Stronger UNITED:

Breaking the Cycle, Building the Community

United Way 2018 Strategic Plan

United Way
of the Wabash Valley

BECOMING THE UNITED WAY OUR COMMUNITY NEEDS

The strategic plan that will unfold in the pages before you is about transformation.

Over the course of the 20th century, United Way became the nation's strongest fundraiser, but allowed that competency to over-shadow our mandate to improve lives and strengthen communities. So strong has the fundraising focus become, that many perceive "fundraising" to be the mission. A 10-year trend of declining donations implies this mission is not compelling and merits this transformation of our work.

Our United Way must be a strong community problem solver focused on impacting the most critical social issues and building a better future. Every aspect of our new direction will reflect this, beginning with our organization's mission, vision and values now embracing a theme of collaboration, collective impact and growth.

Over a 2-year process to build this new plan, we took advantage of a powerful relationship between the Harwood Institute for Public Innovation and the Indiana United Ways. As opposed to using our boardroom as the sole place to devise strategies, these partners helped us reach a greater understanding of our local social issues by teaching us to "turn outward" and learn from the voices of people in our community whose lives we hope to impact.

This document takes the reader through our Community Conversations —what we learned and how those voices led us to an exciting goal for our community. Achieving that goal will require a new way to invest our resources and build collective impact.

This is a new mission and vision, but more importantly, a new work process driven by the voices of our community. Our United Way must embrace that *we are in the **IMPACT** business and the **DONOR** is our customer*. If we want to lead the Wabash Valley to a brighter future together we must have compelling impact or our donors will look elsewhere and our mission will be lost.

Please come partner with us on this exciting transformation.

Richard Payonk
Executive Director
United Way of the Wabash Valley

Dottie King
Board President 2017-2018
United Way of the Wabash Valley

New Framework

Along with the shift in strategy for our organization, we developed a new foundation to align with what the community wants in an organization and how we should fulfill that need.

VISION

We envision a thriving, inspired community focused on care and collaboration.

MISSION

We achieve our vision by working with and for our community to create lasting solutions to our greatest challenges.

VALUES

Our work and interactions will be guided by:

Collaboration and Open, Two-Way Communication
We are dedicated to a culture of listening and an exchange of ideas. We intentionally seek the voices of a variety of audiences, give voice to the often unheard, and lend our knowledge to address our toughest challenges.

Accountability and Empowerment
We hold ourselves to a higher standard, and everyday must ask ourselves, our partners and our neighbors how our efforts will have a lasting impact. We listen when you tell us to lead, follow, convene, or make room for new points of view.

Passion
We all have something that is important to us, that motivates and energizes us, about which we talk and get others excited. For us, it is helping others see the potential in themselves, in our community, and in each other.

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Community Conversation Process

The Harwood Institute promotes the idea of "turning outward" – seeing and hearing the often-unheard residents of the community and acting with intentionality to create change. In civic problem-solving, conversations usually take place among the powerful and the influence wielders, and intentional efforts aren't made to include the overlooked voices of the community. Community Conversations ensure these voices are heard by providing a safe environment for people to share their aspirations for the community and the barriers they perceive to achieving them.

Our United Way embarked upon a series of these Community Conversation sessions. We facilitated 36 community conversations and 10 additional business-leader conversations across our 6-county service area. Each group identified priority issues that should be addressed and barriers that prevent progress. The groups helped identify potential action steps that could be taken.

The process of "turning outward" represents a change in organizational philosophy. This will be an ongoing journey that we hope will bring United Way closer to the people it serves. As a result, we envision continuing these community conversations in the future to ensure our organization remains focused on what our community needs.

What We Asked

Community conversations are kitchen-table style sessions with 8 to 15 people lasting about 90-minutes. The facilitators ask the open-ended questions then stay quiet and record answers, leaving the attendees to provide honest feedback.

What kind of community do you want?	What is holding us back from that community?	What concerns or issues do you have in our community?
How are you and people you know affected by these issues?	What could be and is being done about these issues?	Who do you trust to help with these issues?

What We Heard

Our sessions generated hundreds of pages of notes from these conversations. Every page and comment was reviewed for common themes and unique ideas. Our United Way has compiled the full transcribed text from each conversation into a catalog which can be used for future guidance to our community partners. On the next page is a small sample of voices expressing our community aspirations.

Our community wants....

Common Concerns

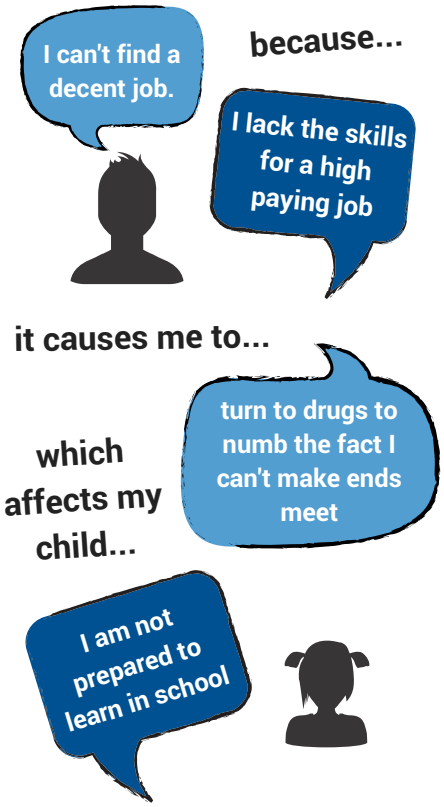
Drugs	There is a high amount of drug usage in our neighborhoods. Heroin, opioid, meth, and more – the sale and abuse of drugs are creating a health and safety problem in our entire community.
Economic Decline and Jobs	Lack of quality jobs that provide family-sustaining employment in the community and the ability to attract more jobs because of our workforce. There seems to be a lack of people with skills or desire to fill current open jobs.
Safe Community	Concern about crime, violence, and drug use in our communities leads to an overall unsafe feeling. People want a place to live where they feel safe and comfortable with their family.
Community Pride	Lack of pride for the community we call home has become a deep-rooted trait for many residents. It is reflected in the attitudes of how we treat our community from blight to our own negative perception.

It All Points To....

Poverty & Struggling Working Families

In hearing the community's voices and compiling their responses, one issue rose above and tied them all together -- the struggle to make ends meet for individuals and families. This causes a generational impact in our community. Generational poverty is not just a stigma. It is more than a false perception that those struggling are not interested in working or helping themselves. It also can't be measured by a Federal Poverty Level alone.

Generational Cycle



Struggling individuals and families face important daily decisions about what they need to do to survive. We understand that family stability and economic success can only happen if individuals are mentally and physically healthy, self-sufficient, and living in communities they are proud to call home. As an organization our United Way will begin a focused effort on alleviating this struggle for so many in our community and building individual and family economic success. There is no "one size fits all" answer, and no one person or organization can do it alone. That's why our United Way is changing our usual mode of business and building a collective movement of people and organizations to tackle this complex issue of poverty and the dilemma of struggling working families within our community.

It's Not Just About Poverty

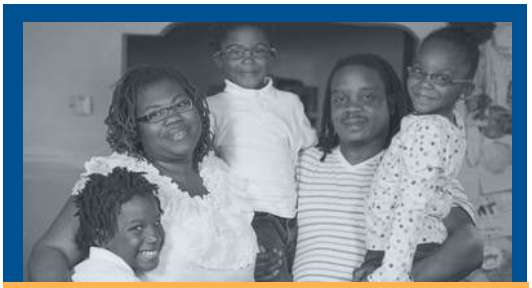
Say the words "generational poverty" to some in our community and you may get a lecture about lazy people who want to live off of the government. To move our community forward, we must get beyond this perception. That's why our United Way wants to introduce our community to ALICE.

Who Is ALICE and Why It Matters

ALICE, a United Way acronym which stands for Asset Limited, Income Constrained, Employed, represents the growing number of individuals and families who are working hard, but are unable to afford basic necessities of housing, food, child care, health care and transportation. In most cases, they are not eligible for public assistance because they are, in fact, earning income above the federal poverty level. These individuals and families are faced with difficult choices daily, often detrimental in the long run. Put food on the table or gas in the car? Take a sick child to the doctor or pay the utility bill?

In the Wabash Valley, ALICE represents 40% of households.

We all know ALICE. They're the hard-working people who make us feel at home in our communities. They're the cashier at your grocery store; the waitress at your favorite restaurant; the teller at your local bank; the teacher at your child's daycare; and the single mom working two part-time jobs. ALICE households are working households and pay taxes; they hold jobs and provide services that are vital to the economy in a variety of industries from retail to food service. The problem is that these industries do not pay enough to afford the basic necessities. With the Wabash



"I can't remember the last time I went to bed without worrying about how I was going to feed my kids." --Tianna

Valley seeing the growth of low-skilled jobs outpacing that of medium and high-skilled jobs, this will continue to compound the problem as the cost of basic necessities continue to rise.

This isn't just a household problem; it's a community problem. How can our community thrive when over 40 percent of our households don't earn enough to achieve a "survival budget"? Economic success in our households is a win for companies that employ them and also stabilizes the fabric of our community. Lawmakers, schools, businesses and social service agencies must come together to raise awareness, remove barriers and create long-term solutions. It takes everyone, and the United Way is changing our methodology to bring them all together.

ALICE In Our Community

15% of households in our community are below the Federal Poverty line.

BUT 40% are below ALICE and can't afford their basic needs.

ALICE Survival Budget

	Single Adult	2 Adults, 1 Infant, 1 Preschooler
Monthly Costs		
Housing	$434	$730
Child Care	-	$833
Food	$176	$533
Transportation	$351	$702
Healthcare	$147	$587
Miscellaneous	$130	$370
Taxes	$194	$320
Monthly Total	$1,432	$4,075
Annual Total	$17,184	$48,900
Hourly Wage	$8.59	$24.45

What an ALICE Budget Affords

Housing: Below average size and cost with utilities (e.g. one bedroom apartment for a head of household with a child)

Childcare: Cheapest legal home-based childcare

Food: No eating out with careful purchasing and preparation

Transportation: Gas, insurance and basic repairs with no lease or car payments

Healthcare: Basic out-of-pocket costs with no insurance premiums

Taxes: Income taxes, credits, Social Security, and Medicare

Miscellaneous 10% of the total for cost overruns and other essentials (e.g. phone, higher utilities cost, medical costs, fewer grocery sales)

Over 30,000 Households below ALICE

Over 40% of Indiana Jobs Pay Less Than $15 per Hour

Median Household Income: $43,706

"I have two jobs but still can't provide for my family. I work too hard to be this broke." --Brian

Where Do We Rank in ALICE Households?

32 - Vermillion
67 - Parke
78 - Sullivan
79 - Clay
84 - Vigo

* Out of 92 Counties in Indiana

For more information on ALICE visit: UnitedWayAlice.org

Bold Goal

United Way set a big and bold goal to serve as a catalyst for partnership and action around the growing issue of instability in our community.

Move 10,000 families out of financial struggles and into stability!

How We Plan to Do It

United Way of the Wabash Valley has funded partner agencies and their programs through an annual fundraising drive for nearly 60 years in the Wabash Valley. However, the voices in our community say they have not seen problems solved, and many of those problems have worsened. We heard loud and clear that a different action is needed.

Achieving success on our community's Bold Goal will require us to do business differently by shifting to a collective impact model. Collective impact is when multiple organizations work together to solve a specific issue in a structured form of collaboration. In order to accomplish this we will continue to partner with local agencies for Program Grants, but will also open the process to organizations that have never received United Way funding. In addition, we will also be launching a new grant process designed to support collaborative approaches to addressing poverty and ALICE in the region. All funding will be centered around our Bold Goal of moving 10,000 families out of financial struggles and into stability.

This approach will allow us to actively engage with many more organizations to achieve the results our community seeks, not only those sought by each individual nonprofit agency. By moving beyond an agency-requested fund distribution process as the sole means of community support, we can become the backbone organization to guide our Bold Goal for our community to completion.
We want to be the organization that gets our community to band together and take on the impossible. But - there is no way we can do this alone. We are urging our fellow funders, service providers, business leaders and investors to join with us in our focus on poverty and ALICE. We believe that with this approach, we will be able to make a bigger impact in our community and be able to change more lives.

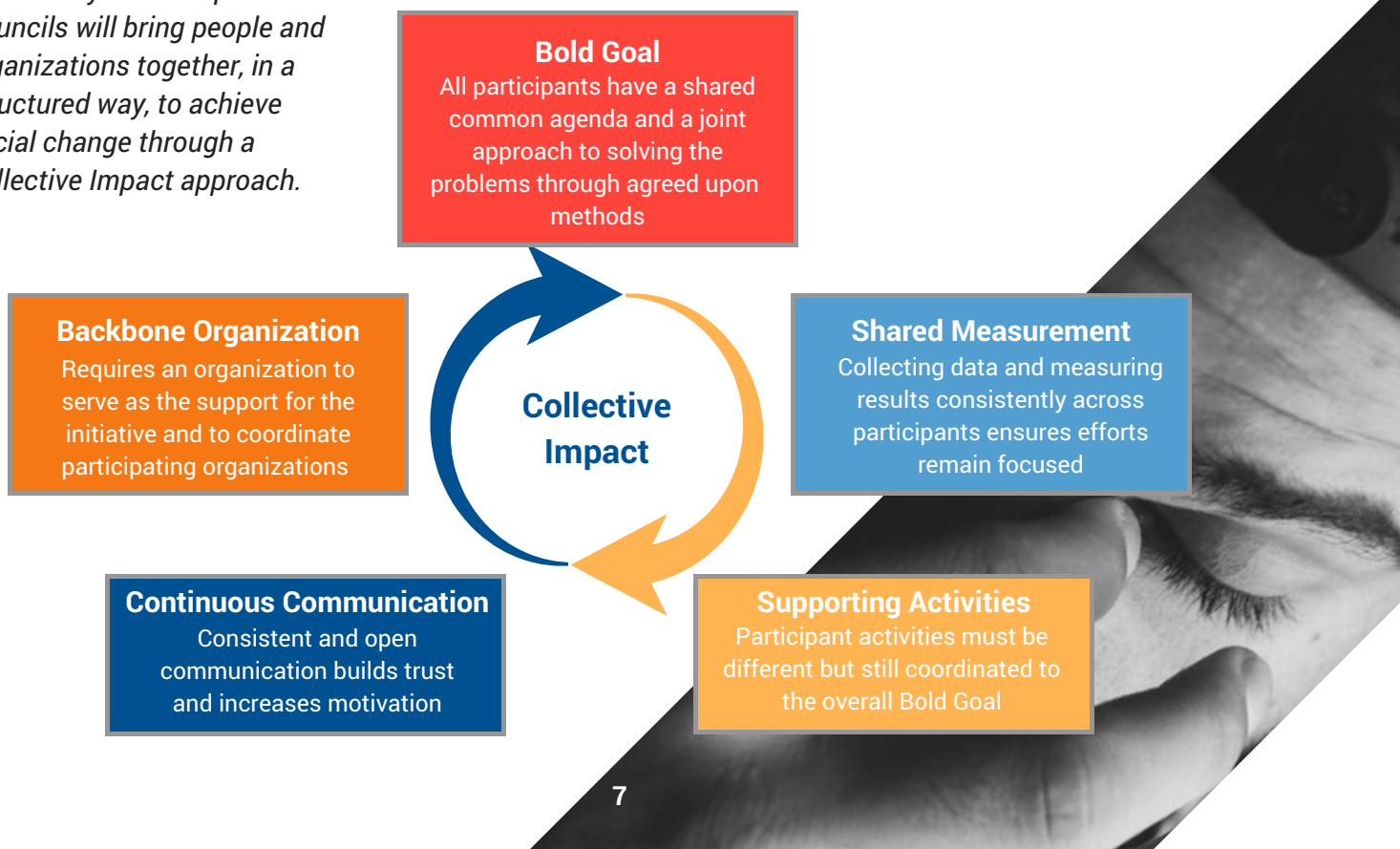
Impact Councils

From our community conversations, five areas dominated the discussion throughout the community - education, health, financial stability, neighborhoods, and basic needs. It is no surprise these areas are important elements to move households out of financial struggles and into stability.

Based on the successful achievements of our state-recognized early childhood education coalition, Success By 6,™ United Way plans to create more Impact Councils associated with each of these focus areas. These councils will bring together subject matter experts, people whose lives are affected by the issue, business leaders, and other organizations working to affect each area. Based on their knowledge, members of the Impact Councils will recommend and monitor the investment of United Way resources in efforts that align with the priority our United Way is setting to move households to financial stability.

On the pages that follow, we lay out the needs and objectives in each area and identify the new Impact Councils our United Way plans to form in the years to come to better direct our resources in a unified approach that will encourage nonprofit agencies, business leaders and our entire community to join us in reaching our big and bold community goal.

United Way's new Impact Councils will bring people and organizations together, in a structured way, to achieve social change through a Collective Impact approach.



Focus Area: Education

Improve Educational Attainment

Challenge We Face

Poverty consistently correlates with a lack of education and can be a strong barrier to academic achievement. With 1 in 5 children in the Wabash Valley living in poverty, we want to help close the achievement gap to assist more children and families to succeed in school. This starts from birth as studies prove that children who receive high-quality early care and education programs are more prepared to succeed long term.

What We Plan To Do

Focus Impact Councils on supporting the entire continuum of education from early childhood education, support youth educational success, and post-secondary planning and preparation.

Impact Councils and Objectives

Success By 6™Council: Early childhood education support and programs

Graduation Council: Assistance for success in school through graduation

United Way SUCCESS BY 6™

75%

Of Local Children Are Not Enrolled In High Quality Child Care

"Obstacles to breaking the cycle of poverty need to be removed"

-Community Conversation

1 in 5

Local Children Live in Poverty

Focus Area: Health

Address Physical and Mental Health Barriers to Economic Stability

Challenge We Face

No single issue resulted in more discussion during our community conversations than drug abuse and the related community impact. Both opioid and meth addiction run high and show lasting impacts on parents and children negatively affecting community safety and our local economy. Additionally, local health data and statistics continue to paint a negative overall picture of health in the Wabash Valley.

What We Plan To Do

Focus Impact Councils on well-rounded approaches to improving addiction services, mental health care, preventative care and general access to healthcare.

Impact Councils and Objectives

Addictions Council: Support addiction prevention and treatment solutions

Health Council: Promote healthy lifestyles, improve access to preventative and mental healthcare

47

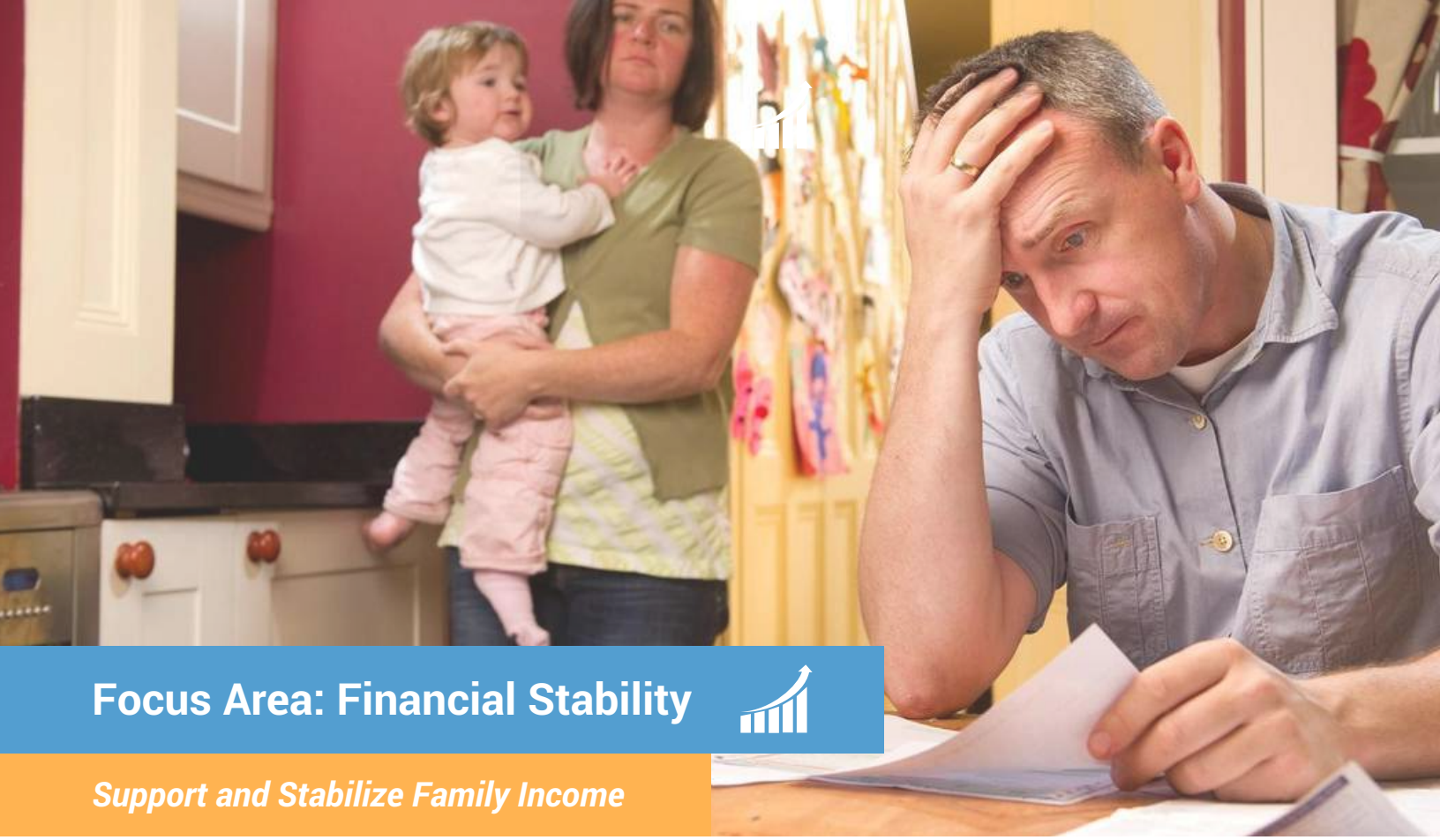
The State of Indiana Rank in Prevalence of Mental Health

"Parents who suffer from these issues don't provide a good home life, and lead the kids to make the same poor decisions"

-Community Conversation

23

Fatal Drug Overdoses in Vigo County in 2016



Focus Area: Financial Stability

Support and Stabilize Family Income

Challenge We Face

On average, a Hoosier family of two adults, one infant, and one preschooler would need to earn over $48,000 per year to meet the basic needs of food, clothing, shelter, utilities, transportation, basic health care, and childcare. This equates to earnings of $24/hr. There are over 30,000 households in our 6-county service area that are below the ALICE Threshold, meaning they are having to make very tough decisions, such as do we eat or pay the bills to keep us warm.

What We Plan To Do

Focus Impact Councils on assisting families and individuals in two key areas that will help move them toward economic stability: save money and invest in themselves through education and work-preparedness.

Impact Councils and Objectives

Job Skills Council: Identifies/promotes continued education and skill development

Financial Stability Council: Promote financial coaching and income management

68%

Jobs in Indiana That Pay Less Than $20/hr

"We're not keeping the types of jobs that make us better."

-Community Conversation

84

Vigo County's Rank of Households Below ALICE in Indiana

*Out of 92

Focus Area: Neighborhoods

Connect the Community by Supporting Strong Neighborhoods

Challenge We Face

Improving the look of our community was identified as an area of need throughout our community conversations. Our neighbors feel a general sense of apathy, due in large part to the aesthetics of some of our neighborhoods, and this leads to worries about crime. We also heard that there was a lack of unity in our community and improving the overall morale was a concern.

What We Plan To Do

Focus Impact Councils on building overall community pride by strengthening neighborhoods. Increase volunteerism by hosting a community volunteer website: Volunteer Wabash Valley at: www.uwwv.org.

Impact Council and Objectives

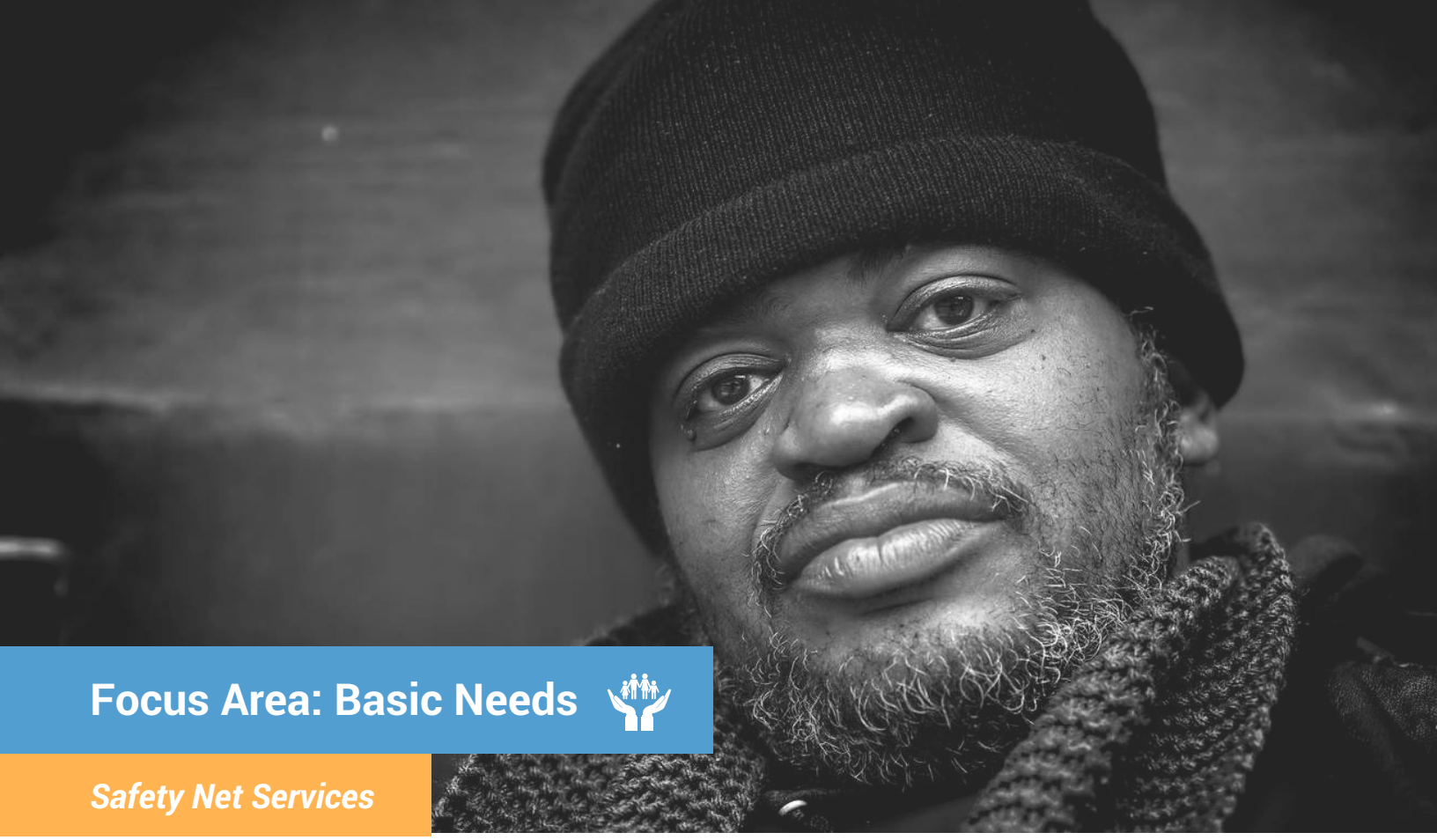
Neighborhoods Council: Reduce crime and drugs, while addressing blight and improving civic engagement

4,800
Volunteer Hours in 2016 with the United Way

"Fear and distrust limit the whole community from coming together"

-Community Conversation

343
Felony Drug Cases Filed in Vigo County in 2017



Focus Area: Basic Needs

Safety Net Services

Our investment process for Basic Needs programs provided by community partners throughout the Wabash Valley will not change. We will continue our long history of support for these needs, but hope that our focus on finding long-term solutions will lessen the need for such services.

Challenge We Face

Life can create an immediate need for assistance to a large section of our community. Sometimes a flat tire can cause a family to go without food. "Safety Net Services" are emergency services that are vital such as food, shelter, and clothing.

What We Plan To Do

While not providing a long term solution to reducing the cycle of poverty, covering basic needs is a vital first step on the pathway to success. It will remain as a solid base of support in our community while our councils will look at long-term root cause solutions.

Impact Council and Objective

Safety Net Council: Immediate and emergency assistance

8,290

Needs Requested in 2017 to our 2-1-1 Connect2Help Hotline

"It is not an overnight thing to get out of poverty"

-Community Conversation

32,210

Food Insecure People in the Wabash Valley

Thank You

This plan would not have been possible without the assistance from our community and the committee who played the critical role of taking all the voices and developing an action plan to move forward.

Community Conversation Participants:
Child Care Providers in the Wabash Valley
Chances and Services for Youth Kids TEEN Court
Clay County YMCA Advisory Council
Council on Domestic Abuse Group Session
Farrington Grove Neighborhood Association
Indiana State University Staff & Students
Rose-Hulman Faculty & Staff
Landsbaum Center for Health Education Staff
Deming Elementary School Parents, Teachers, & Staff
Community Pastors
Spruce Street AME Church Parishioners
St. John Missionary Baptist Church Parishioners
Purdue Extension Employees (all area counties)
Terre Haute Noon Rotary Club
Catholic Charities Ryves Center Neighborhood Adult and Youth Residents
Terre Haute Boys & Girls Club Staff
Union Hospital Family Medicine Residents
Vigo County Elementary School Principals
West Terre Haute Community Members
Clark County Illinois Community Members
Boy Scout Camp Krientenstein Staff Members, Eagle Scouts, & Boy Scouts
YMCA Silver Sneakers Group
UWWV Board of Directors, Committees and Volunteers

Strategic Planning Committee:
Caroline Carvill - Rose-Hulman Institute of Technology
Christi Fenton - Vigo County School Corp.
Marla Flowers - Hulman & Co.
Bernice Helman - Coldwell Banker Troy Helman Realtors
Steve Holman - Union Health
Kristi Howe - Vigo County Public Library
Dottie King - Saint Mary-of-the-Woods College
Stuart Powell - Taghleef Industries
B.J. Riley - Tribune Star
Deb Ringo - YMCAs of the Wabash Valley
John Roach - Vigo County Judge
Tess Stephens - Spruce Street AME Church
Greg Thoennes - Plumbers & Steamfitters Local 157

Facilitators: Tonja Stokes & Jillian Henry - Indiana Nonprofit Resource Network at Indiana United Ways

Where You Fit In

As we continue on this journey, we invite the community to join us because together, we can have a greater impact than alone.

GIVE Donate through your workplace or directly Invite us to include your workplace in our annual resource drive	**VOLUNTEER** Join a committee that interests you Visit Volunteer Wabash Valley (uwwv.org) to help others in our community
ADVOCATE Learn about our work Share our story	**CONNECT** Visit uwwv.org Follow us on social media

uwwv.org

United Way
of the Wabash Valley