies as part of the overall Community Investment Strategy.



Other Comments:

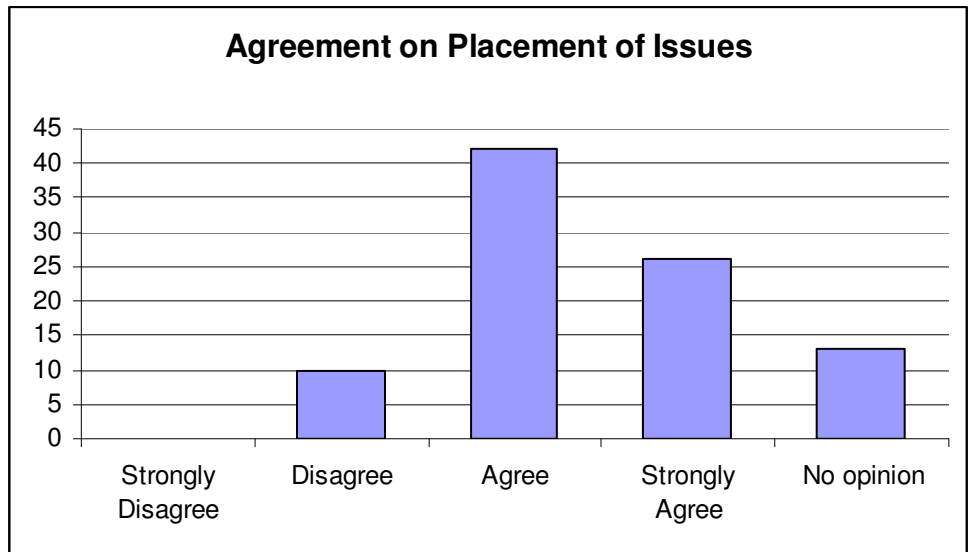
<p>Interesting I filled this out once and it showed up blank. I think there is an element missing. In reading this the focus seems to be on prevention, which I concur is very important, but the other end of the spectrum are those already in care and in need of continued care or treatment. These people never had the opportunity for prevention programs and the result was many problems they now face and often cannot handle. They cannot be ignored or forgotten or it will lead to even greater problems in the community for example when the State Hospital turned out many who had been in care for years to the community with limited help and support. Let's not make that same mistake. Also it would be nice to have each committee members experience as related to this listed and how many are CEO's if any of member agencies. In my opinion at least a third should be they have a real vested in this, the UW formed as a result of a need by agencies they should be equal partners in this whole thing.</p>
<p>All 3 are very important as i feel they are work together. The United Way organizes the campaign that relies on community support for the contributions. Volunteers are needed to assist at the agencies and also for various committees at the united way</p>
<p>My ranking of "Volunteer" assumes you mean United Way in general, not United Way's Voluntary Action Center. If this is a correct assumption, United Way does not rank as a primary resource that this agency relies on to recruit long-term, program volunteers. We work directly with Binghamton University, BCC, RSVP, and/or our board members to recruit volunteers for one-time projects. Our agency relies on internal volunteer recruitment strategies (media announcements, group presentations, word-of-mouth, application/interview process) to successfully find program-specific volunteers.</p>
<p>United Way needs to be very careful that they are not perceived as a direct service organization. To be viewed as or to develop as would be a conflict of interest for UW.</p>
<p>It's going to be very difficult in today's environment, though</p>
<p>sometimes these efforts are hard to do.</p>
<p>UW's model of employee contribution programs has worked well as a source of human services funding for nonprofits in the region. Likewise, it has made, and continues to make, extremely valuable contributions through its participation in community coalitions, etc. Its willingness to share its expertise, experience and</p>

staff resources, and to cooperate with other area organizations (e.g., BU, BCC, the Community Foundation) to directly advance community assets has been invaluable to the community as a whole. Re its volunteer strategy, I've never seen any data regarding its success and effectiveness in comparison to the efforts of other community organizations to attract, use and retain volunteers, so I can't speak to this.

I think they are all important strategies in the solution process of community needs.

With continued United Way support to Member Agencies who retain experienced mental health professionals, families can return to the same agency when facing a crisis or new developmental stage. Due to the familiarity and confidence in services, these families seem to respond to intervention more quickly and successfully.

There was strong agreement among respondents on the placement of issues into the three role areas. Nearly 75% either agreed or strongly agreed with the placement. Approximately 10% of respondents disagreed and no respondents indicated strong disagreement.

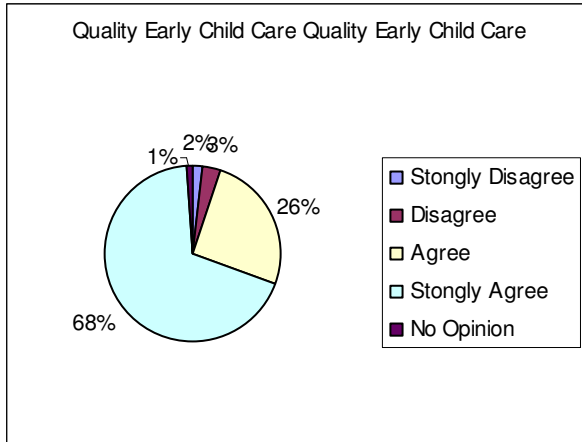


However, a number of other issues were identified. Responses for other issues to be included in the primary role category are listed below.

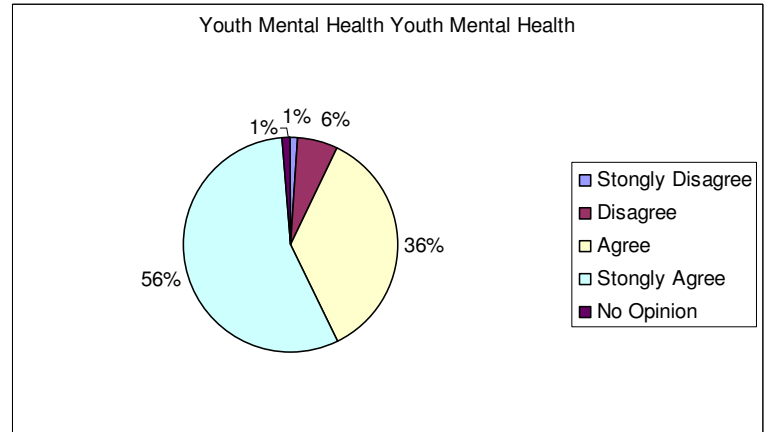
as mentioned before taking care of those already in care until their issues are resolved
Housing for Homeless & Ex-Offenders
temporary housing for homeless and abused women and children
Advocating for children in DSS custody.
Additional training and education for individual who volunteer and want to move along in the United Way.
Adult mental health
Just as the mental health needs of youth in Broome county has been identified as an underdeveloped service area in our community, so too are the mental health needs of our elders. A lack of local geriatric mental health providers combined with a 1 in 5 depression/anxiety rate among elders raises an enormous red flag. If not inclusion within United Way's Primary Role Category, I would strongly suggest two subcategories of a mental health task force: one to focus on youth, the other to focus on elders.
home care mental health for elders (this could fall under service access for elders, but no sure.
Those are huge undertakings and if we could make some headway in each of these areas it would be a tremendous stride forward for the community.
Since we have such a high percentage of elderly I believe the services for that population should have a higher focus
There MUST be an absolute recognition for Prevention Services for young people age 5 to 18. Not to have this as a category would be irresponsible to the community at large and to our children.
More emphasis on access to health care.
While I'm not sure exactly how to combat the issue of job scarcity, I know that many of our community's issues are related to a poor economic outlook for many citizens. Investing in career development and job creation is something extremely worthwhile and should be one of our top priorities. When people have the sense of worth and pride and ownership that comes with earning a decent living, positivity tends to emerge.
domestic violence, sexual abuse, good parenting, strengthening families, youth activities
Counseling in Financial Management/Help for Single Young Mothers

Youth and Adult Substance Abuse treatment, therapy and education
building strong families
Perhaps this would go under the category early child care, but something concerning children w/disabilities...a numerically growing population.
The United Way does an excellent job with the limited funds that they have, but they may need to streamline their current efforts and support the programs that help the entire community benefit, not just a select few.
Food pantry support - meal support for those going through economic difficulties - perhaps rent or utility aid programs
community organizing; grassroots mobilization; volunteer coordination
Programs that help youth to develop their potential. The list is too heavily weighted toward at-risk youth and ignores the normal untroubled ones. I'd like to see children in the middle given a boost upward.
Services for parents, regardless of age of children
Homelessness; Family basic food and home supply needs.
Given the high proportion of low-income seniors in our county, I feel that more emphasis should be placed on addressing their needs. Our society undervalues our elders in comparison to other cultures in the world -- but given the overall drop in our youth population, we will be needing healthy, active, engaged and happy seniors to fill a variety of roles in our society and our economy.
Prevention/elimination of homelessness
HIV/AIDS Awareness, Prevention and access to quality and specialty medical care.
housing low income or homeless
homelessness prevention
Youth education and recreation during non-school hours. The youth represent the future of this area!
Continue being truthful with fundraising initiatives and promoting good mental health within our community.
shelter/emergency housing
Affordable, accessible health care for low income, uninsured persons.
Family planning medical services.
homeless, housing for the poor
The mental health of youth is dependent on the mental health of their parents and their family unit. I believe that the primary reason youth are so at risk for mental health problems is the break up of the family with a stable married mother and father. African American youth, especially boys, who are at high risk for violence, drug use and jail, need stable homes with a father in the home. I believe that the best prevention of mental health problems for both youth and their parents is healthy marriages. There is so much confusion about marriage today. So much cohabiting that results in weak commitments between the adults and to their children. Healthier marriages increases the success of children in all areas: less drug abuse, higher age of sexual intercourse, more income for the family, better childcare from two rather than one parent, less stress on the child and on the whole family. Strengthening marriage strengthens children.

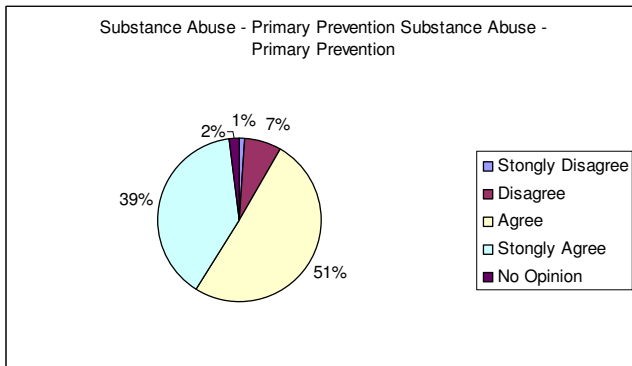
There was also agreement on the six primary role issues identified in the report. While the majority of respondents supported each of the six issues identified, the issues of Physical Fitness & Wellness and Health Access garnered the least amount of agreement. The charts below illustrate support for each of the six issues.



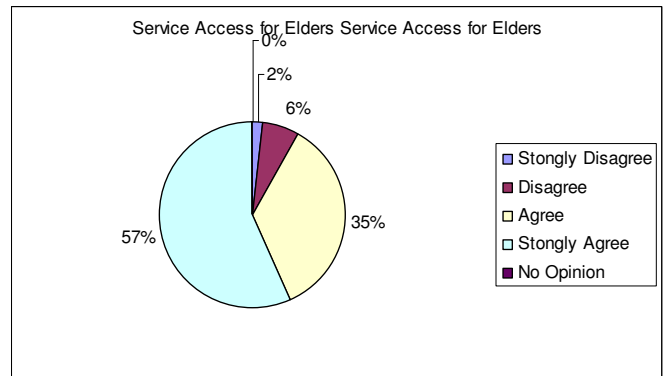
94% agree or strongly agree



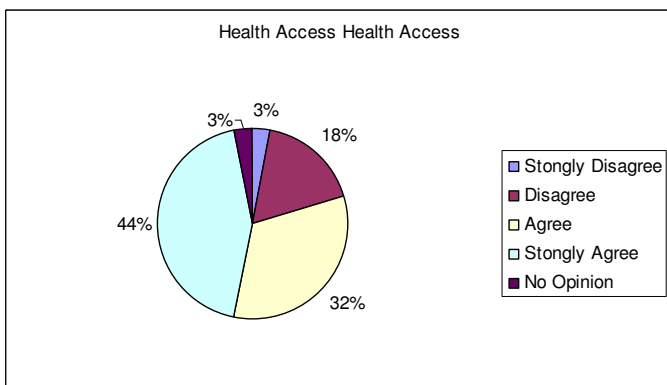
92% agree or strongly agree



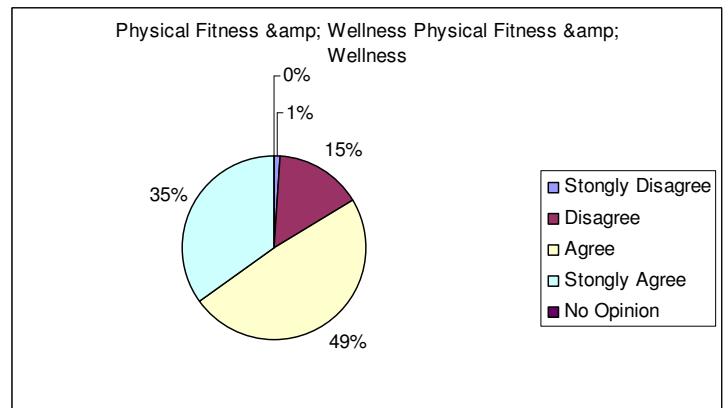
90% agree or strongly agree



92% agree or strongly agree



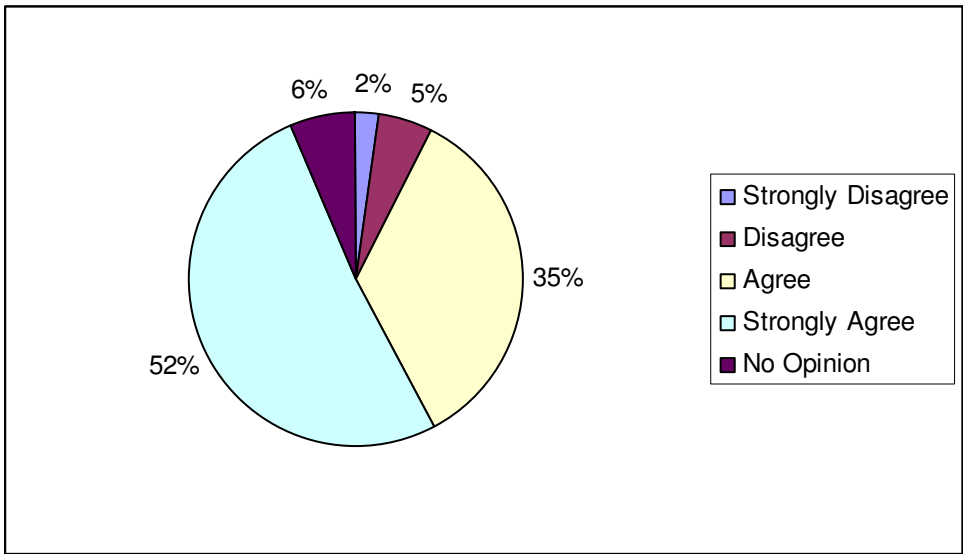
76% agree or strongly agree



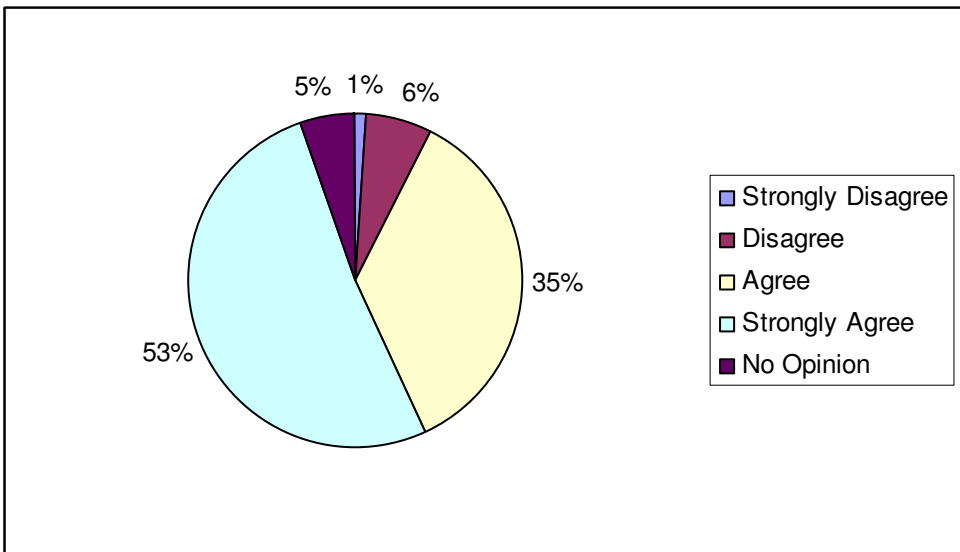
84% agree or strongly agree

Respondents were given the opportunity to indicate support for each of the five recommendations made by the committee. Each recommendation and a graph illustrating level of agreement is listed below. Comments on the recommendations are listed at the end.

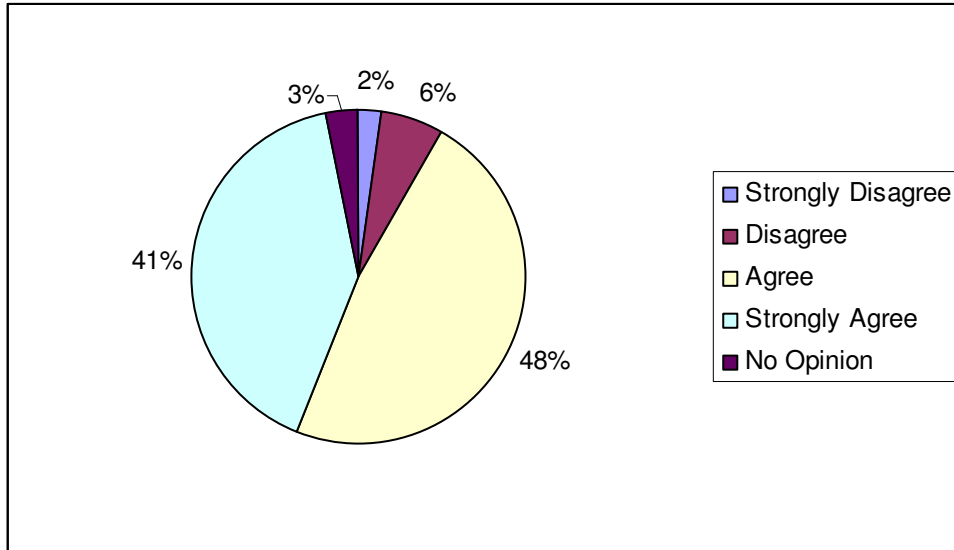
RECOMMENDATION 1: United Way should continue to focus on a Community Capacity Building Model rather than a Social Service Model.



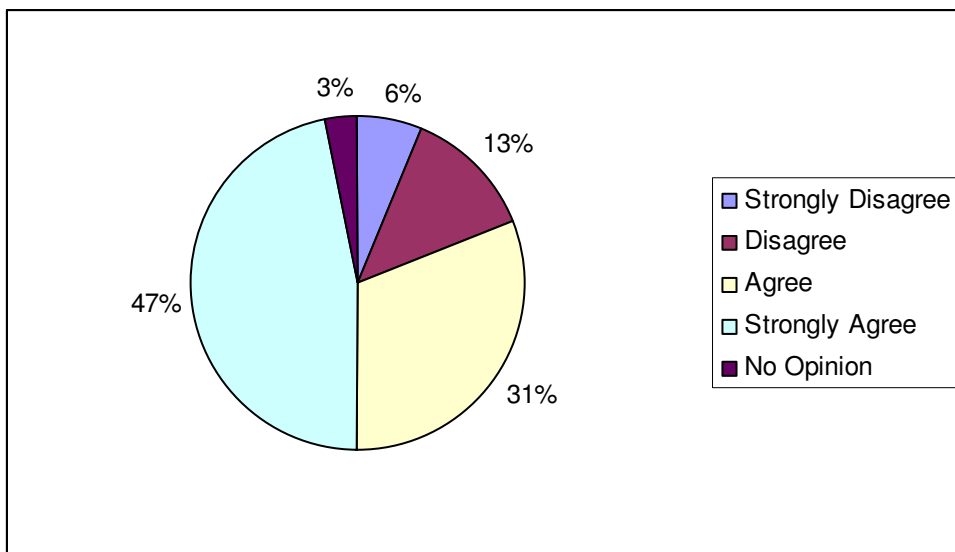
RECOMMENDATION 2: United Way should continue to focus on program level funding and work with funded partners to develop SMART (Specific, Measurable, Achievable, Relevant, and Time-Specific) outcomes for all funded programs. These outcomes should be related to one of the three basic building blocks (Education, Income, and Health).



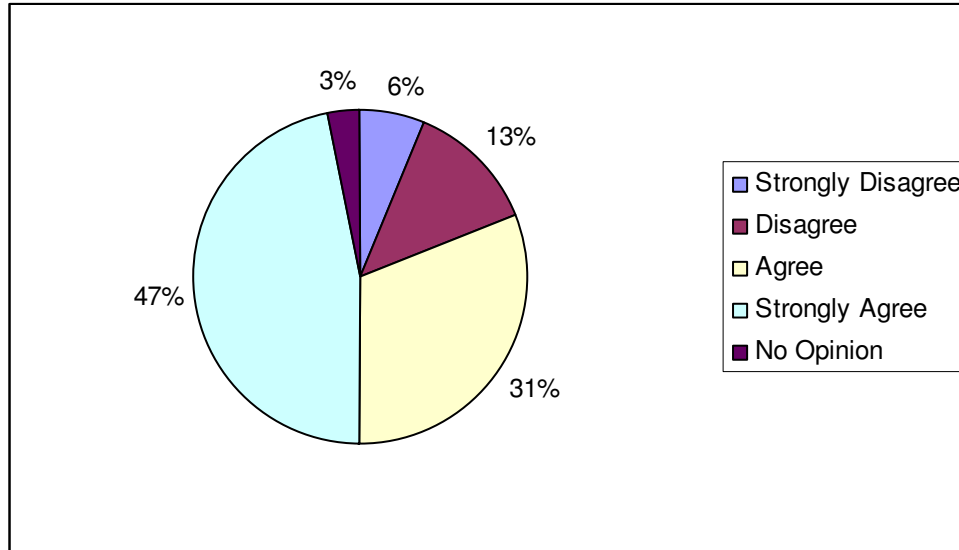
RECOMMENDATION 3: United Way should establish a task force to examine the community's current information and referral services and develop a plan for maximizing community resources in light of the development of the regional 2-1-1 Call Center.



RECOMMENDATION 4: United Way should establish an Early Childhood Task Force to develop a more comprehensive needs assessment and subsequent Community Investment Strategy Report related to the provision of services and community capacity building around early childhood education and school readiness.



RECOMMENDATION 5: United Way should establish a Youth Mental Health Task Force to develop a more comprehensive needs assessment and subsequent Community Investment Strategy Report related to the provision of services and community capacity building around youth mental health.

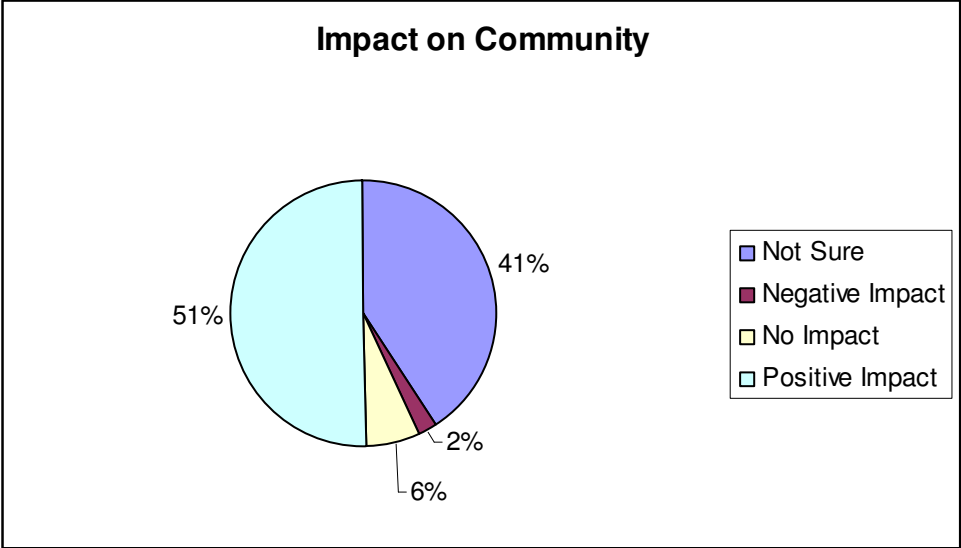


Comments:

the county mental hygiene department should, and does, deal with #5
There is a catagory missing. Those in treatment now CANNOT BE FORGOTTEN OR ABANDONED
Re Recommendation 4: I do not dispute the relevancy of an Early Childhood Task Force; however, as Advancing the Common Good states, "Broome County has a number of groups working on early childhood education." This leads me to question whether it should be the charge of United Way to establish this Task Force or rather an agency such as Family Enrichment Network which already conducts an annual child care needs assessment and whose mission is directly related to coordinating early childhood service.
Re Recommendation 5: Again, my suggestion is two subsets of a Mental Health Task Force: one focused on youth, the other on elders.
SMART objectives are harder to measure with prevention models and interventions- so this can be challenging. I also wonder if coalitions that already exist in the fields of Early Childhood and Youth Mental health might already have some of the information you are looking fo.
Clearly identifying the charge for any created tasks force will be key. The creation of SMART goals is an outstanding way to monitor effectiveness of of programs supported through UW dollars and help implementing r=groups focus and evaluate efforts. Sometimes we get caught up in the "implementing" and forget to follow through with the "evaluating" piece.
These should be done by existing coalitions or planning bodies that already exist in the community to address these issue. This seems to be duplicative effort.
I believe that UW can be leader in coordinating the delivery of services to at-risk youths and others in need in order to increase the return from investment.
I believe there are more than enough service programs who meet and plan regularly for Recommendations # 4 & 5.

How people give to UW in this area is NOT BROKEN therefore we need to be very careful how we react to new trends in giving etc.
need different views to help make healthy solutions.
As an employee of a United Way partner agency I would be lying if I said I wasn't worried about the new focus on program-specific funding vs. agency funding. So many agencies provide relevant and needed services that would suffer from a re-allocation of United Way funding. I agree that funding should be subject to outcomes but how does one measure the relevancy of programs provided to the 5, 6, 7 yr. old that could help them say no to drugs or unprotected sex as a 14, 15, 16-year-old? United Way is an amazing organization that makes wonderful and important things possible for our community and I would just hope that all things are considered thoroughly before pulling funding from one group or another.
There are already agencies working on task forces for both of these issues - do not want to duplicate services. UW should be moving forward with the 2-1-1 though.
This section assumes that adequate, comprehensive needs assessments and strategy assessments have not been done by area experts. Why? Did the developers of this report obtain adequate information from all area experts?
All these recommendations are needed and depending on the make-up of the socio-economic community that each United Way office serves, emphasis should be focused more on the predominant needs of that community.
Again, I'd like to see enrichment programs included as well as aids for the at-risk population.
Should a task force be established for elder issues?
If anything, I might add an additional recommendation for closer affiliation with "Aging Futures" in order to attain/maintain a solid perspective on elder issues.
Re #2, accountability is needed, of course, but SMART carries the danger of creating for member agencies what Regents has created for the state education system, subordinating human needs to statistical measures to attract/maintain funding.
Isn't recommendation 4 the ECC?
Personally, I am passionate about addressing early and late adolescent growth and development rather than early childhood, not to exclude the concerns and needs of our young children.
Re: Recommendation 5...Please help the community attract child psychiatrist.
UW could use improvement in understanding agencies they fund. The volunteers who serve on allocations panels deserve to know such information in making their determinations. What is often lacking is info regarding accountability and in certain cases, the info provided is not accurate. This may require more time by full-time staff, but it is critical to helping agencies improve. Often the agencies boards also do not have this information. Consider requiring the Pres and Treasurers of these agencies to attend allocations meetings. They should also be required to sign documents noting that they have reviewed and approve of the information being forwarded to UW. Remember....Executive Directors will always try to protect their positions leading to possible questionable facts. They are also the employees of the Boards; therefore, UW needs to hear from the Boards in regard to all matters.
I don't know what the measured outcomes are so it would be difficult to say if I agree or not.
I don't understand why United Way is the agency to build capacity. It doesn't seem like your role.
Community Capacity - I'm not certain what the Community Capacity model is, but since the community is made up of individuals, when individuals thrive, businesses thrive, and the community thrives! How is that different from a social service model? Both probably include sociology principles.
In just the past couple of months, the mental health needs of youth seems to have sharply increased. This is probably related to the overall increase in stress in families with the current economic circumstances as children and youth are often indicators of various problems/stressors within the family and community.
I am not sure that UW needs to take the lead in the development of task forces for Recommendations 4 and 5 or should support efforts that already exist. These assessments might not get done without UW leadership, but other organizations may be willing to accept some of the leadership.
rec 4 might be reinventing the wheel if the coalition gets refunded after 1/31.
I sometimes worry about task forces getting incorrect info from agencies. I've seen groups look very good on paper, when in reality they really don't serve many people. We need observations!!

The recommendations set forth in the Community Investment Strategy Report are intended to assist United Way staff and volunteers in determining the most effective use of limited resources. The report provides a framework and starting point for an on-going process to continually evaluate the effectiveness of United Way resources and investments. The implementation of the recommendations in this report is intended to improve our community and a majority of respondents agree.



However, it is clear that on-going education about the new Investment Strategies is needed. It is also clear that we can not idly sit by and wait to re-examine these issues in three more years. We live in an ever changing environment in which community needs change. United Way needs to remain sensitive to new and emerging needs and have resources to respond to those needs as they arise. The committee intends to continue its work on examining issues in the community and provide annual updates to this report which will include a discussion on the effectiveness of United Way's investments. The community deserves to know that United Way investments are producing real results and having meaningful impacts to improve the lives of people in our community.

APPENDIX IV: Plan Addendum

The Committee gratefully acknowledges the feedback received from individuals completing the on-line survey. More than 100 people took the time to submit a survey. Survey responses including comments were reviewed by the committee prior to finalizing the report. In light of the responses from the community, the following clarifications were made to the report:

- Early Childhood Education Task Force: A separate task force may not be warranted. United Way will work with existing groups, providers, and stakeholders on the issue of Early Childhood Education to obtain an accurate and complete picture of the needs with regard to this important topic.
- Youth Mental Health Task Force: A separate task force may not be warranted. United Way will work with existing groups, providers, and stakeholders on the issue of Youth Mental Health to obtain an accurate and complete picture of the needs with regard to this important topic.
- The committee further acknowledges the mental health needs of all community members is an area of need but that at this time it is most prudent for United Way to focus efforts on Youth Mental Health.
- Physical fitness and Wellness is a broad term and the committee recognizes the need to continue to define this area of need. The process of better defining this area of need will be an on-going process based on input from community members, service providers, and other key stakeholders.

This Community Investment Strategy Report is intended to serve as a guide or map. In working to Advance the Common Good there are many paths we can take as a community. This report begins to point us in a direction to make meaningful change. Along our path there may be new opportunities or challenges which will require us to change course. The committee recognizes this is and is committed to:

- continuing to solicit feedback from all stakeholders
- continuing to meet to review feedback and the social and economic environment
- recommending course corrections when necessary to ensure the path United Way is following truly will Advance the Common Good and help our community Live United.

Questions or comments regarding this report should be directed to:

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