

Moving Toward 2020

Strategic Plan - Supporting ALICE

United Way of Charlevoix and Emmet Counties

WE STAND UNITED
BECAUSE THIS IS
OUR COMMUNITY
our neighbors, our families, and
OUR FUTURE.
LIVE UNITED. 



Char-Em United Way



Introduction

The board of directors and staff at the United Way provide this report as the culmination of over a year spent deeply engaged in strategy work to define how best to advance our mission. It draws on honest reflections by our staff and board about how effective we've been at creating desired outcomes in the Charlevoix and Emmet communities, on proven models being used by thriving United Way chapters around the country, and on the insights and expertise of hundreds of local partners who helped answer the key question: *what kind of United Way does this community want and need?*

The strategic plan on the following pages outlines a new way of working for us, internally and externally, to improve the impact of our efforts—and to strengthen the well-being of our region. Achieving this impact requires a shift from merely making and monitoring grants to engaging actively with our community partners to achieve the outcomes we collectively seek.



Vision

Communities where individuals and families achieve their potential through education, income stability and healthy lives.

Mission

Uniting the people and resources of Charlevoix and Emmet Counties to build strong communities.

Action

- *Ignite a community-wide social movement thereby mobilizing thousands to action—to give, advocate and volunteer—to improve the conditions in which they live by focusing on collaboratively identified BIG issues;*
- *Galvanize and connect all sectors of society—individuals, businesses, nonprofits, faith communities and governments—to create long-term social change that produces healthy, well-educated and financially stable individuals and families;*
- *Raise, invest and leverage funds annually to create and support innovative programs and approaches to generate sustained impact in local communities;*
- *Hold ourselves accountable to our steadfast commitment to equity, and continually measure improvement in education, financial stability and health.*

United Way
must become
focused on
specific
community
change(s)
backed by an
operational
culture of
effectiveness
that is cross
functional, data
driven, and
efficient.

Prescription for Change



Shift to Collective Impact

Strategy Drives
Fundraising

Enhanced Workplace Campaigns

Annual Plans

Employee
Education &
Engagement

Employee
Giving

Major Donors

Cultivation &
Expansion of
Donor Pool

Federal & Private Grants

Regional
collaboration
with other
United Ways

United Way as a Collaborative Community Problem-Solver:

Shift to Collective Impact Approach

The community will help us shape an agenda for impact focused on supporting and decreasing the percent of ALICE households through education, financial stability, and health.

From Transactional to Relational:



- *Investment – raising funds and making investments to move critical work;*
- *Convening – bringing people together to share successful strategies, promising practices, challenging barriers and new resources;*
- *Volunteer Service – mobilizing people to meet real community needs;*
- *Advocacy – eliminating systemic and policy barriers;*

Char-Em United Way's Lines of Business

Our lines of business describe the core functions and competencies for our organization, particularly in relation to how we will work in partnership to achieve our community's goals.

Community Collaboration – We will seek community-based solutions to our region's biggest challenges. CEUW will operate as a partner to activate systemic change by bringing our money, time, expertise, and commitment to community issues.

Community Investment - We will enhance the systems and infrastructure needed to access and direct the right resources towards achieving clearly defined outcomes.

Volunteerism – We will expand and strengthen volunteerism and service in the community.

Data and Knowledge Sharing - We will work with partners to gather, analyze, and interpret data from across our region, and serve as a hub to share critical knowledge and proven strategies to improve community decision-making and encourage replication of promising practices.

Marketing and Communications - We will share inspiring stories as a way of demonstrating what works, and building support to accelerate proven strategies.

Donor Relations – We will build on the idea that we are stronger together, we will seek to inspire donors to join us.

Corporate Relations - We will support our corporate partners in achieving all of their Corporate Social Responsibility goals – giving, education & engagement, volunteerism, and brand ambassadorship.

Financial Stewardship - We will build our brand by raising awareness of our sound financial management process and attract contributions—and the partners we need—to achieve better outcomes across the region.

Supporting ALICE (Asset Limited, Income Constrained, Employed)

In September 2014, Michigan Association of United Ways unveiled its first statewide ALICE Report, a data-driven, comprehensive research project upending the conventional view of Michigan.

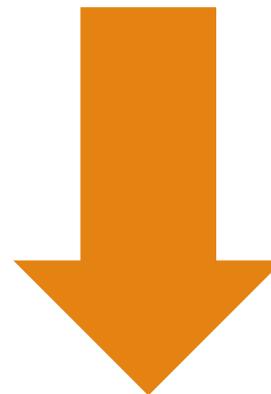
The number of households in Charlevoix and Emmet Counties who are unable to afford life's basic necessities far exceeds the official federal poverty statistics, 38% in the two county area.

Break the slide toward Poverty in our region and strengthen ALICE households by:

- 1) increasing children's educational attainment by focusing on birth – 8 year olds,
- 2) supporting and stabilizing the families in crises, and
- 3) supporting volunteerism, strengthening our communities



- Academic achievement
- Earnings power
- Family stability
- Productive contribution



Reduce the number of ALICE households.

Supporting the Asset Limited, Income Constrained, Employed (ALICE) Demographic

Efforts to stabilize families and support ALICE require a multi prong approach. As such, our strategy has three connected elements: *Successful Kids, Stable Families, and Connected Communities*.

Char-Em United Way will:

Successful Kids:

- Invest in & work with partners that support student success, birth – 8 years to focus on access to quality preschool, and early literacy.
- Support collaborations and programming aimed to support mental and physical health.

Stable Families:

- Advocate for and promote increasing access to and use of the Earned Income Tax Credit (EITC), and financial literacy.
- Collaborate with municipalities and other stakeholders in supporting the creation of stable, affordable housing, providing security for families and children.
- Provide resources for basic needs such as utilities and food, providing a safety net.

Connected Communities:

- Encourage & promote volunteerism, seeking to engage all people: elders, veterans, the disabled, in supporting the community.
- Work collaboratively with community partners to fund innovative programs to reduce costly medical response (E.R. visits) and achieve greater health outcomes for children with chronic disease.
- Support individuals with special needs through community integration & skill building.



Char-Em United Way

Focus on Early Childhood: Children birth – 8 years of age

Young children don't live in a vacuum. Safe, strong families & successful children will create the future we envision.

Char-Em United Way's Work:

- Give children a quality preschool experience and solid literacy base from which to build.
- Help parents to understand the importance of education and lowering their stress level so they may better assist children in their educational experiences.

EDUCATION

Helping young children (0-8) achieve their potential.

OUTCOME:

Children exit preschool with age appropriate skills in developmental domains; 3rd graders read at grade-level.

INCOME

Providing a safety net for families to help ensure basic needs are met.

OUTCOME:

Families have support for basic needs like food & shelter.

HEALTH

Improving health of children and their families

OUTCOME:

Ensure access to health care services as well as healthy foods & physical activity.

Measures of Success

Community Success:

Successful Kids – *increased academic success for low-income youth*

- Increase number of children entering kindergarten with quality preschool experiences
- Increase % children achieve grade level reading by 3rd grade

Stable Families – *increased economic and housing stability*

- Reduce number of households experiencing eviction & homelessness
- Increase affordable housing options (inventory)

Healthy Citizens & connected communities – *adults and children*

- Children receiving Medicaid are connected to medical home – reduced E.R. costs and better health outcomes
- Individuals with cognitive or mental health issues are integrated into community

Char-Em United Way Success:

Trust – community perception of UW as trusted and effective engine for community change

Engagement – depth of connection to donors, volunteers and community

Revenue – increased *mission-oriented* dollars to activate this strategic plan

