



United Way of Martin County

Strategic Plan 2018—2023

Dear Friends,

I am proud to present to Martin County citizens the new strategic plan for our United Way. When I came to this lovely community in July of 2016, I immediately fell in love with the area, the people and of course the weather.

I knew the Board wanted to embark on more visibility and connectivity in the community. I spent my first year getting to know the area, our partners, donors, volunteers, staff and stakeholders.

The process of strategic planning was my next focus area to move us closer to the community impact model by mobilizing resources to build a stronger community and to change lives. It began with establishing impact councils, consisting of experts and game changers in our priority areas of Education, Financial Stability and Health. The volunteers labored over the task of creating community-level outcomes that are both achievable and measurable.

Next was hosting community conversations that centered on the focus areas as well as other pressing needs in Martin County. The community conversations will continue as we monitor our goals and evaluate and adjust for the changing landscape and conditions ahead. We will continue to embrace the change in philanthropy through technology and adjust the way we do business in order to better serve our donors and the community.

While this published vision for our community is a roadmap that will guide us as we forge ahead with our strategic plan, the Board of Directors and staff will also create and implement an operational plan to ensure our United Way is well positioned to carry out the ambitious goals.

The more significant part of this plan is that we appreciate the value of our donors and volunteers and will hold ourselves accountable for their contributions of time and financial resources.

By investing in programs that focus on Education, Health and Financial Stability, United Way will positively impact every household in Martin County. Improving conditions for our most vulnerable, improves the lives of all Martin County residents. It affects school district performance/rankings, property values, work force and economic development and more importantly the overall quality of life.

We invite you to become part of this game changing plan by engaging with us to continue to make Martin County the beautiful and thriving community that you and I have come to love.

A handwritten signature in black ink that reads "Carol G. Houwaart-Diez". The signature is written in a cursive, flowing style.

Carol G. Houwaart-Diez
President/CEO

OUR MISSION

To improve lives by mobilizing the caring power of our community.

It takes everyone pulling together to make our community a prosperous, thriving and humane society. In a world of clashing ideas and fragmented attention, this isn't easy. Fortunately, there are still organizations with the trust to draw diverse people together to reach agreement and get to work.

United Way plays that role in Martin County. With support of individual donors, volunteers, businesses, foundations, public funders and human service agencies, we are positioned to build a community where people have homes, students graduate and families are financially stable.

When people join with United Way, they magnify the impact they have with their dollars and their ideals. They claim their stake in making our whole community stronger and healthier. They help individuals and struggling families today and invest in social changes to prevent challenges tomorrow.

OUR VISION

United Way of Martin County envisions a community where all individuals and families achieve their potential through education, financial stability and healthy lives.

Bravely, we dream of a day when no one in Martin County goes to bed hungry. We dream of strong, successful families. We dream of a community where everyone is healthy and has the opportunity to succeed, reaching their fullest potential in a safe and secure place.

BRAND PROMISE

We win by living United.

By forging unlikely partnerships.

By finding new solutions to old problems.

By mobilizing the best resources.

And by inspiring individuals to join us in tackling the most daunting social crisis in our community.

BRAND POSITIONING

United Way is committed to strengthening the health, education and financial stability of every person in Martin County.

BRAND IDEA

We ALL live better when we LIVE UNITED

THE PROCESS

During the strategic planning process The Strategic Planning Committee focused on the positioning of our United Way.

We began the process by implementing organizational changes, coordinating community conversations, establishing three Impact Councils to address the focus areas of Education, Financial Stability and Health and gathering staff and volunteers with fresh forward thinking ideas.

Our focus centered on the following outputs for the process:

1. Refined Mission Statement
2. Clear Vision Statement
3. Demonstrable Results
4. Impact Growth

We looked at:

WHO WE ARE

- An organization that is willing to embrace the challenges of our community
- An organization that helps to provide the building blocks for a good quality of life for all
- An organization that engages people from every aspect of the community who bring passion, expertise and the resources needed to be a game changer in Martin County
- An organization that captures demonstrable results for donors and is accountable to our partners and all stakeholders
- An organization that operates with integrity, fiscal accountability and professionalism

WHAT MAKES US UNIQUE

- Powerful brand
- Recognized as a leader for community change
- Well designed and implemented internal programs that promote civic engagement for all residents, good character, capacity building for agencies and provides for others in times of need
- Financial health and stability
- Unparalleled relations across sectors of Martin County
- Committed to systems improvement through advocacy, training, policy change, convening, partnerships and resource development

WHAT WILL MAKE US STRONGER

- Additional alignment with strategic priorities for funded partners
- Increased commitment to facilitation around common agendas
- Shared evidence-based measurement practices
- Coordination with other funders
- Continuous open communication
- Community support as partners, donors, volunteers, public officials
- Increased engagement of donors, volunteers and resources

REACHING HIGHER

In the last decade, United Way of Martin County has played a role in preparing children for success in school, ensured that thousands of vulnerable families could meet their basic needs and assisted families with health related issues. Our work continues as we fight for every resident of Martin County so that they can have a better quality of life. We will continue to be more focused and concentrate on issues that affect Education, Financial Stability and Health, the building blocks for a good quality life.

In our quest for creating the best community for the residents of Martin County, we have been providing programs for the community like CHARACTER COUNTS!, United Way's White Doves Holiday Project, providing volunteer opportunities to thousands of individuals and creating awareness about the needs in Martin County. To continue to do this work and invest in quality programs, we need to generate more resources. Educating our community on the importance of supporting local programs and what a gift to United Way is able to do in Martin County is a high priority.

We will continue to work with other funding partners to maximize our efforts to make an impact on the areas that we collectively focus on.

THE CHANGE WE SEEK IN THE COMMUNITY

Together **UNITED WAY + YOU** we are an unstoppable force in building a better community where people have somewhere to call home, where students are educated, trained and prepared for the future and where individuals and families are financially stable.

COMMUNITY IMPACT STRATEGY

United Way of Martin County will expand community impact to improve lives and make measurable community change on our focus issue areas of Education, Financial Stability and Health.

OUR STRATEGIES

1. Build upon United Way's unique position as a community impact leader to help solve human service issues	
A C T I O N	<ul style="list-style-type: none">• Seek and develop more robust partnerships with businesses, organizations, foundations and/or community groups• Convene periodic meeting with local officials and provide research and relevant information when appropriate• Engage volunteer groups and agencies to identify volunteer engagement to achieve community impact• Identify and recruit volunteers with high level skills for pro bono work
2. Align community impact strategy and allocation of resources with United Way mission, goals and community impact areas	
A C T I O N	<ul style="list-style-type: none">• Revise and expand community impact grant process• Identify and communicate clear measurements that will determine success both short term and long term• Explore methods of partnering and ways to improve, measure, fund and advocate collectively with various organizations• Leverage current United Way direct programs (CHARACTER COUNTS! Martin Volunteers, ESC, White Doves) to educate community about importance of a strong United Way in Martin County.• Evaluate funded partner agencies through Citizen Review process ensuring continued achievement of measurable, positive outcomes

EDUCATION IMPACT



Nurturing habits of learning lay the groundwork for improved life opportunities and success.

United Way of Martin County will focus on programs that ensure children can start school ready to succeed, become proficient readers at a young age, youth gain the knowledge, skills and credentials to obtain their high school diploma with a post-secondary plan in place or are equipped to obtain family-sustaining employment.

Main Areas of Focus for Education...

Focus	Outcome
School Readiness	Children will receive a balanced literacy approach to learning that contributes to kindergarten readiness.
Early Grade Success	Students are reading at grade level by the end of third grade. Students have acquired the skills for academic and social-emotional development.
Middle School Success	Students have acquired the skills for academic and social-emotional development.
High School and Post-Secondary Success	Students will graduate or complete high school with a post-secondary plan in place or are prepared for work.

In the fall of 2016, only 43% of all incoming kindergartners were ready to learn. This is not acceptable for our community. The long term effects on children, families and the overall community can be the difference between our community succeeding or failing in the future. This is one key strategy to affect long term systematic change in Martin County.

With our funding partners we will measure the following:

<i>Measurement</i>	<i>Martin County Baseline</i>	<i>Goal 2023</i>	<i>Florida Baseline</i>
School Readiness*	43%	50%	38%
Third Grade FSA Scores **	60%	65%	58%
Graduation Rates ***	88.7%	90%	80.7%

Comparison data was analyzed from prior years to baseline and to set goals

* (Based on Florida Kindergarten Readiness Screener FLKRS Fall 2016)

** (Based on Florida Department of Education Spring 2017)

*** (Florida Department of Education 2015/2016)

<http://www.fldoe.org/core/fileparse.php/7584/urlt/GradRates1516.pdf>

HEALTH IMPACT



Improved health expands individual's ability to fully participate in life's opportunities.

United Way will focus on programs that build healthier, more resilient communities by expanding equitable access to quality health care, by integrating health into early childhood development, by promoting healthy eating and physical activity, and by promoting healthy relationships.

Main Areas of Focus for Health...

Focus	Outcome
Access to health care	Individuals have access to coordinated health care services- including those for preventative, mental, dental, pharmaceutical, and vision services.
Healthy beginnings to life	Women and children receive appropriate prenatal, well-being and pediatric care
Healthiest lifestyles	Individuals are eating healthy, are physically active and maintain a healthy weight
Healthy relationships	Individuals have a positive outlook and engage in supportive relationships

When individuals lack knowledge of medical and social services and/or access to health care, opportunity for assessments and early interventions are jeopardized and personal health suffers. The impact of good health on learning, personal relationships, well-being and employability are well documented. Promoting programs that support access to good health will help achieve the best health outcomes for each individual and will strengthen our overall community.

Overall in Martin County, our Health Outcomes Rate has been fluctuating since 2011. In 2013, Martin County ranked #2 out of the 67 Counties in Florida. Currently, we are ranked #5 out of 67 Counties.

Our overall goal is to maintain #5 or improve our rankings

With our funding partners, we will measure the following:

<i>Measurement</i>	<i>Martin County</i>		<i>Florida</i>
	<i>Baseline</i>	<i>2023</i>	<i>Baseline</i>
Adults reporting personal doctor or HCP *	48.9%	80%	72%
Prenatal Care Beginning in 1 st Trimester*	75.04%	78%	78.4%
Adults at healthy weight*	43.5%	48%	34.5%
Middle & High schoolers reporting BMI at 95 th percentile**	70.6%	74%	67.6%
Elementary Children at healthy weight**	63.8%	75%	61.3%
High School Youth who have not used alcohol/illicit Drugs in past 30 days**	63.5%	68%	63.7%
Teen Suicide deaths per 100,000 population *	3.1%	2%	5.1%
Adult Age-Adjusted Suicide Death Rate *	21	15	14.1

Comparison data was analyzed from prior years to baseline and to set goals

*Based on FDOH County Health Status Profile

**Florida KidsCount, USF Data Book 2016

FINANCIAL STABILITY IMPACT



Financial stability provides a pathway to enriched life opportunities.

United Way will fund programs that empower people to get on solid financial ground with proven methods like job training, financial wellness classes and more, resulting in thriving families where everyone has the opportunity to succeed.

Main Areas of Focus for Financial Stability...

Focus	Outcome
Economic self sufficiency	Individuals/families have access to food, shelter and other income/work supports Lower income working families access and receive the income supports that are available to them Lower income families move closer to financial independence
Employment support	Individuals have access to Jobs/Job Training
Financial management and support	Families are financially secure

Helping Martin County’s Asset Limited, Income Constrained, Employed (“ALICE”) families attain and maintain self-sufficiency is good for the economy and the families. To make ends meet, families are borrowing heavily and relying on high-cost alternatives to cover many of their daily living expenses. This cycle of increasing debt to keep up with the rising cost of living has left many families living paycheck to paycheck or high interest borrowing to make it until the next pay day. These families are more vulnerable to crisis, and in the long-term, they have limited ability to save for advanced education, a home, reliable transportation or retirement.

With our funding partners we will measure the following:

<i>Measurement</i>	<i>Martin County Baseline</i>	<i>2023</i>	<i>Florida Baseline</i>
Poverty Rate*	11.3%	9%	14.7%
ALICE Population ** (Asset Limited Income Constrained Employed)	41%	35%	44%
Food Insecure ***	12.9%	9%	15.1%
Total number of Individuals/families that receive Free tax assistance through VITA ****	372	400	-

Comparison data was analyzed from prior years to baseline and to set goals

*Source: <https://www.census.gov/quickfacts/fact/table/martincountyflorida,US/IPE120216>

**Winter 2017 ALICE Report (Asset Limited Income Constrained Employed). These are households that earn more than the Federal Poverty level (FPL) but less than what it costs to survive. The data reported includes both those that live in poverty and those that earn less than what it cost to survive.

*** <http://www.feedingamerica.org>

**** IRS

SUMMARY

The United Way of Martin County has evolved from its roots as a fundraising organization to a community impact leader with an understanding that we cannot do it alone.

Our new strategic direction is challenging, ambitious and exciting. It is built on a solid foundation of caring, dedicated, passionate staff, donors, agencies, board members, and volunteers. We will be relying on the input of the Impact Councils to measure and provide feedback on our success and shortfalls, so that we can continue to improve lives and make measureable community change within our focus areas of Education, Financial Stability and Health for the betterment of Martin County.

We will remain focused on demonstrating leadership, provide evidence-based results, leverage our resources, cultivate collaborative partnerships, align impact strategies with community needs, enhance strategies to ensure effective leadership and support services, mobilize and engage volunteers, equip and empower agencies to deliver effective programs, provide clear messaging, identify and develop new and diverse funding sources to support our goals and continually assess our organizational, technical and operational functions for improved delivery of results toward the long term health of our organization and our community.

WHY

What do we get back from investing in the building blocks of a good quality of life? Schools improve because more students are ready to learn, neighborhoods are safer because more residents make a productive living and communities are healthier because more people are making good choices. When we invest locally in improving education, health and financial stability, Martin County becomes a better place to live for all of us.