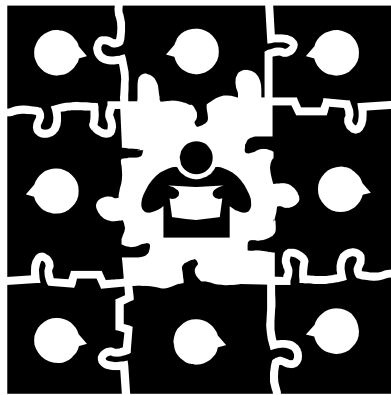


MAINTAINING THE SOCIAL FABRIC OF OUR COMMUNITY



The Agenda:

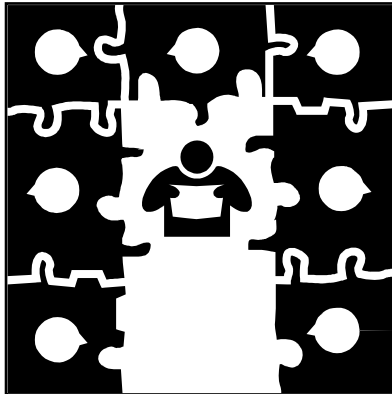
A Robust “Safety Net” of Basic Services

A Vibrant and Healthy Nonprofit Sector

An Engaged and Active Community

Agenda for Community Solutions – June 12, 2007
United Way of Southeastern Pennsylvania

MAINTAINING THE SOCIAL FABRIC OF OUR COMMUNITY



“In addition to providing services to people in need nonprofits create the space and opportunity for individuals to engage in volunteerism and become actively involved in civic life. By connecting people, inspiring altruism, and giving voice to local and far-reaching concerns, nonprofits weave an uninterrupted web of connection that binds communities together.

-- National Council of Nonprofit Organizations, *The United States Nonprofit Sector*, 2003”

Accomplishing our community impact goals requires a strong community social fabric – one in which citizens are engaged in and supportive of the work needed to make our region a better place to live – for all of its people. To maintain and strengthen the social fabric means insuring that the basic and emergency needs of individuals and families are met, including access to information needed to navigate the wide range of services that can assist them when they need help. It also means supporting a vibrant nonprofit sector with the resources and leadership to innovate, embrace best practices and engage in continuous quality improvement. And this requires an active citizenry that shares its time, talent and resources by volunteering, assuming leadership roles in our community’s nonprofit organizations, advocating for public policy changes that protect the most vulnerable among us and providing the financial support needed to make this all happen.

A Robust “Safety Net” of Basic Services

United Way recognizes that in order to be included in the long-term, community level goals, individuals and families must also have their emergency and basic needs met. Insuring that this critically important community safety net remains strong includes support for delivery of these services as well as support for creating information systems accessible to all community members when they need them. To fortify this important web of services and support, United Way will also take a very targeted approach to strengthening neighborhoods in specific urban areas where many of those who most frequently need this help live and work.

Basic Human Services

While the *Agenda for Community Solutions 2007* emphasizes our work to advance toward specific priority objectives, United Way will continue to support activities and initiatives that provide vulnerable people with basic needs, including food, shelter, clothing, mental health

counseling, and personal safety. Some of these services, although not the focus of our priority strategies, clearly support our priority goals and will be considered in that context. For example providing transitional housing to young single parents in job apprenticeship programs is not part of the priority strategy of providing the targeted skills needed for employment, but it does support the goal of helping adults get and keep jobs. We will, however, continue to support programs such as:

- Domestic violence services (counseling, shelter, legal advocacy, etc.)
- Emergency shelter and transitional housing
- Services for crime victims
- Provision of emergency food, clothing and cash
- Emergency rent, mortgage, and utility assistance
- Programs for people with disabilities and chronic illnesses
- Behavioral health services
- Preventive health screenings and education

Community Preparedness and Response

One of United Way's most critical long-term partnerships is that with the American Red Cross and Salvation Army to respond to natural and other disasters that hit our community. As part of this effort, United Way will take responsibility for educating and organizing the region's community-based human services networks to help them prepare themselves, their clients and their communities for disasters and emergencies. Working with its network of agencies and governmental groups throughout the region, United Way will offer a series of training workshops for nonprofit agencies to help them help them developing business continuity plans; help their staffs develop personal preparedness plans; and work with city and county government agencies and their community-based service networks to develop plans and procedures to assure that human service agencies are prepared to help their clients at the time of a disaster or emergency.

Information and Referral for Human Services: 2-1-1- and CONNECTservices.org

Every hour of every day, someone in Southeastern Pennsylvania needs essential services, from finding a childcare program to acquiring care for an aging parent. Faced with a dramatic increase in the number of agencies and help-lines, people often don't know where to turn, and in many cases end up going without these necessary services.

United Way believes that a 2-1-1 system in Pennsylvania could help thousands of citizens get the help and information they need without wading through the hundreds of toll-free numbers that are currently being used. 2-1-1 is an easily remembered telephone number that links people to the human services they need. Currently, 2-1-1 serves approximately 137 million Americans - over 46% of the US population. There are 169 active 2-1-1 systems covering all or part of 32 states plus Washington, DC and Puerto Rico.

2-1-1 can offer access to many types of services, as well as help in the mobilization of volunteers and sharing of information. In addition, 2-1-1 has the potential to save millions of tax dollars as the community learns that just as 9-1-1 is the number to call in a police or fire emergency, 2-1-1 works the same way for health and human services.

United Way will continue to work throughout the Commonwealth in a partnership with other United Ways, private industry, the information and referral industry, and state and local government to build a statewide 2-1-1 system.

A 2-1-1 call center is only as good as the information that those who answer the call have available. Having a reliable and extensive database of options across the broad array of health, social, education and cultural services in our region is another important United Way goal as we seek to maintain the social fabric of our community.

Despite, or perhaps because of, the breadth of available resources, many individuals as well as social service professionals are routinely frustrated in their attempts to identify an agency or service that offers the most appropriate help in meeting their needs, in a location that is convenient for them to access. Social workers and case managers with large caseloads, from neighborhoods throughout the region, with multiple and diverse needs, have even more difficulty. It is simply not possible to know enough about all of the services and providers available throughout the region to make referrals that not only meet the unique needs of each client but are also conveniently located for that individual, let alone keep up with the constant changes in contact information, eligibility requirements, and service locations that are common in the health and human services network.

For the past several years, United Way, the Delaware Valley Association for the Education of Young Children, the Philadelphia Departments of Human Services and Behavioral Health Services, Philadelphia Safe and Sound (PSS), Family Care Solutions, CHOICE, the Mental Health Association of Southeastern Pennsylvania, the Philadelphia Corporation for Aging and others have developed or enhanced electronic service directories and referral databases in an effort assist individuals, families and social workers in accessing up-to-date information on how to find the help that they or their clients need. However, these databases are generally limited in scope – containing information on only one or a few types of resources. They also have widely varying degrees of reliability and depth of information, or some are cumbersome and difficult to navigate.

In an effort to overcome these problems, United Way has convened a coalition of these providers to develop a mechanism for better integrating and efficiently updating the wealth of information and referral data now available in electronic form. Through this mechanism, the coalition aims to facilitate consistency among the various portals for access to data, improve the depth and reliability of available information, and expand access to the data in order to reach as wide a public field as possible.

Our goal is to develop a new resource data portal that can meet two critical needs in a single product. First, it will consolidate the information and referral data currently available in the most extensive local databases into a single, integrated database available online at no cost. Second, this portal will build upon the state-of-the-art technology which was developed for *CONNECTservices.org*, a flexible web-based application, by the Delaware Valley Council for Early Care and Learning (now merged with the Delaware Valley Association for the Education of Young Children) with funding from the Commonwealth of Pennsylvania and the William Penn Foundation to improve access to information on child care and other services for state agencies.

Using an enhanced version of the *CONNECTservices.org* technology, this portal can provide a free, online suite of easy-to-use tools that can allow users to search, query, and display the locations of and directions to social service providers who offer assistance with a comprehensive

range of services such as health care; mental health; substance abuse treatment, job training, child care, violence, alcohol, and drug abuse prevention; before- and after-school programs for students; adult education, housing, food, and transportation as well as all of the other health and social services available in our region to those in need. As a result, individuals and social workers will be easily and instantly able to identify service agencies that provide the specific service or they are seeking within reach of where they (or their clients) live and work. Using the *CONNECTservices.org* “engine” will offer a unique user experience by allowing them to plan trips with multiple stops, gain turn-by-turn directions, identify public transit routes and print the results for reference during their trip.

Healthier Neighborhoods

Philadelphia has often been described as a “City of Neighborhoods.” Each neighborhood is a crucial piece of the social fabric as experienced by its residents; together, Southeastern Pennsylvania’s neighborhoods are key strands of the social fabric of the region.

Strong neighborhoods are environments that support and promote the efforts of individuals and families to improve their lives. In addition, the work entailed in building such neighborhoods itself provides opportunities for residents to develop and exercise their skills and talents, and in some cases to emerge as community leaders. The neighborhood development and preservation projects of which United Way is a part are prime examples of these dynamics.

In order to sustain the various city-sponsored neighborhood development efforts that have shown some success, the United Way, the Philadelphia Empowerment Zone/ Neighborhood Transformation Initiative and local community leaders entered into a unique partnership in 2004. This collaboration led to the establishment of a permanent, community-based endowment referred to as the Neighborhood Funding Stream (“NFS”)

Continuing the original mandate of the Philadelphia Empowerment Zone, the mission of the NFS is to support sustainable community and economic development efforts and to increase the quality of life of residents of the American Street, North Central and West Philadelphia communities. Local community advisors, called Community Trust Boards, play a key role in the NFS. Elected volunteers from the community, non-profit organizations, businesses and City governments serve on the advisory board offering insight and know-how in the identification of funding priorities for the NFS grantmaking program.

The NFS as a vehicle for grant-making is aimed at extending the community’s ability to build on its successes and assets. A portion of the fund’s income is reinvested each year, which allows the endowment to develop into a permanent stream of income for the participating communities over time. To date, this fund has already grown to more than \$13 million. On an annual basis, 5% of the NFS fund is used for grant-making in the targeted communities.

In line with the understanding that community development happens in increments and must be thought of as a long-term process, the projects and programs funded through the NFS strive to advance a self-sustaining strategic vision for change. They demonstrate potential to achieve positive impact, enjoy community support, are capable of attracting public and private funders, and, in general, build the capacity of community-based organizations and residents.

For the past several years, United Way has also served as a lead partner and fiscal agent for NeighborhoodsNow (formerly “PNDC” -- Philadelphia Neighborhood Development Collaborative). NeighborhoodNow’s mission since 1991 has been is to contribute to the economic vitality of the city and region by strengthening Philadelphia’s neighborhoods. Since its start, NN-supported community development corporations (CDCs) that have developed more than 1,900 housing

units and more than 330,000 square feet of non-housing development of \$136 million. Moving beyond its past focus on capacity building support to CDCs, NeighborhoodsNow is taking aim at the causes and symptoms of community decline. Its current goals are to introduce and demonstrate market-driven and community-asset building strategies that improve the overall health and competitiveness of neighborhoods. It also is becoming more directly involved in policy issues by serving as a convener and facilitator to address the policies and investment strategies that have contributed to disinvestment of urban communities.

Current plans call for United Way to “spin off” NeighborhoodsNow as an independent nonprofit corporation in 2007. Nonetheless, we will continue to be a major supporter of NeighborhoodsNow and will integrate NN’s work into our overall community impact agenda. While we are de-emphasizing direct community development work, we believe that much of our work in moving ahead on our priority agenda aligns very well with NN’s future plans.

A Vibrant and Healthy Nonprofit Sector

Effective nonprofits are there when people need them delivering a variety of programs and services with strong results. United Way has a long track record in supporting a variety of strategies that insure that the social service organizations in our neighborhoods throughout the region operate as effectively and efficiently as possible by embracing best practices, engaging in ongoing quality improvement, and attracting and retaining the best staff and board talent available.

Organizational Capacity Building, Quality Improvement and Best Practices

In addition to promoting and enhancing quality in specific areas of focus related to our priority strategies (described elsewhere in this document) we will continue to promote the adoption of higher standards and best practices as we have in the past in areas such as housing counseling, adult Literacy and mentoring.

While it is critical that nonprofits embrace best practices with respect to their programs, it is equally important that they embrace ongoing quality improvement for their organization as a whole. They need high quality effective financial management systems, well developed fundraising plans and strategies, strong and effective boards of directors and many of the same basic business practices that exist in the private sector in areas such as human resources, technology, and marketing. A variety of strategies will be employed to advance this agenda.

United Way’s “Promising Practices” is a tool for nonprofits to assess overall organizational health and develop a plan for improvement. Developed in 2004 for use by United Way funded agencies, we will make this resource more widely available and develop strategies to share it with others in the funding community.

Our region is home to many nonprofit management support and technical assistance organizations whose missions are to increase the capacity of local agencies. United Way will partner with these organizations to ensure that the nonprofit community capacity remains strong. A variety of partnership models will be employed; some of which are already in place.

For example, United Way is partnering with NPower, a local organization whose mission is the build the technology capacity of nonprofits and the efficiency of the nonprofit system. Other significant partnerships aimed at improving the quality of the nonprofit system include the *Campaign for Working Families*, a coalition of businesses and organizations that mobilizes to assure that low-wage working families take full advantage of tax credits and other benefits available to them; *Coming of Age*, which develops volunteer opportunities for people aged 55 and over; the *Young Leaders Program*, in collaboration with Leadership Inc. and the Philadelphia

Urban League, linking young people to boards and committees that can use their energies and talents; and our partnership with the AFL-CIO Central Labor Council, which offers opportunities for current and retired union members to continue to use their skills in ways that support community programs.

Partnerships like this one represent innovative ways in which United Way resources can enhance the capacity builder's ability to deliver services.

United Way possesses an abundance of knowledge in a broad spectrum of programmatic arenas, especially early care and education, mentoring, and youth development. Through our Community Impact Training Institute we will continue to make those practices available to the wider nonprofit community through free workshops and trainings. Through our Professional Advisory Council (PAC) Professional Development workgroup we will offer specialized opportunities for United Way partners to continue to grow their knowledge on a variety of important organizational areas as well as to share their own best practices with one another through peer learning opportunities and roundtables.

Leadership Development

Leadership matters. It is well recognized that highly skilled leadership is necessary at both the executive and board level for an organization to perform at the highest level. United Way currently recognizes and supports the development of leadership through a variety of programs.

- *Young Leaders Program:* In partnership with the Leadership Inc. and the Philadelphia Urban League, United Way offers this six-week curriculum includes an array of topics related to nonprofit board governance: leadership, team building, strategic planning, diversity, board roles and responsibilities, legal and financial issues, fundraising and meeting management. The leadership theme is woven throughout all program activities. Following graduation, program alumni are offered placement opportunities with area nonprofit organizations as they become available.
- *Hispanic Leadership Development Institute:* This annual leadership-training program is offered to men and women of Latino heritage. The goals are to provide high quality training for those preparing for or currently holding leadership positions in nonprofit or public agencies in the region and to build a network of Latino leaders.
- *Nonprofit Executive Leadership Institute (NELI):* Founded at the Bryn Mawr College Graduate School of Social Work and Social Research in 2004, the mission of NELI is to increase the effectiveness of nonprofit and public sector leaders and their organizations through participation in a rigorous, integrated executive leadership certificate program. United Way sponsors four fellowships to NELI through the underwriting of partial scholarships for candidates from organizations that are aligned with United Way's priorities.
- *Harvard Business School Club of Philadelphia Social Enterprise Initiative (SEI):* Through SEI, the local Harvard Business School Club helps regional nonprofit leaders manage better and build stronger organizations by harnessing the volunteer energy of the Harvard Business School Club. United Way is a sponsor of the Club's annual one day executive education program for nonprofit Executive Directors that features top professors from the Harvard Business School.

As nonprofits enter the 21st century and the baby boomers who have led them begin to near retirement in large numbers, United Way will continue to seek out innovative strategies to foster

the development of a pipeline of leaders to insure that nonprofit talent continues to grow and will also seek to encourage young people to seriously consider professional careers in nonprofits.

Strategic Alliances

While United Way supports the establishment of new nonprofits and appreciates the fresh perspective and innovative approaches they can bring to bear, our experience tells us that the best way to bring a new idea to fruition is not always to form a brand new organization. Sometimes, that same good idea can be brought to life by an existing organization that has a similar mission and set of values. But this is not only true for new organizations. There may come a time in an organization's life cycle when remaining independent is no longer possible and a merger or affiliation with another organization is the best remedy for maintaining the parts of that organization that are still serving the community well. These are just a few examples of the continuum of strategic alliances. While merger is not always the answer, there are many and varied ways that nonprofits of all shapes, sizes and ages, can form alliances with others to increase both efficiency and effectiveness.

As part of our strategy to support the social fabric of the nonprofit social service community, United Way will be exploring innovative ways to invest in strategies to assist nonprofits working together to form alliances and collaborations that optimize the advancement of their missions.

Support for Grassroots and Minority Organizations

Despite the challenge of surviving in today's competitive nonprofit world, every day new nonprofits are established. In communities across the region, individuals or groups of community members who care about their neighborhoods form nonprofits often with a passionate commitment to see their vision come to life. Many of these nonprofits remain small; hundreds and perhaps thousands are affiliated with local faith based institutions – often the only anchors left in communities that have long been abandoned by others. Still others are led by minority or immigrant community members eager to serve their communities in culturally appropriate ways.

While United Way financial support has historically been directed towards larger and more well established nonprofits, United Way also has provided funds to small, grassroots organizations through the a grants program that operated from 1971 – 2001. On an annual basis, this Community Development Fund (CDF) provided small grants totaling \$400,000 to approximately 60 grassroots community organizations with annual budgets of under \$250,000. CDF sought to empower disadvantaged communities by strengthening community-based programs that developed leadership and mobilized community members in addressing the needs of their own community. In addition to providing funding, CDF worked intensively with community-based organizations to help them strengthen their boards, coordinate their efforts with those of others, and identify diverse sources of support.

United Way wants to reinvigorate its relationships with this important segment of the nonprofit community. It is expected that many of these same institutions will have new opportunities to compete for United Way's financial and other resources with the implementation of the Agenda for Community Solutions. To that end, we will explore and pilot new strategies to meet the particular organizational challenges faced by this large and growing group of nonprofits and seek to insure that this growing sector that serves important and frequently vulnerable members of the community are supported in their efforts to establish healthy organizations that embrace best practices.

Teaming for Technology

Teaming for Technology (T4T) is a national partnership between United Way, IBM, and the Corporation for National and Community Service that operates in 17 communities throughout the nation. National goals and service strategies have been adopted to provide cohesion amongst and between the local affiliates. Within the national framework, local T4T sites set their own desired outcomes, activities, and partnerships to pursue impact in their local communities. In the Philadelphia region, T4T has organized its services through the T4T Assistance Program.

Moving forward, we are changing the way we provide technology services to other organizations. United Way has established a partnership with NPower PA, an organization well equipped to meet the technology needs of non-profits in this region. NPower PA shares our common mission of helping non-profits by furthering their missions through the use of technology. In addition to our ongoing effort to recruit and train local technology professionals to conduct technology assessments of nonprofits and develop strategic technology plans, NPower and United Way work to assure that our nonprofit systems of care are able to use the highest-quality technology to increase their efficiency and effectiveness, be able to protect their data through disaster prevention efforts, and in other ways maximize the use of technology as a tool for growth and success.

Gifts in Kind

As a strategic support to human service agencies, helping them reduce their expenses and leverage new resources, UWSEPA's Gifts in Kind (GIK) program provides local non-profit organizations with access to the product philanthropy of both national and local businesses. For a nominal annual fee, organizations may access free or very low cost products, such as office equipment and supplies, baby clothes and household items that can be used by the agency or the client they serve. United Way provides linkages to both local and national products as an affiliate of Gifts In Kind International. Each year, we distribute more than \$2 million worth of products to 90 nonprofit organizations serving the Southeast region.

The Donor Choice Program

The Donor Choice component of our workplace fundraising campaign – the ability of donors to designate a part of their gift to specific agencies of their choice – is a resource that plays an important role in maintaining a robust human services system. For over 20 years, United Way has raised hundreds of millions of dollars through its workplace campaign, and that amount increases every year.

United Way will work with community organizations to examine ways in which Donor Choice can be used more strategically in order to create a greater impact on the community impact than it does at present.

During each of the past several years donor designations have represented nearly one-half of all dollars raised in our annual campaigns – about twenty million dollars each year directed to some 5,000 separate agencies and programs. These designations constitute a source of financial support in the form of general operating funds that would otherwise not be available to many of these agencies.

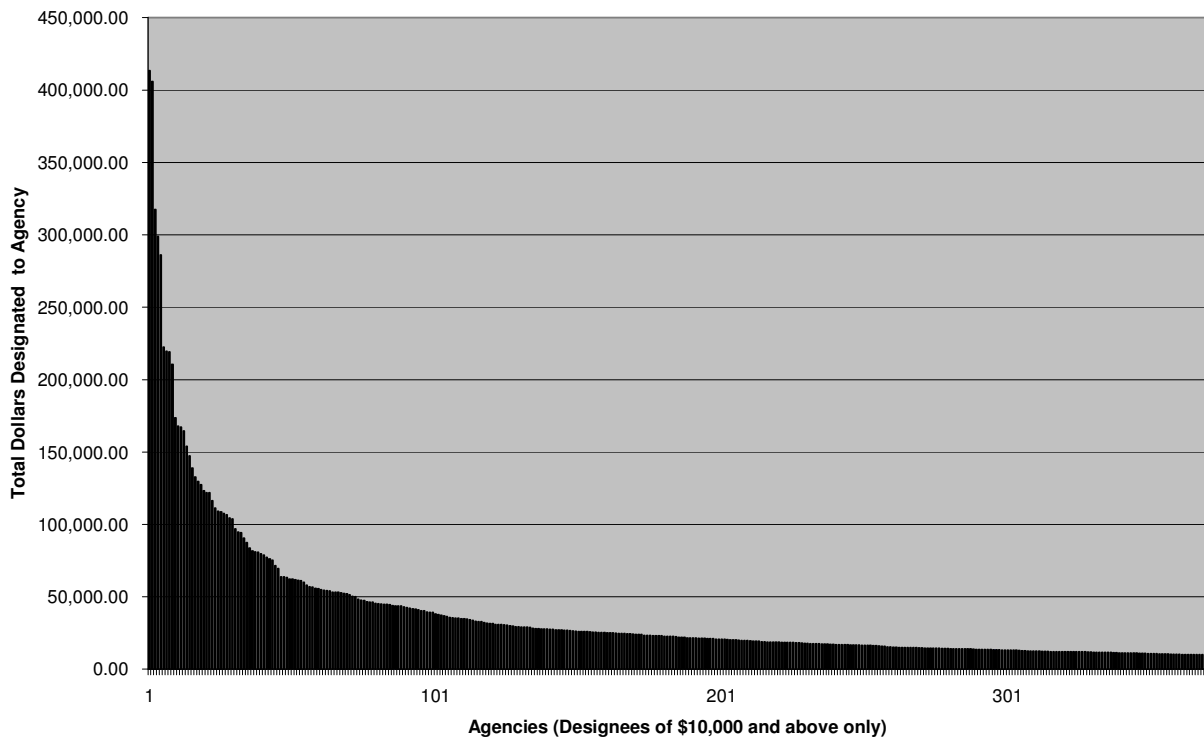
But a closer look at our Donor Choice Program suggests a more nuanced and muted impact. During a recent annual campaign, for example, \$20,237,851 was designated by donors to 5,516 agencies.⁵⁸ That is an average impact of less than \$3,700 for each agency. While this sum is certainly not insignificant, the *average* designation is only part of the story. In fact, only 370 agencies (fewer than one in fifteen) received designations totaling \$10,000 or more. And the

designations to those 370 agencies accounted for 72 percent (\$14,522,008) of all designated pledges. Just 123 agencies shared 50 percent of the total dollars raised. Many of these 123 agencies – some of the largest and best-known in the region – also received substantial funding from United Way’s Community Impact Fund.

But for nearly 5,400 agencies receiving donor-designated pledges, the average amount received was \$1,876.

A graphical depiction of donor designations highlights these disparities. The following chart represents the total dollar designations made just to the 370 agencies that received a total of \$10,000 or more in designations. (In other words, an additional five thousand agencies are literally off the chart because the amount pledged to them is so small in comparison to the top pledge recipients. Each vertical bar in this chart (there are 370 of them) represents the total received by one agency:

Designations - 2005 Campaign



As we implement the *Agenda for Community Solutions 2007*, United Way will look more closely at the opportunities that Donor Choice presents for connecting with, mobilizing and supporting many more human services nonprofits throughout our region. Although the dollars delivered to agencies through Donor Choice will continue to be distributed – by definition – according to the choice made by individual donors, we will focus more of our attention on what those choices can teach us. There are several specific actions that we can take.

First, we can establish a systematic process of learning more about the 5,000 agencies to which donors designate their pledges. At present, our information-gathering is limited to the most basic information necessary to permit United Way to solicit pledges, collect payments, and send checks to the designated agencies. But the process that is already in place to collect, keep and

update this basic information can be expanded to collect fundamental information about the services offered, populations served, and community needs perceived by these agencies. This information would serve not only to help us enhance our of non-profit human services agencies in our region to serve our information and referral function but it would also strengthen our ability to identify agencies that might serve as potential partners in carrying out our priority strategies to address community needs.

Second, as United Way strengthens its “system support” role – aimed at improving the quality of nonprofit social services generally and helping agencies address their capacity and quality issues – we can focus more attention on engaging more of the agencies that our donors, through their designations, are telling us do important work.

Third, we will look more closely at those agencies receiving the largest designation dollars – especially those agencies that have not traditionally been recipients of United Way funding from the Community Impact Fund – and consider whether and how they might become partners with United Way in carrying out our priority work. These agencies have earned the confidence of many donors and should not be overlooked as we implement our plans.

An Engaged and Active Community

In addition to recruiting volunteers to support specific implementation priorities and related work, United Way mobilizes volunteers for the general support of the human services network in our region, to engage volunteers in such a way as to raise their awareness of the needs of the community, and to enable them to become participants in addressing those needs. This work is distinct from our mobilization of volunteers to help achieve specific objectives related to populations in need, such as the Campaign for Working Families. This work is instead designed to engage the community to build community, as well as to strengthen the network of human services agencies in our region.

Volunteer365

Each year, United Way mobilizes tens of thousands of volunteers to provide a wide range of support to nonprofit community organizations in all corners of the region. Some of these efforts require specific skills – such as a background in technology or some experience in tax preparation. Others require a desire and will to improve the quality of life of the community, such as putting together emergency preparedness kits for low-income families, or helping to weatherize the homes of the disabled and the elderly. And still other activities require a large number of volunteers working together to plant a garden or paint a school or agency.

However volunteers do their work, it serves as living proof that each of us can make a tangible difference, 365 days a year.

The role of volunteer energy in keeping our safety net of services strong has become even more urgent as public funding for social services becomes more limited and tighter regulation restricts its use. Volunteers may be paid in the feelings of accomplishment and gratitude that come from those they are helping, but volunteering is not just a feel-good activity. It is a strategic tool that, invested wisely, provides an enormous advantage to our community and greatly increases our impact on the challenges that face us. Through *Volunteer365*, United Way intends to build on its long history of mobilizing volunteers to do just that.

There was a time when to volunteer meant working in an agency setting under the direction of agency staff and playing mostly a support role. While there remains a great need for volunteers

who can dedicate a few hours, a day or a weekend to tasks that would otherwise go undone – such as repainting a childcare facility, cleaning up a school, digging a community garden or building a playground -- volunteers are more and more interested in sharing their unique skills and in taking on new roles for the agencies they work with. Developing and adopting innovative approaches in fully utilizing the skills volunteers can offer, and matching them to the people and agencies that need those skills, is United Way's new imperative.

Over the coming period, United Way will redesign and expand its volunteer recruitment and management services in several important ways. Among them are:

- Streamlining our efforts to coordinate our largest volunteer campaigns by integrating them into the work described in this *Agenda for Community Solutions 2007*.
- Strengthening our capacity to provide strong management and support of one-day or episodic volunteer programs including Days of Caring and the Martin Luther King Day of Service – and also developing the capacity to meet the needs of employers and organizations seeking a customized day of service.
- Developing closer collaborations with other organizations that mobilize such as American Red Cross, the Campaign for Working Families, Campus Philly, City Year, and Greater Philadelphia Cares, and others.
- Re-invigorating our capacity as a central clearinghouse for matching volunteer opportunities with volunteers, especially opportunities that are best met by volunteers with a specific set of skills. This will require us to improve our volunteer management and recruitment technologies, better market and utilize volunteerway.org (our web-based volunteer system), and develop more routine and reliable ways for agencies needing volunteers and volunteers offering their help to connect with each other.
- Linking our corporate partners and their employees with opportunities to serve as board and committee members for nonprofit organizations – opportunities that develop new leadership to improve the governance of nonprofit agencies.
- Re-establishing a Youth Advisory Council that will provide youth-led service learning opportunities. Youth participants will be engaged from key organizations (*e.g.*, The William Penn Foundation Youth Development Initiative, Neighborhood Youth Councils, Beacon Youth Councils, EPIC Junior Stakeholders and others) to form a core group of youth who will develop service-learning activities and engage other youth to participate. The focus will be on enhancing the experience of participating in school district-mandated community-service activities.
- Strengthening our capacity to target volunteer recruitment efforts to particular populations – as we do, for example, for the Coming of Age project, which develops volunteer opportunities for people aged 55 and over;; the Young Leaders Program, linking young people to boards and committees that can use their energies and talents; and through our partnership with the AFL-CIO Central Labor Council, which offers opportunities for current and retired union members to continue to use their skills in ways that support community programs.
- Continuing to provide quality, year-round volunteer management training and support to organizations with new volunteer managers, including support in the recruitment, retention, management and recognition of volunteers in order to improve the quality of volunteer experiences offered by these organizations.

- Developing approaches that are truly regional in nature – building partnerships with other United Ways in the region, joining in collaborations with locally-based volunteer efforts throughout the Delaware Valley, making sure that we support the network of volunteer energy that uses the people power of volunteers wherever there is a need.

All of these activities will be overseen by a new Civic Engagement Committee, a subcommittee of our Community Impact Committee that will provide oversight and direction to United Way's volunteer mobilization and community service activities.

Community Mobilization

At the same time that we focus on the individual volunteer experience in Volunteer365, we will continue to engage and inspire the broader community through our high-profile volunteering events:

- *Martin Luther King Day of Service*

United Way is a proud partner with Global Citizen in the Martin Luther King Day of Service each January. Over the past 12 years, tens of thousands of volunteers have participated each year in a wide range of community service activities. Each year the number of participants has grown.

On January 15, 2007, some 55,000 people of all ages and backgrounds volunteered in the 12th Annual Martin Luther King Day of Service by turning community concerns into citizen action. The record turnout again made it the largest King Day service event in the nation for the twelfth consecutive year. The first Day of Service recruited about 1,000 volunteers and was limited to Philadelphia; we now have expanded our outreach to include many other communities and United Ways in Pennsylvania, New Jersey, and Delaware. The King Day of Service engages a diverse a group of participants, including students from city and suburban, public, private and parochial schools, colleges and universities, AmeriCorps national service members, older adults, corporations, communities of faith, civic

Neighboring

Neighbors do help neighbors. Every day, they use their time and their gifts to keep their friends and families going. Many, especially those living in older, urban communities, work hard to deal with the challenges of communities where unemployment, violence, and drugs take their toll. In the face of these obstacles, community residents look for the connections to vital resources that would improve their odds of succeeding.

United Way is working to develop a new model that will bring together the strengths of community and support the members of a particular neighborhood to develop voluntary supports in their community. The term used here we have borrowed from the Annie E. Casey funded work of the Points of Light Foundation.

Work has begun on adopting this new *Neighboring* model. During the winter of 2006 – 07, United Way is working with several neighbor-based organizations. Through our Project Warm Heart, United Way is supporting the efforts to train and provide basic-weatherization materials to neighborhood groups, including: The Kingsessing Fifth Division Community of Neighbors, Nicetown CDC, the Dream Academy in South Philadelphia, and the International Christian Fellowship Church (which serves a Liberian community) located in Darby, Delaware County. Each of these organizations is led by and consists of neighbors from specific communities.

Volunteers were dispatched to go and install basic-weatherization materials on the homes of older adults living in the community. Each neighbor who volunteered on at least two homes became eligible for assistance from the group in installing materials on their own home. The approach follows the “sweat-equity” approach so successfully used by Habit for Humanity.

and religious organizations, elected officials and entire families. More and more, one day of volunteering on King Day is turning into ongoing community involvement.

This day, like United Way's Days of Caring (described below), provides an opportunity for many persons who have not been involved in volunteerism to participate, with the hope being we can engage them in other activities through out the year. We will incorporate more skills-based volunteerism into our future efforts for King Day of Service, including targeted recruitment of building trades volunteers to assist with home improvements for low-income families and the training of tax volunteers.

- *Campaign for Working Families:* United Way of Southeastern Pennsylvania is a proud partner in the Campaign for Working Families (CWF.) CWF helps bring increased tax return revenue to Philadelphia's low-income working families by recruiting and training hundreds of volunteers to provide free tax assistance to families, helping them file for the federal Earned Income Tax Credit (EITC) and other benefits. During the 2005 - 2006 campaign, United Way mobilized and managed 441 volunteers who staffed 20 tax sites across Philadelphia at no charge. Working together, more than 12,000 returns were filed providing \$20.5 million in tax returns to working families. The Campaign also educates Philadelphia residents on other tax credits, public benefits, and asset-building resources. Over the course of the Campaign's four year history, nearly \$66 million in tax returns have been filed for working families in Philadelphia.
- *United Way's Days of Caring:* In launching its annual workplace campaign each year, United Way organizes Days of Caring. These events bring together donors and organizations across the region for a day of service. Over the years, more than 30,000 persons have participated. In 2006, more than 3,500 volunteers from 70 companies provided service to nearly 200 projects. It is our goal to double this number over the next two years and continue to expand the numbers of participants involved.

Days of Caring is timed to coincide with the campaign for two prime reasons. We want to expose donors to the issues of the community; for many this is a first time experience at volunteering. It is also our aim, by introducing these volunteers to community organizations, to encourage them to volunteer through out the year, thus helping to build the volunteer base in the region.

- *Project Warm Heart*

During the fall of 2005, United Way made the decision to join other organizations involved in addressing the concerns brought on by skyrocketing energy costs. The mix of high heating costs and the cold of winter can be harmful to the most vulnerable of our community. United Way developed a two pronged-approach to the situation: Mobilize volunteers who are trained to provide basic weatherization assistance and conservation education to vulnerable households (i.e. the elderly, disabled, homebound, families with infants and children); and Educate vulnerable families (via service providers) about conservation techniques and crisis assistance funds. This is now an annual program and a good example of "neighboring" – a term used by the Points of Light Foundation to describe the development of voluntary supports within a community – which is a model that we will continue to build upon.

As a part of our community education process, we also offer Agency Energy Conservation Trainings to human service agencies serving the Southeastern Pennsylvania region. During these sessions, line staff from agencies are taught about energy usage,

conservation techniques, and provided with the latest information about state and local resources available to eligible families and individuals.