

# PEOPLE HELPING PEOPLE FUND SOLUTIONS





# OUR STRATEGY

## OUR VISION

To serve as a catalyst for improving the quality of life in Miami County.

## OUR MISSION

Bonding people and resources together to build a stronger and healthier community.

## OUR STRATEGY NARRATIVE

United Way is a community of donors, advocates, volunteers, and partners who fight for the health, education, and financial stability of every person in every community.

We will win this fight by creating opportunities and a platform for the next generation to make a personal impact on their lives.

To do this, United Way will provide world-class experiences for individuals to get involved in and support causes that are engaging, meaningful, and transformational. We will empower individuals to take action, invite others to join their fight, and scale their impact.

## ACCOUNTABILITY

To be responsible, honest, and transparent in the community we serve.

## LEADERSHIP

To step forward to unite, inform, and provide opportunities for community service.

## OUR VALUES

To best serve our community, we will...

Operate in a manner that is consistent with our values of honesty, diversity, public service, and respect for the individual.

Inspire trust in our organization by adhering to the highest professional standards of accountability and stewardship.

Serve as leaders in our community and our profession.

Be committed to sustained improvements in the local quality of life.

## OUR CREDO

United Way fights for the health, education, and financial stability of every person in Miami County.

## OUR GUIDING PRINCIPLES

Integrity • Inclusiveness • Impact  
Collaboration • Compassion

Committed to achieve systemic social change within our county.

Committed to achieving success through collaboration in intentional partnerships.

Committed to demonstrating success through fact-based measurement.

## OUR DIVERSITY, EQUITY & INCLUSION STATEMENT

We respect, value, and celebrate the unique attributes, characteristics, and perspectives that make each person who they are. We also believe that bringing diverse individuals together allows us to collectively and more effectively address the issues that face our communities. Diversity and inclusion are the heart of what it means to LIVE UNITED. For more information, visit United Way Worldwide.

## OUR ELEVATOR SPEECH

We create better opportunities for all people by helping to build healthier communities in Miami County.

# BOLD PLAYS 2020 – 2025

## BOLD PLAY ONE

United Way of Miami County (UWMC) will create bold and measurable positive change through leadership collaboration while identifying community priorities and relevant issues.

- **Health Strategies:** We envision a community where all residents have access to programs and services that improve the overall health of Miami County.
  - Health – Increase awareness in the following areas:
    - In mental health issues and access to mental health professionals
    - In the health risks of obesity and work to decrease obesity
    - In the health risks of Vaping or E-Cigarettes and work to reduce its use among youth
    - In health issues relating to child abuse, domestic violence, substance abuse, and prevention to educate and prevent occurrences
- **Education Strategies:** We envision a community that supports and enables all students to reach age-appropriate education milestones leading to graduation and careers.
  - Education – Increase awareness and access in the following areas:
    - In parenting best practices and tools in early childhood, social, emotional, and educational opportunities
    - In availability to financial, skill, and job readiness training
- **Financial Sustainability Strategies:** We envision a community where a cycle for financial success exists, allowing individuals and families access to build long-term economic independence.
  - Financial Sustainability – Increase awareness and access in the following areas:
    - In programs that support housing efforts that expand availability, affordability, and security of housing
    - In healthy and sustainable food options
    - In quality affordable childcare
    - In job readiness and financial support services
- **Strategy** – Collaborate with strategic partners through resource allocation, volunteerism, and sharing of data, information, and best practices.
- **Strategy** – Manage volunteer opportunities for our corporate partners to encourage year-round engagement and a connection to our work.
- **Internal Capacity Strategies:** We envision and believe that we bring diverse individuals together that allows us to collectively and more effectively address the issues facing our communities.
  - Continue education training for staff and Board of Directors
  - Prepare the organization for a turnover in staff
    - Secession plan for Executive Director

## BOLD PLAY TWO

**UWMC will grow its resources available to create bold and measurable positive change to engage donors and volunteers all year-round.**

- **Strategy** – Provide a variety of ways to engage donors and volunteers.
- **Strategy** – Focus on growing access to individual donors (data) in the highest potential workplace campaign.
- **Strategy** – Use a digital grant access and a shorter grant application process.
- **Strategy** – Target digital engagement of donors and volunteers all year round.
- **Strategy** – Focus on access to donor data to increase campaign.
- **Strategy** – Convene a committed Board and committee who leads by example with contributions of time and money.

## BOLD PLAY THREE

**UWMC will reestablish United Way as partner-of-choice for companies by delivering unparalleled employee engagement, community impact, and business value via strategic agreements and network-account management. We will run a highly effective business model to support the achievement of Bold Goals One and Two.**

- **Strategy** – Expand and diversify streams of funding for United Way operations, direct services, and partner agency grants.
- **Strategy** – Establish new fundraisers, partnerships, programs, giving options to businesses, individuals, and area foundations and civic organizations to get involved, give, or contribute to the United Way.
- **Strategy** – Form alignment between Strategic Plan goals and annual operating plans for the staff, Board, volunteers, coalitions, and affinity groups to promote goal achievement and accountability.
- **Strategy** – Attract and retain a diverse group of highly talented interns.
- **Strategy** – Operate a lean, effective and efficient enterprise, investing judiciously to achieve our mission and meet our goals.

## BOLD PLAY FOUR

**UWMC will bring together community impact, fundraising, and marketing tools to develop quality products that inspire game-changing investment. It will change how we promote and build fundraising products so we can build strong foundations and a robust pipeline to deliver consistent messaging.**

- **Strategy** – Streamline and create consistent messaging that can be used over many platforms and for multiple mediums.
- **Strategy** – Use local media, digital media, community organizations, and events to engage, interact, and be a continuous and recognizable part of our community.

## BOLD PLAY FIVE

**UWMC will work together as one network to harness the power of scale to raise our operational performance and speak as one brand with one voice.**

- **Strategy** – Create a broader suite of services that can be available to our Partner Agency organizations, above and beyond grant dollars.
- **Strategy** – Develop ways to work with, engage and learn from our Partner Agency organizations to promote growth, true collaboration, and successful solutions to the most pressing problems facing Miami County using our United Way branding tools.

# ACTION STEPS 2020 – 2025

## ACTION STEP ONE

**HEALTH – Increase awareness in the following areas:**

**In mental health issues, stigma and access to mental health professionals**

- **Partner with Mental Health of America**
  - Provide training for first responders.
  - Access Mental Health Care Hotline.
- **Partner with Four County Counseling Center**
  - Provide tools for networking partners to share.
- **Partner with More for Miami Coalition/ Mission**
  - The focus will be to delay the age at first use for alcohol, prescription drugs, and tobacco in a long-term effort to prevent addiction and experimentation and exposure to other drugs, especially methamphetamine and heroin, which are so addictive and dangerous. Additionally, the focus will be to reduce the past 30-day prevalence of alcohol, tobacco, and prescription drug use among children and youth in grades 6-12 throughout the county.
- **Partner with System of Care**
  - To create collaborative and innovative solutions to address community barriers surrounding mental health and substance abuse issues.
  - Decrease barriers to the delivery of mental health and addiction services. Increase the utilization of evidence-based practices to promote positive outcomes.
  - Increase cultural and linguistic competency in service delivery. Reduce disparities in access, service use, and outcomes.
  - Increase provider and agency accountability.
  - Increase the number of and access to a local family and peer support groups and programs.
  - Develop an evaluation plan to monitor outcomes and improve system performance.
  - Create an integrated approach to mental programs and substance abuse treatment.

**In health risks of obesity and work to decrease obesity**

- **Partner with Miami County YMCA**
  - Work together to provide healthy choices and support the pursuit of healthy lifestyles.
- **Partner with Miami County Chamber of Commerce/Farmers Market**
  - Help families put nutritious food on the table with farmers markets with fresh fruits and vegetables to neighborhoods where healthy food options are scarce, giving parents peace of mind.
- **Partner with City of Peru**
  - To create safer walking routes.
- **Partner with all three local community schools**
  - To keep a generation of kids healthier by working with schools to increase physical education and physical activity during the school day.

## **In health risks of Vaping or E-Cigarettes and work to reduce its use among youth**

- **Partner with all three community schools**
  - Offer awareness tools from United Way Worldwide.
  - Advocate for local, county and state policy changes.
  - More for Miami.

## **In health issues focusing on child abuse, domestic violence, substance abuse, and prevention**

- **Partner with Child Abuse Prevention Council**
  - To help teach children, parents, and teachers prevention strategies to keep children safe. Monitor your child's television, video, Internet viewing/usage, social media.
- **Partner with Family Service Association Domestic Violence**
  - Advocates trained in crisis intervention are available 24 hours a day, seven days a week, to answer questions and assist in crisis intervention.
  - 45-day Crisis Shelter – Shelter Care is offered for 45 days to those who are seeking shelter from violence.
  - Rapid Re-Housing Program – families who are homeless move as quickly as possible into permanent housing through rental assistance and supportive services (case management, budget planning etc.).
  - Weekly support groups – All shelter residents are required to attend support groups on Tuesdays and Thursdays at 10 a.m. The support groups are open to anyone who has experienced domestic violence even if they are not currently a resident of the shelter.
  - One on one case management services.
- **Partner with City of Peru, Miami Co. Solid Waste Management, Peru Police Department, and Ship Happens, Inc.**
  - Kiosk sharps containers in City of Peru.
- **Partner with Miami County Health Department**
  - Prevention & Awareness.

## **EDUCATION – Increase awareness and access in the following areas:**

### **In parenting best practices and tools for early childhood social, emotional and educational opportunities**

- **Partner with Dolly Parton Imagination Library**
  - Children – Birth to five years old receive monthly books.
- **Partner with Community of Character**
  - Provide monthly character trait calendars.
  - Provide scholarships to seniors.

### **In availability to financial, skill, and job readiness training**

- **Partner with all three local school corporations to track the number of students on track to graduate with a career or technical degree.**
- **Partner with career centers to promote technical classes available for adults.**
- **Partner with Ivy Tech to provide technical job readiness certification courses.**
- **Partner with WorkOne to provide resume-building opportunities and job readiness courses.**

## **FINANCIAL SUSTAINABILITY – Increase awareness and access in the following areas:**

### **In programs that support housing efforts that expand availability, affordability, and security of housing**

- **Partner with Peru City Housing Authority (HUD) to increase the number of affordable and secure housing.**
  - Incentivize existing HUD landlords to invest in their properties.
- **Partner with city government officials to adopt a bed bug policy to help families live in a safe and healthy living environment.**

### **In healthy and sustainable food options**

- **Partner with Purdue Extension to teach healthy eating and budgeting classes and provide recipes for our food mobile drives.**
- **Partner with Food Finders Food Bank to provide recipes for our backpack program.**
- **Partner with Food Finders Food Bank to bring nutritious food to our Food Mobile drives.**

### **In job readiness and financial support services**

- **Partner with all three local school corporations to track the number of students on track to graduate with a career or technical degree.**
- **Partner with career centers to promote technical classes available for adults.**
- **Partner with Ivy Tech to provide technical job readiness certification courses.**
- **Partner with WorkOne to provide resume-building opportunities and job readiness courses.**

## **INTERNAL CAPACITY – Increase awareness and access in the following areas:**

### **In the area of support for the Board of Directors and staff**

- **Continue education training available for Board of Directors and staff.**
  - Conferences, roundtables, and seminars at local, state, and/or nationally provided by Indiana Association United Ways or United Way Worldwide.
- **Prepare for a turnover in staff.**
  - Seccession plan in place for Executive Director.

## **ACTION STEP TWO**

**Use funding focus areas around education, health, and financial sustainability to grow resources, digital grant access, a shorter grant application process, and tangible/intangible impact reporting by grantees.**

- **Target digital engagement of donors and volunteers all year round.**
  - Using social media and Constant Contact.
- **Focus on access to donor data to increase campaign.**
  - Use Donation Tracker/UPIC to track employee contact information.
  - Create a good working relationship with Human Resource personnel who work with an employee campaign.
  - Use digital grant access and provide a shorter grant application process to any 501c3 who applies for program funding.
  - One-year funding.
  - Use Google form online application.
  - Agencies will make a presentation to the Board of Directors at monthly meeting after being selected.

# ACTION STEP THREE

**Create new fundraisers, partnerships, programs, giving options to businesses, individuals, and area foundations and civic organizations to get involved, give, or contribute to the United Way.**

- **Provide a variety of ways to engage donors and volunteers.**
  - #IPledgeDonor – twice a month on Wednesday.
  - #IPledgeVolunteer – twice a month on Friday.
- **Focus on growing access to individual donors (data) in the highest potential workplace campaign.**
  - Collaborate with Human Resource Directors.
- **Using digital grant access, a shorter grant application process.**
  - One-year grant application.
  - Google application available online.
- **Target digital engagement of donors and volunteers all year round.**
  - Use United Way's messaging tools, social media, and Constant Contact to engage donors and volunteers all year-round.
- **Focus on access to donor data to increase campaign.**
  - Use Donation Tracker/UPIC to increase campaign.
- **Convene a committed Board and committee who leads by example with contributions of time and money.**
  - Use a Board matrix that includes diversity, inclusion, and equality.

# ACTION STEP FOUR

**Raise county-wide positive public awareness of who we are and what we do.**

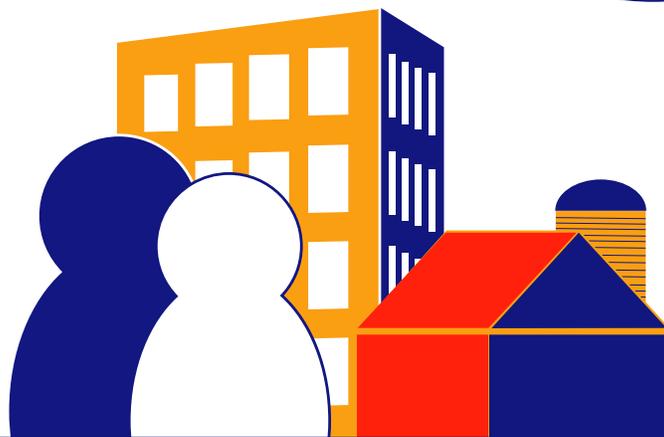
- **Streamline and create consistent messaging that can be used over many platforms and for multiple mediums.**
  - Use United Way marketing tools to develop consistent messaging.
- **Use local media, digital media, community organizations, and events to engage, interact, and be a continuous and recognizable part of our community.**
  - Use social media, Constant Contact and Donation Tracker to engage and interact with the community.

# ACTION STEP FIVE

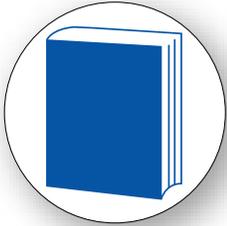
**Harness the power of scale to raise our operational performance and speak as one brand with one voice.**

- **Create a broader suite of services that can be available to our Partner Agencies and initiatives, above and beyond grant dollars.**
  - Access to Charity Tracker and Get Connected Galaxy Website.
- **Develop ways to work with, engage, and learn from our Partner Agencies to promote growth, true collaboration, and successful solutions to the most pressing problems facing Miami County using our United Way branding tools.**
  - Share – #UWPartnerStories once a month on Mondays.
  - Use United Way's developing and messaging to create tools, engage, and address pressing needs and promote growth and collaboration.

# TOGETHER WE CAN MAKE CHANGE HAPPEN



# UNITED WAY BOLD GOALS BY 2025 FOR MIAMI COUNTY



## GOAL 1

**95%** of Miami County third-graders reading at or above grade level  
**85%** or more children will be kindergarten-ready



## GOAL 2

**96%** of Miami County high schoolers graduating in 4 years, with **75%** college/career-ready



## GOAL 3

Financially empower **9,870** people



## GOAL 4

Decrease risk factors associated with substance misuse and overdose by **25%**

## THE TIME IS NOW TO BE BOLD

Too many of our children live in poverty, go hungry and fall behind in school. Our youth find too few opportunities. Too many of our neighbors lose loved ones to addiction. And too many families struggle to find a way forward financially.

That's why United Way has reinvented itself. We are taking on our community's most challenging problems with innovative strategies and an ambitious vision of our shared future.

## GUIDING OUR APPROACH WILL BE FOUR BOLD GOALS FOR 2025:

### Goal 1

**95% of APS third-graders reading at or above grade level**

County Baseline 2018-2019: 91%

State Baseline 2018-2019: 86.6%

**85% or more of children will be kindergarten ready**

County Baseline 2020: 463 students enrolled in the Imagination Library program, 250 students enrolled in Head Start and preschool

### Goal 2

**96% of APS high-schoolers graduating in 4 years**

County Baseline 2017-2018: 94.7%

State Baseline 2017-2018: 87%

**75% high-schoolers will be college/career ready**

County Baseline 2017-2018: 70%

State Baseline 2017-2018: Core 40 or higher 90.3%

## Goal 3

**Financially empower 9,870 people**

**75% of households or more will be above the ALICE threshold (Asset Limited Income Constrained Employed)**

**County Baseline 2016:** 28% (9,949 people in Miami County considered to be “working poor”)

**State Baseline 2016:** 25%

**60% or more households will find affordable and secure housing**

**County Baseline 2019:** 105 people received free financial coaching and attended two budgeting classes

(With the skills, knowledge, and resources to budget and save, manage debt, build credit, gain access to banking services, and affordable housing)

**State Baseline 2016:** Household survival budget reflects the bare minimum that a household needs to live and work today. Federal Poverty Level of \$11,880 for a single adult and \$24,300 for a family of four. Family cost increased by 23% statewide from 2010 to 2016.

## Goal 4

**Decrease risk factors associated with substance misuse and overdose by 25%**

**County Baseline 2017:** 5 citizens in Miami County died from an overdose

**State Baseline 2017:** 1,138 Hoosiers died from an opioid drug overdose

Ultimately, United Way of Miami County envisions a future where EVERYONE has the tools to be financially empowered, where every student has the skills to succeed in the classroom and beyond, and where no family is devastated by addiction. As we work toward the future, these Bold Goals for 2025 will serve as concrete benchmarks for our success and hold us accountable to our community.

By pursuing these Bold Goals, we at United Way are intent on recapturing the promise and potential of our community. Because there’s a better future in store for Miami County, and the time is now to make it happen.

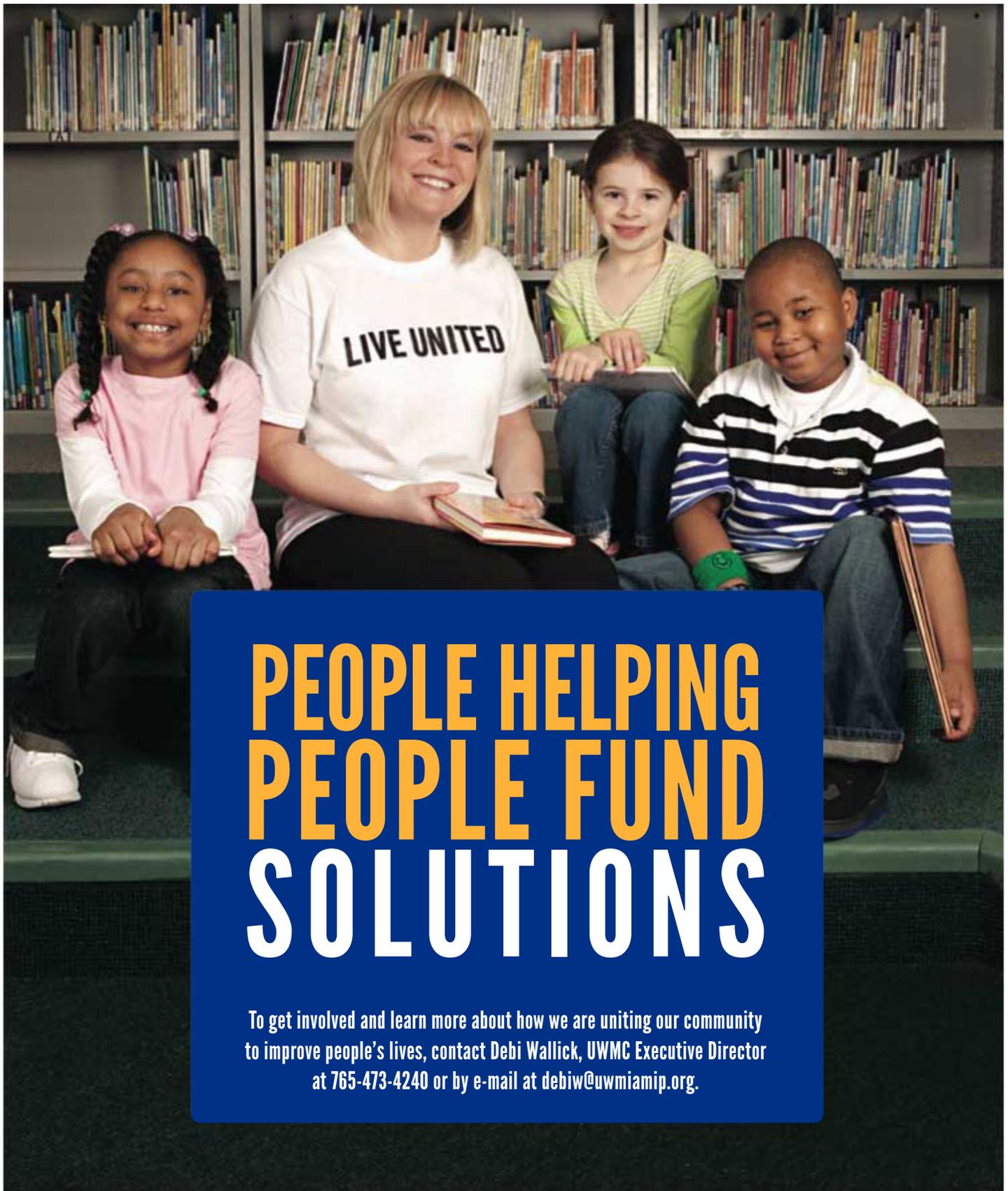


**CHANGE DOESN'T HAPPEN ALONE.**

**TOGETHER, WE CAN MAKE AN IMPACT.**

**United Way  
of Miami County**  
[www.uwmiamip.org](http://www.uwmiamip.org)





# PEOPLE HELPING PEOPLE FUND SOLUTIONS

To get involved and learn more about how we are uniting our community to improve people's lives, contact Debi Wallick, UWMC Executive Director at 765-473-4240 or by e-mail at [debiw@uwmiamip.org](mailto:debiw@uwmiamip.org).

**GIVE. ADVOCATE. VOLUNTEER.**

**United Way  
of Miami County**  
[www.uwmiamip.org](http://www.uwmiamip.org)

