COMMUNITY GAME PLAN

United Way

United Way of Florence County

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"Our mission is to positively impact the needs of our community by strengthening relationships, programs, and services that produce measurable results and improve the quality of life."

THE UNITED WAY OUR COMMUNITY NEEDS

The plan that will unfold in the pages before you is focused on transformation and lasting change.

Now more than ever, United Way of Florence County must be a dedicated problem solver who will impact the most pressing needs in our community and build a stronger future. Every decision we have made for our new direction will work towards this.

To identify the most pressing needs in the community, we took a three-pronged approach using community conversations, surveys, and secondary data research. We gained meaningful insights during 11 community conversations held across the county where we heard from more than 100 community members and from nearly 800 survey responses submitted by donors, service providers, and community members. The process was conducted over a six-month period and identified three major and two secondary needs in Florence County.

This helped us shape exciting new goals for our United Way.

Achieving these goals will require a new way to invest our resources, focus our funding, and build collective impact. This is a new direction for our community fueled by the voices that matter, **YOURS**. If we want to lead Florence County to a brighter future together, we must embrace that we are in the **IMPACT** business and the **DONOR** is our customer.

The following pages outline a long-range plan to align our collaborative efforts to position our community for effective collective impact. We look forward to your partnership on this exciting transformation.

Cameron Campbell
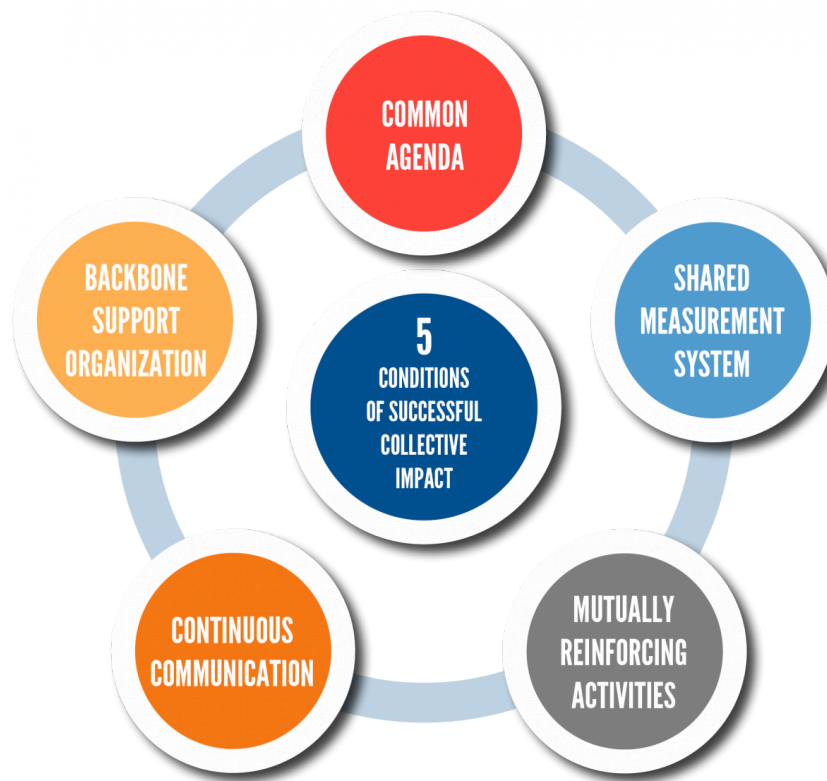President
United Way of Florence County

Les Ward
Board Chair
United Way of Florence County

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COLLECTIVE IMPACT

We must all work together to ensure every member of our community reaches their full potential. We could all work independently and then compare our results, but that is not the most efficient and effective strategy. Instead, we plan to put this Community Game Plan into action through collective impact.

Collective impact is the commitment of a group of individuals from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration. Successful collective impact initiatives have five conditions that together produce true alignment and lead to powerful results: a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and a backbone support organization (Stanford Social Innovation Review).

"Large-scale social change comes from better cross-sector coordination rather than from the isolated intervention of individual organizations."
Stanford Social Innovation Review

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HOW WE WILL TRACK RESULTS

Results-Based Accountability (RBA) is a planning and evaluation framework developed by Mark Friedman. Over the past 15 years, many nonprofits and state agencies have found RBA a powerful, effective tool. UWFC will be implementing the RBA outcome measurement framework.

RBA has been used to improve population health and well-being and program performance across the nation and beyond. RBA allows policymakers, funders, and program managers to assess how well they are performing in attaining an outcome and where changes are needed to help achieve the desired result.

Population Accountability = Our Community Goals

Performance Accountability = Program- Level Goals & Objectives

RBA helps communities and organizations move from talking about problems to taking action to solve them through a data-driven decision-making process. It's a straightforward, common-sense foundation that everyone can grasp.

With the results-based approach, RBA strengthens the nonprofit sector's capacity to make significant, sustained improvements for the well-being of Florence County's communities and individuals.

The framework asks three questions:

How much are we doing?

How many services did we deliver?
Clients served
Services/Activities

How well are we doing it?

How well did we do it?
% Services/activities
performed well

Is anyone better off?

What quantity/quality of change for the better did we produce?
#/% with improvement in:
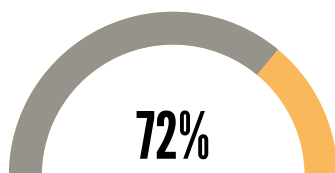
Skills   Attitudes   Behavior   Circumstances

EDUCATION

Early-grade reading preparedness is a major concern according to survey participants.

United Way of Florence County Needs Assessment Survey

Activities for youth are a major concern to community members based on more than half of community conversations.

United Way of Florence County Community Conversations

72%

72% of children in School Districts 2, 3, and 5 did not demonstrate kindergarten readiness in 2023.

SC Report Cards

Florence County has a higher percentage of children who are not in a two-parent family home and are raised by either a single parent or other family members (over 51%) compared to the percentage in South Carolina (42.6%).

SC Profile Early Education

Nearly 80% of households that are single-female-headed with children fall below the ALICE threshold (of which 45% are in poverty).

United for ALICE, 2024 County Snapshot - (ALICE Threshold: includes ALICE households and households living below the federal poverty level.)

When a single parent is struggling to make ends meet, it becomes increasingly difficult for the child's developmental needs to be met.

WHO IS ALICE?

ASSET LIMITED 🏠
ALICE has no safety net in times of crisis.

INCOME CONSTRAINED 💼
ALICE's income falls short of essentials.

EMPLOYED 💼
ALICE is working, yet not earning enough.

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Our Community Goal

Increase the number of children who meet developmental milestones and enter kindergarten ready

2023 Baseline: 28% of children in School Districts 2, 3, and 5 entered kindergarten demonstrating readiness. (SC Report Cards)

Program- Level Goal

To support and improve access to resources focusing on the physical, social, emotional, cognitive, and language development of children from birth through age 4, while also increasing participation from families and caregivers in their child's learning.

Objectives

Objective #1
Children start kindergarten developmentally on track.

Objective #2
Parents, caregivers, and/or guardians can access services that support the family and the academic success of their children.

Objective #3
Working families have access to affordable childcare and can pursue positive enrichment opportunities for themselves and their children.

90% of brain development happens before the age of five.
Zero to Three

Our Vision

A community where the developmental needs of all children are met to ensure they reach their full potential as they enter kindergarten.

Strategies to achieve our vision

Fund
- Programs that improve academic and developmental milestones for children from birth through age 4.
- Programs that increase the involvement of families, caregivers, and the community in the success of children from birth through age 4.
- Programs that improve access to equitable learning opportunities and childcare for children.

Advocate
- Support local, state, and national efforts to increase availability and access to quality early childhood and pre-school programs.

Collaborate
- Collaborate with local, and state stakeholders to promote and support resources and institutions that focus on the development of the whole child and support the family.

Educate
- Promote parent engagement and leadership in early education for children from birth through age 4.
- Share key child development concepts such as brain development, social development, motor skills, etc.

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Our Community Goal

Increase access to learning opportunities and activities for children and youth (18 and under) that enhance skills, development, etc.

Program- Level Goal

To support and improve access to resources focusing on reading and language development, increased knowledge of math and science, and developmental skills for children and youth.

Objective

Objective #1
Children and youth learn character development and leadership skills to avoid risky behaviors.

Our Vision

A community where all children and youth learn, achieve, and succeed while engaging families and communities.

Strategies to achieve our vision

Fund

- Programs that reduce summer learning loss and chronic absenteeism.
- Programs that improve basic academic skills of children performing below grade level.
- Programs that offer diverse and flexible educational options for a variety of learners.

Advocate

- Support community efforts to improve access to equitable learning opportunities and activities for children and youth, particularly during the summer and in rural areas.

Collaborate

- Collaborate with various communities and agencies to exchange ideas, leverage resources, and drive collective action to better meet the needs of children and youth.

Educate

- Highlight the importance of quality summer and afterschool programs that promote and support the development of children and youth.

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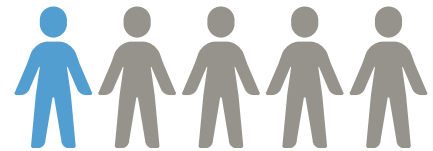
HEALTH

147%

From 2019-2021, drug overdose deaths in Florence County increased by 147%.
Just Plain Killers

1 in 5 adults in Florence County age 18 and above report being told by a health professional that they have a depressive disorder.
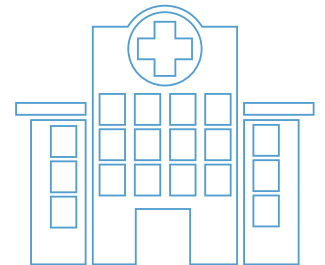CDC, PLACES

Florence County ranks 7th in the state for the highest risk of opioid overdose deaths.
DAODAS, 2023 SC County Profiles report

In 2021, Florence County had the 9th highest rate of drug overdose deaths in the state with 66 deaths being reported.
SCDHEC

In 2021, there were 354 visits to the ER in Florence County for suicide ideation. Overall, 61.6% of all emergency department visits for suicide ideation were by someone age 30 or younger.
South Carolina Revenue and Fiscal Affairs, Health Utilization Reports

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Our Community Goals

Decrease the number of suicide ideations and attempts

2023 Baseline: 482 suicide ideations or attempts in Florence County. (SC Revenue & Fiscal Affairs Office)

Decrease the number of drug-related overdose deaths

2023 Baseline: Florence County ranks #7 in state for the highest risk of opioid overdose deaths. (DAODAS)

Program- Level Goal

To increase knowledge of issues related to behavioral health needs and improve access to available community resources and services.

Objectives

Objective #1
Improve awareness of and access to mental health services to Florence County residents.

Objective #2
Improve awareness of and access to healthcare services and addiction recovery resources/services.

Our Vision

A future where behavioral health needs for children, youth, and adults are recognized and addressed.

Strategies to achieve our vision

Fund

- Programs that improve outcomes and access to behavioral health services for children, youth, and adults.
- Programs that raise awareness of and intervention in unhealthy behaviors.

Advocate

- Support community efforts to encourage the understanding of behavioral health needs through education and legislation.

Collaborate

- Collaborate with stakeholders to address behavioral health needs in Florence County.
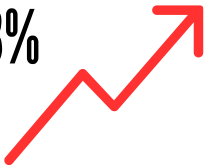
Educate

- Educate at-risk populations about available programming and services to support behavioral health.
- Share information about preventative measures and reducing the stigma of behavioral health issues.

50% of people who experience a substance use disorder will also have a mental health disorder and vice versa.
Cleveland Clinic

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FINANCIAL STABILITY

13%

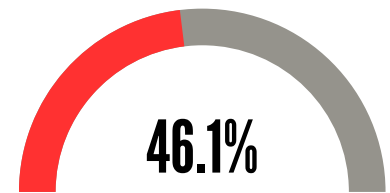## Home rehabilitation needs increased by 13% from 2021 to 2022.
United Way Association of South Carolina 211 Data

Rent and electric payment assistance accounted for 52% of all 211 calls in Florence County in 2023.
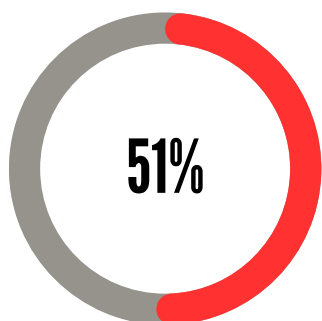United Way Association of South Carolina 211 Data

46.1% of renters in Florence County are cost-burdened.
SC Housing

46.1%

Safe, affordable, accessible housing is a major concern according to survey participants.
United Way of Florence County Needs Assessment Survey

51%

51% of households in Florence County live below the ALICE threshold.
United for ALICE, 2024 County Snapshot - (ALICE Threshold: includes ALICE households and households living below the federal poverty level.)

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Our Community Goal

Increase the number of homes repaired

2023 Baseline: 8 homes were repaired in Florence County in the year of 2023. (As reported by home repair organizations)

Program- Level Goal

To support and improve access to home rehabilitation services for those who do not have the physical or financial means to maintain their homes.

Objectives

Objective #1
Homeowners of eligible homes receive comprehensive repairs in a timely manner.

Objective #2
Homeowners of ineligible homes receive support to obtain sustainable housing.

Our Vision

A community where all receive the support they need to live safely in their homes.

Strategies to achieve our vision

Fund

- Programs that provide home repairs to homeowners in Florence County.
- Opportunities that restore hope and stability to clients as they navigate unsafe living conditions.

Advocate

- Advocate for local efforts to increase the availability of and access to affordable housing.
- Advocate for volunteers, contractors, suppliers, and other needed resources to maximize the number of individuals served.

Collaborate

- Collaborate with local contractors, suppliers, and government to ensure programs are efficient and effective.
- Seek opportunities for unified effort to be replicated across the community and not duplicated.

Educate

- Educate the community about the value and importance of home maintenance, budgeting, home insurance, weatherization, and efficiency measures.
- Educate the community about available programming and services to support home rehabilitation.

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Our Community Goal

Provide support for rent and utilities and access to emergency shelter/sustainable housing

Program- Level Goal

Enhance the support system for Florence County residents, ensuring access to financial assistance for rent, utilities, and emergency shelters coupled with life-skills training.

Objectives

Objective #1
People have access to emergency housing services (i.e. rent and utility assistance, emergency shelter, etc.).

Objective #2
People have access to opportunities to learn important life skills (i.e. financial literacy, resume building, budgeting, career counseling, etc.).

Our Vision

A future where everyone has access to shelter-related emergency services and opportunities to learn the necessary skills to impact their economic mobility.

Strategies to achieve our vision

Fund
- Programs that provide emergency assistance for rent, utilities, and shelter.
- Opportunities that restore hope and stability to clients as they move from emergency needs to self-sufficiency.

Advocate
- Advocate for shelter options for nontraditional circumstances.
- Advocate for policies and programs that assist those struggling with basic needs.

Collaborate
- Support local task forces and initiatives ensuring no one is unsheltered.
- Collaborate with basic needs providers, employment services, and other stakeholders to provide more long-term solutions for those struggling to make ends meet.

Educate
- Educate the community on available resources for basic needs and opportunities to improve their circumstances. Educate the community on ALICE and the importance of basic needs assistance in Florence County.

In Florence County, ALICE households increased 80% from 2010-2022.
United for ALICE

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YOU CAN
GIVE
Make an impact in Florence County. Donate at uwflorence.org.

YOU CAN
ADVOCATE
Share United Way of Florence County's social media posts and join the conversation.

YOU CAN
VOLUNTEER
Volunteer with your coworkers through United Way of Florence County.

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