



**LIVE UNITED**

*"Lifting Families in our Community out of Poverty"*

## STRATEGIC PLAN 2016-2019

*"As its Community Impact Strategy, United Way of Mercer County will establish sustainable pathways to self-sufficiency, educational achievement, and wellness through improving resiliency, igniting innovation, and combating root causes of poverty."*

# Mercer County: Our Indicators of Need

**Vision Statement:** The United Way of Mercer County is confronted with declining resources and economic vitality and an increasing need among working families and a rising poverty rate, with 20% of Mercer County families living below the poverty rate. As an historically blue collar working class county, Mercer County seeks to redefine economic and educational outcomes for our residents as a long-term vision for crafting pathways out of poverty. Essential to this goal is increasing options and opportunities for both children and families. For this reason, United Way of Mercer County is committed to developing a regional approach that engages families, agencies, and schools in building a strong foundation of skills, effective programs, and service coordination.

## KEY DATA INDICATORS

25.8% of all third graders in Mercer County scored below proficient in reading, with the percentage increasing in districts with higher poverty rates.

20.2% of Mercer County is considered to have low income **less than \$20,000**

19.6% of Mercer County is considered to have Lower-Middle income **\$20,000-\$34,999**

25% of all children in Mercer County are in Poverty

47% of all youth attending schools in Mercer County are considered low income students eligible for free and reduced lunches

19.34% of children grades K-6 are considered **obese** according to the BMI scale

Approximately **2,500 residents** need mental health or addiction counseling.

## United Way of Mercer County Call to Action

- Develop **STRATEGIC PLAN** that guides our **COMMUNITY IMPACT**
- Identify **IMPACT STRATEGIES** for **CRITICAL ISSUES**
- Form a **COMMUNITY CHANGE MODEL** that engages providers, civic leaders, consumers, youth leaders, and constituents.
- Design a **MATRIX** of **OUTCOMES** and **DATA** that benchmark and communicate our **PROGRESS**.
- Coordinate principal **FOCUS AREAS** to center strategies, leverage funding, and facilitate results.

**EDUCATION  
Focus**

**SELF-  
SUFFICIENCY  
Focus**

**HEALTH &  
WELLNESS  
Focus**

# United Way of Mercer County Strategic Vision Blueprint

## EDUCATION

Youth Succeed in School



EARLY  
EDUCATION



SUCCESS BY SIX



AFTERSCHOOL  
LITERACY



MIDDLE SCHOOL  
MENTORING



HIGH SCHOOL  
CAREER DEVELOPMENT

## SELF-SUFFICIENCY

Families are Self-Sufficient



FINANCIAL  
LITERACY



SERVICE  
COORDINATION



SUSTAINABLE  
JOBS



AFFORDABLE  
HOUSING



CRISIS  
SUPPORT

## HEALTH & WELLNESS

Residents have Healthy Lifestyles



PHYSICAL & WELLNESS  
ACTIVITIES FOR EVERYONE



BASIC NEEDS ARE  
PROVIDED



MENTAL HEALTH PREVENTION  
OFFERED NONTRADITIONALLY

**Education Strategic Goal:**

*United Way of Mercer County seeks to improve learning experiences, educational opportunities, and enrichment experiences for its children from Pre-K through Graduation in order to provide a firm foundation for future success.*

Objectives	Strategies	Outputs	Outcomes
<p>Increase awareness of early education and development for parents and caregivers which fosters school success.</p>	<ul style="list-style-type: none"> <li>• Coordinate Pre-school Provider Education and Training.</li> <li>• Launch media campaign with connection to tools and resources.</li> <li>• Increase access to early education providers by families most in need.</li> </ul>	<p><b>A</b> Convene roundtable of early education providers to offer networking and training.  <b>B</b> Include resources on website. Refine Facebook and Social Media to include information on early learning.  <b>C</b> Develop bridge between partner agencies serving families in need and early education providers to increase access.</p>	<p>Develop Early Learning Training and School/ Provider Community Communication Plan</p> <p>3,000 families are reached through media campaign.</p> <p>Number of children not participating in early learning is reduced by 15%</p>
<p>Prioritize and enhance Success by Six through developing an early literacy campaign.</p>	<ul style="list-style-type: none"> <li>• Reading is supported through book ownership and library programs.</li> <li>• Pre-K “Success by Six” Program Sustained.</li> </ul>	<p><b>A</b> Partnership with Reading is Fundamental  <b>B</b> “Every Child Has a Book” Drive is initiated.  <b>C</b> Success by Six impact is documented and program is sustained.</p>	<p>500 children most in need receive books.</p> <p>300 children participate in Success by Six.</p>
<p>Build a strong foundation for academic success for elementary students.</p>	<ul style="list-style-type: none"> <li>• Facilitate literacy and reading programs for afterschool programs.</li> <li>• Increase availability and quality of afterschool programs for youth.</li> </ul>	<p><b>A</b> Using the Education Collaborative, design a regional afterschool and/or summer program focused on reading proficiency.</p>	<p>300 children most in need in K-3 have access to out-of-school time programming with in two years.</p>

<p>Improve academic achievement for middle school youth.</p>	<ul style="list-style-type: none"> <li>• Increase goal setting and socialization for middle school youth through mentoring programs.</li> <li>• Increase STEM related programs that facilitate career interests.</li> </ul>	<p><b>A</b> Design model that engages civic, business, and community leaders for mentoring.</p> <p><b>B</b> Identify resources for partner agencies to support STEM and/or Mentoring Programming.</p>	<p>250 middle school students participate in mentoring in year one, and 500 in year two.</p> <p>100 youth participate in STEM programs and best practices identified and sustained.</p>
<p>Increase career development experiences that allow youth to access information, resources, and guidance for post secondary success.</p>	<ul style="list-style-type: none"> <li>• Develop youth leadership initiative for high school students.</li> <li>• Increase partnerships with local businesses and job development organizations to increase information, programs, and awareness for high school students.</li> </ul>	<p><b>A</b> Convene representatives from each area high school in a youth leadership council.</p> <p><b>B</b> Partner with Penn Northwest on a “Make it in Mercer County” initiative.</p> <p><b>C</b> Sponsor “College Night” and “Career Day”.</p>	<p>24 youth are recruited for a Youth Leadership Council.</p> <p>100 youth participate in Make It in Mercer County entrepreneur and business awareness effort.</p> <p>500 youth participate in career awareness and development.</p>

**Self-Sufficiency Strategic Goal:**

*United Way of Mercer County will foster enhanced programs and services that promote self-sufficiency for our residents most in need through improved service coordination, integration of financial literacy, and increased responsiveness for families in crisis.*

Objectives	Strategies	Outputs	Outcomes
<p>Partner agencies will increase services families seeking employment.</p>	<ul style="list-style-type: none"> <li>Referrals are coordinated to CareerLink</li> <li>Job readiness training is offered by partner agencies</li> </ul>	<p><b>A</b> Facilitate bridges between agencies, families, and Career Link through workshops.</p> <p><b>B</b> Identify best practices for integrating job readiness into agency service delivery.</p>	<p>Referrals to CareerLink will be tracked in year one with an increase 25% in year two.</p> <p>Pilot initiative results in 70% of 50 participants with increased job readiness.</p>
<p>A unified case management system will be used by partner agencies to improve service coordination, as well as responsiveness to families in need.</p>	<ul style="list-style-type: none"> <li>Coordination of services among partner agencies is reflected in unified service delivery.</li> <li>Use of data driven program delivery and services.</li> </ul>	<p><b>A</b> Partner agencies document services in a comprehensive case management data base managed by UWMC.</p> <p><b>B</b> UWMC partners with 2-1-1 to coordinate and track services to individuals in need.</p> <p><b>C Resource Alerts</b> via text to individuals outreaching 2-1-1.</p>	<p>Unified case management results in individual goal plan achievement for 85% of 100 families participating.</p> <p>85% of families contacting 2-1-1 are connected to services.</p> <p>500 families are connected to 2-1-1</p>
<p>Financial literacy will be integrated into agency service plans.</p>	<ul style="list-style-type: none"> <li>Identification of financial literacy resources such as Junior Achievement and local bank workshops to be used by agencies.</li> </ul>	<p><b>A</b> Partner agencies will include consumer counselling, financial planning, and/or budgeting as part of their case management plan.</p>	<p>200 Individuals participate in financial literacy training.</p>

**Health & Wellness Strategic Goal:**

*United Way of Mercer County will actively promote the health and wellness of residents through promoting healthy lifestyles, mental health and well being, and nutrition.*

Objectives	Strategies	Outputs	Outcomes
Fitness and wellness activities will be accessible to all residents.	<ul style="list-style-type: none"> <li>• Programs and activities will be offered in accessible locations to all age-groups.</li> <li>• Fitness, screenings, and health awareness will be offered.</li> </ul>	<p><b>A</b> Service matrix will be completed and incorporated as a guide for Community Impact Funding.</p> <p><b>B</b> Connections are made between partner agencies and resources.</p> <p><b>C.</b> Hospital Speaker’s Bureau resources will be incorporated into agency service delivery plans.</p>	2.500 individuals are connected to fitness activities, screenings, or health awareness sessions.
Emergency needs and basic necessities are provided to ensure families have access to fundamental needs.	<ul style="list-style-type: none"> <li>• Responsiveness in emergencies or crisis is offered to residents.</li> <li>• Initiatives that promote access to emergency food, shelter, and clothing are supported.</li> </ul>	<p><b>A</b> Partner with 2-1-1 of UW of Southwestern PA to coordinate service referrals and resource accessibility and utilize data reports to track effectiveness..</p> <p><b>B</b> Transportation partnership with Primary Health to eliminate barriers to accessing services.</p>	100% of individuals needing emergency services due to a crisis have their basic needs met.
Families receive mental health prevention and treatment.	<ul style="list-style-type: none"> <li>• Initiate a Stamp-Out-Stigma campaign</li> <li>• Identify Prevention and Treatment services in non-traditional settings to increase access to treatment.</li> </ul>	<p><b>A</b> Design and implement media campaign that increase awareness of mental health needs and services</p> <p><b>B</b> Complete assessment study of accessibility to services and geographic barriers.</p>	<p>Stamp-Out-Stigma campaign reaches 2,000 individuals.</p> <p>Action plan for non-traditional settings is completed.</p>

**Strategic Goal:**

*United Way of Mercer County's organizational development will focus on developing an infrastructure to spearhead community collaboration, ignite innovative responses to issues, and strategically leverage impact that improves the quality of life and personal success of its residents.*

<b>Objective</b>	<b>Strategies</b>	<b>Outputs</b>	<b>Outcomes</b>
UWMC will influence policy and resource allocation to ensure the needs of its residents are met.	UWMC will identify key issues for concerted policy and strategic action plan.	Geographic and/or service priorities will be identified with corresponding action model.	Action Model is completed and presented to the Board.
United Way of Mercer County will establish a framework that actively engages stakeholders in its efforts.	A Strategic Change Model will be developed and implemented.	Model will be implement with all committees convened in year one.  Leadership for committees will be established.	Greater stakeholder engagement in United Way of Mercer County.
United Way of Mercer County will leverage resources that increases services and programs for its residents.	United Way of Mercer County will explore private and public sources of funds that will support our efforts.	A fund development plan will be developed and implemented. Partnerships will be targeted to increase resources to our partner agencies.	Increase resources by 25% in year one, and by 50% in year two.
United Way of Mercer County will encourage innovative initiatives that champion change.	The Strategic Change Model will engage a broad base of partners in solutions.	A youth leadership and innovation initiative will be created.  An annual program review and planning session will be held for all committees.	Community Report and Planning Agenda completed annually.
United Way of Mercer County is committed to a Community Impact Model.	Lift Families Out of Poverty campaign will be its strategic priority.	Phasing in of Community Impact Model including focus area program alignment, benchmarking, and impact outcomes.	Community Impact Model integrated into UWMC by year three.

# United Way of Mercer County: DATA DASHBOARD<sup>1</sup>

## EDUCATION

**3,000** receive Early Education Awareness

**500** children receive their own book

**300** children in Success by Six

**400** children in Out of School Time programs.

**50** young children connected to Early Learning Programs.

## SELF-SUFFICIENCY

**100** Individuals are referred to CareerLink

**50** individuals obtain jobs.

**100** families receive case management services.

**200** families receive services through 2-1-1

**250** individuals participate in Financial Literacy.

## HEALTH & WELLNESS

**1000** individuals connected to health, wellness, and fitness.

**100%** of individuals receive assistance in crisis.

**1000** individuals reached through Stamp-Out-Stigma Campaign.

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<sup>1</sup> The goal numbers are used in this template; the actual dashboard would include the actual number served to date.

# United Way of Mercer County Change Model

