COMMUNITY IMPACT PLAN 2019-2022
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### COMMUNITY CONVERSATION

In 2018, United Way of St. Joseph County invited agency partners, panelists, and community volunteers to share their experiences in order to shape our goals moving forward. The conversation focused on strategies that would strengthen our community through Early Learning, Youth Success, and Stable Family initiatives. Using Results Based Accountability, we were able to pin point goals, partners, and outcome measurements to ensure collective impact success in each of these focus areas.

In this document, UWSJC will provide an overview of the goals we have set and the means of measuring our results toward these goals.

*Thank you to all of the individuals who gave thoughtful consideration to the development of this strategic impact initiative.*
United Way of St. Joseph County is focused on the 43% of households in our community who do not earn enough money to cover their basic needs. We know that poverty is complex. That there is no single cause and no easy solution. There is no donor, no one advocate, no single partner or program who can solve the complicated and complex issues that contribute to this critical dilemma.

But hope and change are found through a united effort.

When we as a community work together there are solutions. There are resources to provide critical assistance. We become advocates who will speak and volunteers who will show up to help meet the most pressing needs.

The 2019-2022 Community Impact Plan is designed so that United Way will build on our relationships across all sectors, and serve as a model in our collaborative approach and alignment with a wide variety of resources around four priority impact areas: Early, Learning, Youth Success, Stable Families, and Critical Needs to ensure everyone has the opportunity to thrive in our community.

To all of our partners, donors, advocates and volunteers, thank you for being in the trenches with us this year. With your help, we will continue fighting to create lasting change that impacts countless lives and makes our community a better place for everyone.

I look forward to the future successes we create together through this next Community Impact Plan.

Laura Jensen
President and CEO
ALICE DATA

ASSET LIMITED INCOME CONSTRAINED EMPLOYED

Often referred to as the “working poor”, ALICE families are those who do not fall within poverty guidelines, but are struggling to stretch their income from pay check to pay check.

In United Way of St. Joseph County’s mission to move people from poverty to possibility, it is critical to focus on all families that are struggling. This includes those living below the poverty line, as well as ALICE (Asset Limited, Income Constrained, and Employed) families who do not qualify for many programs and benefits but are likely an emergency away from falling into the cycle of poverty.

In the 2018 ALICE Study of Financial Hardship, community data shows that 43% of families in St. Joseph County are struggling. 27% of those are ALICE households and 16% are households in (Federal) poverty.

To gain a better understanding of the financial framework, below is the ALICE Report “Household Survival Budget” for St. Joseph County.

HOUSEHOLD SURVIVAL BUDGET FOR ST. JOSEPH COUNTY

MONTHLY COST OF LIVING  

<table>
<thead>
<tr>
<th>Item</th>
<th>Single Adult</th>
<th>2 Adults, 1 Infant, &amp; 1 Preschooler</th>
</tr>
</thead>
<tbody>
<tr>
<td>HOUSING</td>
<td>$493</td>
<td>$787</td>
</tr>
<tr>
<td>CHILD CARE</td>
<td>$0</td>
<td>$854</td>
</tr>
<tr>
<td>FOOD</td>
<td>$158</td>
<td>$525</td>
</tr>
<tr>
<td>TRANSPORTATION</td>
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<td>$697</td>
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<td>HEALTH CARE</td>
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<td>TECHNOLOGY</td>
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<tr>
<td>MISCELLANEOUS</td>
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<td>$413</td>
</tr>
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</tr>
<tr>
<td>ANNUAL TOTAL</td>
<td>$19,716</td>
<td>$54,564</td>
</tr>
<tr>
<td>HOURLY WAGE</td>
<td>$9.86</td>
<td>$27.28</td>
</tr>
</tbody>
</table>
IN ADDITION TO THE FOCUS ON THOSE LIVING IN POVERTY AND THE COUNTY ALICE POPULATION, THE UNITED WAY WILL TAKE A TARGETED LOOK AT THE GEOGRAPHICAL AND DEMOGRAPHIC AREAS MOST IN NEED. DATA PROVIDED THROUGH LOCALIZED REPORTS CAN HELP SHINE A SPOTLIGHT ON THESE DISPARITIES.

VISIONLINK

As our Impact Partners know, there are often a multitude of struggles their clients are facing, yet not all of these struggles can be resolved by a single agency. We know this is the explicit purpose of collective impact – bringing multiple agencies and community resources together to support families and address the barriers they face.

To make these collaborations more accessible, United Way of St. Joseph County will utilize VisionLink, a platform designed to help community partners coordinate care, maximize resources, measure impact, and engage partners all on one software. All funded agency partners will receive training on client intake and reporting to ensure accurate data through VisionLink.

Additionally, utilizing VisionLink will be beneficial in the community because it is currently used by Indiana 2-1-1. By sharing the same system, 2-1-1 will be able to obtain a more complete picture of the needs in St. Joseph County, and share data and resources to target these specific needs.

2-1-1

2-1-1 is a free and confidential call center, supported by UWSJC, that helps residents find the local resources they need 24 hours a day, 7 days a week. Simply dial 2-1-1 to connect with a community navigator who will help direct an individual in need to resources here in our local community.
GOAL: PROVIDE FOOD, CLOTHING, SHELTER, EMERGENCY, AND CRISIS INTERVENTION SERVICES TO INDIVIDUALS AND FAMILIES WHEN NEEDED

TO GET THERE:

STRATEGY 1
MEET CRITICAL NEEDS OF FAMILIES AND INDIVIDUALS

RESULTS...

- INDIVIDUALS IMPROVE HEALTH OUTCOMES
- INDIVIDUALS DECREASE FREQUENCY OF REQUIRING CRITICAL NEED SUPPORT
- INDIVIDUALS OBTAIN PERMANENT HOUSING
- INDIVIDUALS UTILIZE ADDITIONAL COMMUNITY RESOURCES
- INDIVIDUALS INCREASE SELF-SUFFICIENCY
- INDIVIDUALS MEET A PERSONAL GOAL WHILE RECEIVING SHELTER SERVICES (IF APPLICABLE TO CASE MANAGEMENT)

UNITED WAY INITIATIVES

United Way of St. Joseph County administers complimentary programs in the community where there is a need or a gap in available services. These programs are not funded through Campaign dollars.

EMERGENCY FOOD AND SHELTER PROGRAM

PEOPLE GOTTA EAT
GOAL: CHILDREN ENTER SCHOOL READY TO SUCCEED

TO GET THERE:

STRATEGY 1
IMPROVE ACCESS TO QUALITY EARLY LEARNING OPPORTUNITIES FOR CHILDREN AGES 0-5

SHORT TERM RESULTS...
CHILDREN ACHIEVE DEVELOPMENTAL MILESTONES (UTILIZING VALIDATED COR ASSESSMENT)
PARENTS INCREASE KNOWLEDGE ABOUT CHILD DEVELOPMENT & PARENTING
CHILDREN RECEIVE SERVICES AS A RESULT OF DEVELOPMENTAL SCREENING

LONG TERM RESULTS...
CHILDREN ARE PROFICIENT ON VALIDATED SCHOOL READINESS ASSESSMENTS

STRATEGY 2
PROVIDE RESOURCES AND SUPPORTS TO FAMILIES THAT STRENGTHEN POSITIVE INTERACTIONS AND ATTAIN THE SKILLS AND KNOWLEDGE TO PROMOTE EARLY LEARNING AT HOME

SHORT TERM RESULTS...
IMPROVED NURTURING AND ATTACHMENT BETWEEN PARENT AND CHILD
FAMILIES INCREASE KNOWLEDGE OF CHILD DEVELOPMENT AND PARENTING

LONG TERM RESULTS...
CHILDREN ARE PROFICIENT ON VALIDATED SCHOOL READINESS ASSESSMENTS

UNITED WAY INITIATIVES
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BORN LEARNING ACADEMIES  K-CAMPS  EARLY LEARNING CAPACITY BUILDING GRANTS
YOUTH SUCCESS

GOAL: SUPPORT CHILDREN FROM ENTRANCE THROUGH HIGH SCHOOL GRADUATION WITH THE SKILLS NECESSARY TO PURSUE POST-SECONDARY EDUCATION OR ADVANCED TRAINING.

TO GET THERE:

STRATEGY 1
PROVIDE QUALITY AND ENGAGING YEAR-ROUND OUT-OF-SCHOOL OPPORTUNITIES FOR STUDENTS THAT REINFORCE AND ENHANCE ACADEMIC & SOCIAL/EMOTIONAL LEARNING

STRATEGY 2
PREPARE STUDENTS TO MAKE THE SUCCESSFUL TRANSITION FROM ELEMENTARY TO MIDDLE SCHOOL, AND MIDDLE SCHOOL TO HIGH SCHOOL

STRATEGY 3
INCREASE ACCESS TO SUPPORT SERVICES, INCLUDING MENTAL AND BEHAVIORAL HEALTH SERVICES, FOR STUDENTS AND THEIR FAMILIES

SHORT TERM RESULTS...

YOUTH IMPROVE OR MAINTAIN (SATISFACTORY) GRADES AND BEHAVIORS

YOUTH TRANSITION FROM ELEMENTARY TO MIDDLE TO HIGH SCHOOL ON TIME

YOUTH DEVELOP COLLEGE PREP AND JOB READINESS SKILLS (I.E. COMMUNICATION, PROBLEM SOLVING, COLLABORATION, RESPECT, INITIATIVE, WORK ETHIC, ETC.)

YOUTH INCREASE SCHOOL ATTENDANCE AS A RESULT OF FAMILIES HAVING ACCESS TO SUPPORT SERVICES, INCLUDING MENTAL AND BEHAVIORAL HEALTH SUPPORT

LONG TERM RESULTS...

YOUTH GRADUATE SCHOOL ON-TIME

YOUTH ATTAIN POST-SECONDARY EMPLOYMENT, EDUCATION, OR CREDENTIALS

UNITED WAY INITIATIVES

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PROJECT LEAD THE WAY
COMMUNITY SCHOOLS INITIATIVE
FAFSA COMPLETION CHALLENGE
## Stable Families

**Goal:** Help individuals and families build strong, stable foundations by supporting programs that help them develop the skills to meet their basic needs, obtain and sustain employment, and improve their quality of life.

### To Get There:

#### Strategy 1
Increase access to affordable and accessible public and private transportation to utilize programs, resources, and maintain stable employment.

**Results...**
- Individuals have access to adequate transportation to find and maintain employment and/or access professional and community services.

#### Strategy 2
Provide individuals and families with tools and resources to become financially secure and self-sufficient.

**Results...**
- Individuals obtain financial literacy skills and increase financial literacy.
- Un-banked individuals open an account with a mainstream financial institution.
- Individuals increase disposable income by reducing costs or accessing benefits.

#### Strategy 3
Assist individuals in gaining economic mobility through workforce preparation, educational and vocational training to increase their income through job placement, retention and advancement.

**Results...**
- Individuals complete program and/or earn credential.
- Individuals gain or maintain employment for a minimum of 6 months following the program.
- Individuals earn industry recognized licenses and/or certificates.
### STRATEGY 4

**INCREASE ACCESS TO QUALITY AND AFFORDABLE MENTAL, BEHAVIORAL, DENTAL, AND GENERAL HEALTH CARE SERVICES BY ADDRESSING BARRIERS AND SUPPORTING INDIVIDUALS TO NAVIGATE SYSTEMS**

**RESULTS...**

- INDIVIDUALS INCREASE KNOWLEDGE OF MEDICAL AND SOCIAL SERVICE SYSTEMS
- INDIVIDUALS OBTAIN HEALTH INSURANCE
- INDIVIDUALS ARE ABLE TO ESTABLISH A HEALTHCARE-HOME

### STRATEGY 5

**INCREASE ACCESS TO SUPPORTIVE SERVICES TO HELP INDIVIDUALS REMAIN HOUSED OR ACCESS TRANSITIONAL/PERMANENT HOUSING.**

**RESULTS...**

- INDIVIDUALS INCREASE KNOWLEDGE OF RENTAL PROCESSES AND TENANT RIGHTS
- INDIVIDUALS AVOID EVICTION
- UNSHELTERED OR TEMPORARILY SHELTERED INDIVIDUALS MAINTAIN PERMANENT SUPPORTIVE HOUSING FOR A MINIMUM OF 12 MONTHS

### STRATEGY 6

**INCREASE ACCESS TO FREE OR LOW COST LEGAL SERVICES TO REMOVE BARRIERS TO ACHIEVING FINANCIAL STABILITY**

**RESULTS...**

- INDIVIDUALS ACHIEVE SUCCESSFUL OUTCOMES
- INDIVIDUALS ACHIEVE SUCCESSFUL OUTCOMES THAT LEAD TO FINANCIAL STABILITY

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### UNITED WAY INITIATIVES

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TEAM HEAT  
VITA