

Rappahannock United Way Strategic Plan 2019-2024

Strategic Plan Focus: Lead Collective Impact around a flag-ship community need in the arena of Education, Financial Stability and Healthy Living.

Target Population: ALICE – Asset Limited, Income Constrained, Employed Residents of Planning District 16

Household Income at or below ALICE Survival Budget Threshold

Strategic Plan Goals:

- Create a shared agenda as it relates to the local ALICE population/issues in RUW's focus areas of Education, Financial Stability and Healthy Living.
- Work specifically in the areas of Education/Graduation; Job Skills/Income; Financial Stability; Resilience/Safety; Healthy and Ready to Learn.
- Strengthen and create programs internally to meet the necessary outcomes in the above areas and/or fund local programs and partners that meet the necessary outcomes in the above areas.
- Grow the ALICE Assistance Program/Fund to support the areas of Housing Assistance, Transportation, Childcare and Workforce Certifications.
- Increase revenue by creating products that allow RUW to diversify revenue and engage donors in the work RUW does internally.
- Execute hiring a RD Coordinator, a Navigator (Financial Stability, Coaching), an Intake Coordinator (ALICE Assistance), Education Manager (Grade Level Reading, Workforce Credentials)

Strategic Focus Areas in Education, Financial Stability and Healthy Living:

- Healthy and Ready to Learn
- Education/Graduation
- Resilience/Safety
- Financial Stability
- Job Skills/Income

Strategic Program Focus

Education

- Grade Level Reading
- Workforce Credentials

Financial Stability

- Navigators
- Financial Coaching
- Tax Preparation

Healthy Living

- ACEs/Resilience

ALICE Assistance

- Workforce Credentials
- Childcare
- Transportation
- Housing Assistance

Strategy to Increase Revenue:

- Create Special Events to Generate Unrestricted Revenue
- Create a Women's Affinity Group
- Increase Non-Government and Government Grant Revenue
- Sell 3331 Shannon Park Drive Building
- Sponsorships for ALICE Report
- Community Impact Program Revenue/Fee for Service
- Signature Event Revenue

Community Impact Focus Areas and Outcomes

All Rappahannock United Way supported programs and activities must address one of the listed Outcomes and must be able to demonstrate progress toward that outcome by measuring one or more of the listed Indicators.

Healthy & Ready to Learn

Outcome: Children (Birth through 5) will achieve health and developmental milestones and be kindergarten-ready.

Indicators:

% of children (rising Kindergartners) served who are proficient on school readiness assessments

% of children (0-5) who achieve developmental milestones

% of at-risk children who improve on mental health measurement scales

Program Outputs:

of early childhood staff trained to provide quality programs & services

of children enrolled in high-quality early childhood programs

of families, caregivers served that are provided with information, resources, tools, trainings, and/or teaching skills

children that meet key developmental milestones (0-5 years)

infants up to date with age appropriate immunizations

at-risk infants and toddlers experience fewer mental, emotional and / or behavioral symptoms

Success in School

Outcome: Families will support children's successful progress through school

Indicators:

- % grade level reading by 3rd grade / improvement in local school readiness rates
- % improvement in high school completion / graduation
- % of youth who develop soft skills
- % of students (3-12) who maintain or improve school attendance
- % of children reading at grade level

Program Outputs:

- # of children served receiving literacy supports K-3
- # of youth who participate in school or community based out-of-school time programs or receive individualized support
- # of children who maintain or improve attendance
- # with grade level reading skills
- # with grade level math skills
- # on time grade level transitions
- # complete internships, apprenticeships
- # obtain college readiness skills
- # graduate high school on time
- # access 2, 4-year college or CTE Certifications

Self Sufficient – Financial Stability through Employment:

Outcome: Individuals will succeed in today's workplace

Indicators:

% of individuals who increase their wages

attain family sustaining wages

retain job for 6 months

gain upward mobility

% of individuals in programs who earn job-relevant licenses, certificates, or credentials

of households who achieve financial stability per local ALICE Thresholds

Program Outputs:

of individuals who receive job skills training

enroll in credentialing programs

enroll in job / vocational training

obtain job readiness skills

of individuals provided employment services

complete job training

complete entrepreneurship programs

complete internships or apprenticeships

graduate credentialing programs

Self Sufficient – Financial Resiliency through Positive Practices:

Outcome: Individuals will build self-sufficiency

Indicators:

% improvement in population achieving financial stability per ALICE Thresholds

% of households substantially improve financial strength

increase income, savings, assets

reduce debt

improve credit worthiness

% of individuals in programs who increase their disposable income by accessing benefits and/or reducing their costs

Program Outputs:

of households obtain / maintain stable living situation

of households obtain / maintain quality childcare

of households obtain / maintain reliable transportation

of households substantially increase income, reduce costs or improve access to resources

access ALICE funded resources / supports

substantially reduce costs (fees, interest rate)

leverage financial products

of individuals who access affordable housing, financial products and services

of financial sector staff trained to deliver quality services

of individuals file tax returns / access tax credits

of individuals gain knowledge about personal finance

of individuals gain knowledge about legal rights, obligations

of financial sector staff trained to deliver quality services

Healthy Living:

Outcome: Individuals and families will demonstrate a sustained ability to avoid, withstand, and recover from adverse events.

Indicators:

% of individuals served accessing healthcare services

% of individuals who develop coping, stress management, and resilience skills

% of individuals served who demonstrate improvement on accepted Mental Health measurement scales

% of individuals who adopt health behaviors

Program Outputs:

gain knowledge about healthy lifestyle habits/conditions

gain strategies for enhancing safety

develop coping, stress management, resilience skills

develop strategies to respond to bullying / abusive behaviors

avoid using illegal substances

develop positive / healthy relationships

improve level of functioning – mentally, emotionally

increase sense of community safety and connection

reduce unhealthy days

decrease school / work absenteeism

free from law enforcement / juvenile justice involvement

free from substantiated incidents of abuse / neglect

of individuals with access to healthcare services