



FACE 2024 ORANGE COUNTY UNITED WAY 10 YEAR STRATEGIC PLAN 2014–2024

UNITED WAY VISION

We envision an Orange County where all youth are prepared to live happy, healthy, and productive lives. By mobilizing the caring power of Orange County, we bring people, resources, and passions together to build a place where:

- Our youth receive a **high-quality and relevant education**
- Every family can **achieve financial independence**
- The next generation in OC is the **healthiest in the nation**
- **Homelessness has ended** for children and their families

These goals are vital to the vibrancy of OUR community. But we can't do it alone. We invite you to be a part of the change. Join the LIVE UNITED movement today.

UNITED WAY MISSION

TO IMPROVE LIVES BY MOBILIZING THE CARING POWER OF ORANGE COUNTY TO STRENGTHEN OUR COMMUNITY.

To do this we will...

- Demonstrate the need and solutions, thereby mobilizing Orange County residents to action—to **Give, Advocate, and Volunteer** to improve the conditions of OUR overall community.
- Galvanize and connect all sectors of our community—individuals, businesses, nonprofit organizations, and elected officials—to create **long-term social change** that produces healthy, well-educated, and financially-stable children.
- **Raise, invest, and leverage millions** of dollars annually in philanthropic contributions to create and support innovative programs and approaches to generate sustained impact in Orange County.
- Hold ourselves accountable to this cause through our steadfast commitment to continually measure—in real terms—**improvement and advancement in Education, Income, Health, and Housing.**

UNITED WAY GOALS FOR THE COMMON GOOD

United Way collaborated with the community to establish four goals to strengthen Orange County. With a focus on advancing the common good in the areas of Education, Income, Health, and Housing, these 10-year goals are to:

- Cut the high school dropout rate in half.
- Cut the percent of financially unstable OC families by twenty-five percent.
- Increase the number of healthy youth in Orange County by one third.
- Cut the percent of homeless and housing insecure children in half.

UNITED WAY VALUE PROPOSITION

Orange County United Way's unique value lies in our ability to effectively and efficiently leverage the collective resources of local individuals, corporations, nonprofits, and government coalitions to focus them on the critical Education, Income, Health, and Housing challenges facing those in need, in order to build a stronger, healthier, more vibrant community.

INTRODUCTION

FIVE KEY GUIDING PRINCIPLES ARE INTERWOVEN THROUGHOUT OUR STRATEGIC PLAN:

1. Closing Gaps for Children and Families Most at Risk

A recognition that improving overall county conditions will require addressing disparities and closing the gaps in education, income, housing and health between the highest achieving communities and at-risk children and families.

2. Improving Family Self-Sufficiency

While the primary target audience is youth, OCUW recognizes that youth live within families and focusing on the youth means focusing on the family.

3. Focusing on Prevention and Early Intervention Strategies

Throughout the plan, strategies are identified that support prevention and intend to intervene early to reduce greater risk.

4. Building Public Awareness as both a Prevention Strategy and to Develop Community Support

Education is embedded in strategies for all four goals focused on two target audiences: families in need to raise awareness about and provide connections to available resources, and the broader community to raise awareness about needs and opportunities for collective impact in support of the 10-year goals.

5. Maintaining a Long-Term Focus, with Shared Agreement on 10-Year Goals

The importance of OCUW maintaining a long-term focus on the aspirational goals and targeted improvement was emphasized throughout our community engagement process.

IN ADDITION, OUR COMMUNITY ENGAGEMENT PROCESS IDENTIFIED FOUR KEY ROLES FOR ORANGE COUNTY UNITED WAY TO MAXIMIZE OUR IMPACT IN SUPPORT OF THE 10-YEAR GOALS:

FUND:

Orange County United Way will invest resources entrusted in us to support innovative, scalable and replicable impact models and best-practices proven to support the achievement of our 10-year goals.

ADVOCATE:

Advocate to business, community, elected and appointed officials about critical community needs and solutions, in support of the goals and strategies incorporated in the strategic plan.

COLLABORATE:

Develop community level solutions by bringing together community expertise and sharing successful practices.

EDUCATE:

Educate the broader Orange County community, residents, and business leaders about the challenges families face in Orange County and provide opportunities for the public to make a difference in support of the 10-year goals.

These four key roles demonstrate how we will help “FACE” the issues confronting the Orange County community and support the accomplishment of the 10-year goals.

The following summarizes OCUW’s strategic plan to impact the 10-year goals in education, income housing, and health, incorporating all input secured through our planning process, the plan’s guiding principles and key OCUW roles to maximize our impact.



FACE 2024 ORANGE COUNTY UNITED WAY 10 YEAR STRATEGIC PLAN 2014–2024 HOUSING

OUR ASPIRATION

Homelessness for children and their families is no more.

10-YEAR GOAL

**CUT THE PERCENTAGE OF HOMELESS AND HOUSING INSECURE CHILDREN IN HALF
(FROM 6% TO 3%)**

STRATEGIC FOCUS:

To provide leadership and funding to drive collective impact on family homelessness and affordable housing in Orange County

ORANGE COUNTY UNITED WAY WILL:

FUND:

Community-Wide:

- Independent Backbone Organization to manage and track data and efforts to end homelessness for individuals and families in Orange County
- Personnel to manage the County's Coordinated Assessment & Centralized Intake System, a single point of entry for individuals and families in need of housing
- Housing Resource Specialists to serve as liaison between direct service providers and private rental housing market

Strategic:

- Rapid Rehousing of families experiencing homelessness into permanent housing and providing them with additional support services
- Rent/Mortgage Assistance for families at risk of homelessness

ADVOCATE:

- Support housing policies that will end homelessness and increase affordable housing in Orange County
- Partner with leading local advocacy groups to develop affordable housing advocacy plan for Orange County

COLLABORATE:

- Convene partners to problem solve on lack of affordability and availability of housing inventory
- Convene a “coalition” of stakeholders engaged and interested in supporting the 10-year Housing goal (community organizations, government, donors, corporate partners)

EDUCATE:

- Commission cost study/countywide report in partnership with local universities to raise public awareness on the community impact of homelessness in Orange County and collaborative solutions
- Create volunteer opportunities that will engage and educate corporate partners on the need for homeless and housing services in Orange County



FACE 2024 ORANGE COUNTY UNITED WAY 10 YEAR STRATEGIC PLAN 2014–2024 HEALTH

OUR ASPIRATION

The next generation in Orange County is the healthiest in the nation.

10-YEAR GOAL

INCREASE BY 1/3 THE NUMBER OF HEALTHY YOUTH AS MEASURED BY CHILDHOOD OBESITY RATES (CUTTING CHILDHOOD OBESITY FROM 34.5% TO 20%)

STRATEGIC FOCUS:

Increase children’s health insurance coverage, access to medical homes, and healthy behavior focused on healthy eating and physical activity.

ORANGE COUNTY UNITED WAY WILL:

FUND:

Community-Wide:

- Covered California outreach, education, and implementation

Strategic:

- Innovative and effective children’s health insurance enrollment initiatives
- Establish, sustain, and expand Children’s Medical home projects
- Proven childhood obesity prevention models (Note: Overlap with Education)

ADVOCATE:

- Advocate for healthy environments and replication of successful models (in support of reducing childhood obesity)
- Advocate for innovative opportunities and incentives for expansion of medical homes (medical school incentives, nurse practitioner scope of work extension)

COLLABORATE:

- Create volunteer and business engagement opportunities as Fitness and Nutrition Volunteers/Mentors within schools and programs
- Convene and support county networks in support of objectives and goals (e.g. dialogue established around ACA and Covered CA leading to “Covered OC” collaboration)
- Convene a “coalition” of stakeholders engaged and interested in supporting the 10-year Health goal (community organizations, government, donors, corporate partners)

EDUCATE:

- Support the development of an "OC Health Literacy Standard" in partnership with local universities and schools, and support community education on “Health Literacy”
- Countywide childhood obesity prevention Initiative



FACE 2024 ORANGE COUNTY UNITED WAY 10 YEAR STRATEGIC PLAN 2014–2024 EDUCATION

OUR ASPIRATION

Every Orange County youth receives a high-quality and relevant education.

10-YEAR GOAL

CUT THE HIGH SCHOOL DROPOUT RATE IN HALF (FROM 9.5% TO 5%)

STRATEGIC FOCUS:

To partner with key educational institutions and community-based organizations to increase student academic achievement, increase the number of students who enter and succeed in postsecondary education, and empower students with the skills they need to thrive in a global economy.

ORANGE COUNTY UNITED WAY WILL:

FUND:

- Early Literacy and Math Initiatives (0-5)
- After-School Tutoring & Extended Learning Partnerships (K-6)
- College & Career Readiness Exposure Programs (6-12)
- STEM and Career Technical Education Exposure Programs (6-12)
- University, Nonprofit and School Partnership to transform OC's lowest performing high school(s) (7-12)
- Proven Parent Engagement & Leadership Initiatives (K-12)
- Expand Destination Graduation in "Feeder" Middle Schools (6-8)

ADVOCATE:

- P21 Initiative: College & Career Readiness and Career Technical Education access for underserved school districts. (K-12)
- Promote STEM competencies across the educational continuum from Pre-K through college. (K-12)

COLLABORATE:

- Development of key "Frontline" partnerships with targeted school districts, universities and colleges. (K-12)
- Collaborative Partnerships with key educational institutions and community based agencies to exchange ideas, leverage resources and drive collective action. (K-12)
- Create Volunteer and Business engagement opportunities.
- Convene a "coalition" of stakeholders engaged and interested in supporting the 10-year Education goal (community organizations, schools, universities, government, donors, corporate partners).

EDUCATE:

- Share 21st Century Learning practices, and highlight successful models of implementation and exemplary student work. (K-12)
- Lead Early Literacy Awareness Campaign to promote parent engagement and leadership in early education. (0-5)
- Pilot school to school mentoring to bring P21 College & Career Readiness and Career Technical Education practices to scale (K-12) Support a comprehensive report of the present condition of children in Orange County.



FACE 2024 ORANGE COUNTY UNITED WAY 10 YEAR STRATEGIC PLAN 2014–2024 INCOME

OUR ASPIRATION

Ensure Orange County families have the capability to promote their financial stability and improve their quality of life.

10-YEAR GOAL

CUT THE PERCENTAGE OF FINANCIALLY UNSTABLE FAMILIES BY 25%

STRATEGIC FOCUS:

Provide community leadership and funding to increase access, public awareness and use of existing programs to improve the financial literacy of families and youth, increase the number of individuals in family sustaining employment and raise awareness about the scope and impact of poverty in Orange County.

ORANGE COUNTY UNITED WAY WILL:

FUND:

Community-Wide:

- Stabilize and expand Sparkpoint OC Centers and their services throughout Orange County to include employment development services in partnership with Workforce Investment Boards.
- Expand outreach of VITA/EITC/Tax Service work.

Strategic:

- Invest in scalable, replicable models of Workforce Development and Financial Literacy programs.
- Innovative “scholarship” program to support skill or education acquisition for higher levels of employment.
- Youth-targeted Financial Literacy programming.

ADVOCATE:

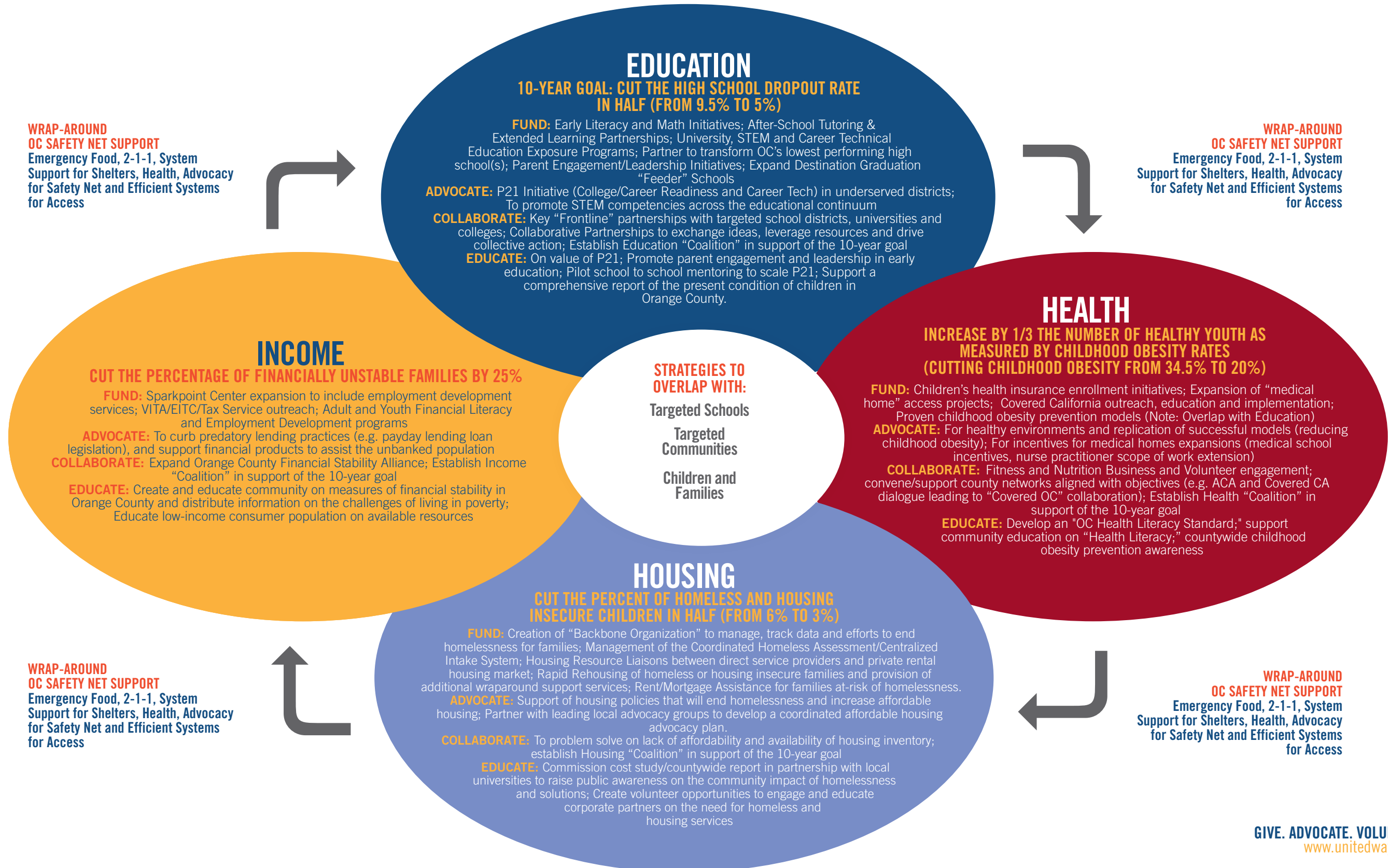
- Advocate to curb predatory lending practices (e.g. payday lending loan legislation)
- Advocate for financial products to assist the unbanked population

COLLABORATE:

- Expand the Orange County Financial Stability Alliance
- Partner with Orange County Workforce Investment Boards and Orange County corporations to expand reach of workforce development programs
- Engage corporate volunteers in VITA and youth financial literacy programming
- Convene a “coalition” of stakeholders engaged and interested in supporting the 10-year Income goal (community organizations, government, donors, corporate partners)

EDUCATE:

- Create and educate community on measures of financial stability in Orange County and distribute information on the challenges of living in poverty
- Continue to support studies locally geared towards exposing challenges of living poor in OC
- Educate Orange County’s low-income consumer population on available resources





ORANGE COUNTY UNITED WAY STRATEGIC PLANNING PROCESS

OUR PLAN

At Orange County United Way, we know the road to creating a stronger community is not one we travel alone. For nearly 90 years, we have united people and organizations from across Orange County who bring the passion, expertise, and resources needed to get things done. It is with this sentiment that we set out to develop a strategic plan ... an ambitious road map to create a stronger, more vibrant Orange County.

AFTER A 24-MONTH COMMUNITY ENGAGEMENT AND PLANNING PROCESS, THE FOLLOWING 10-YEAR GOALS WERE ESTABLISHED:

- **EDUCATION:** Cut the high school dropout rate in half.
- **INCOME:** Cut the percentage of financially unstable families by 25 percent.
- **HEALTH:** Increase by one-third the number of healthy youth in Orange County as measured by childhood obesity rates.
- **HOUSING:** Cut the percentage of homeless and housing insecure children in half.

We know our goals are bold, but we also know that by mobilizing the caring power of our community and putting the idea of Collective Impact into practice—doing what no one person, organization, or company can do alone—we can achieve them. Together.

OUR PROCESS

With the approval and support of our board we convened board member led committees in the areas of Education, Income, Health, and Housing, held a series of candid community conversations, reviewed national research, and gathered data from local sources including the Community Indicators, Conditions of Children, and Workforce Indicators reports. We also conducted a broad online survey to find out what issues the public thought we should focus on and what community issues were most important to them.

We invited nonprofit leaders, issue experts, corporate and agency partners, and donors to have in-depth discussions and evaluate our community's unique social needs in the areas of Education, Income, Health, and Housing. During our community conversations, we asked the participants to dream ... big. "What do our children and residents in our community need to thrive?" "In 10 years, what will the news headlines say about our progress?"

The strategic planning process was eye-opening, informative, and inspiring. It created a renewed sense of excitement for Orange County United Way and the community, for working together to advance the common good.

Our hopes and dreams for a stronger Orange County were summarized into these five guiding principles:

1. Focus on Children and Families Most at Risk.
2. Improve Family Self-Sufficiency.
3. Emphasize Prevention and Early Intervention Strategies.
4. Build Public Awareness as a Prevention Strategy and to Develop Community Support.
5. Long-Term Commitment is Necessary, with Shared Agreement on Establishing 10-Year Goals.

THE VALUE TO THE COMMUNITY

The future success of our community is essential. This future is dependent upon the health, happiness, and ability for our youth to thrive so they can become the leaders of tomorrow. To ensure this Orange County must come together and focus on the Building Blocks for a good quality of life: Education, Income, Health, and Housing. The return on investment for our community is tremendous:

- A high quality and relevant education for every youth which means a better prepared workforce.
- Financially stable families which leads to a thriving economy and less burden on public resources.
- A healthy next generation which means a more productive community.
- The end of homelessness for our children which results in stronger and more stable families.

Our strategic plan marks the start of a new path forward and the beginning of a long-term effort to create a positive future for the next generation of Orange County residents. In partnership with the community and our stakeholders we are excited to get started on this critical journey. OCUW is committed to effectively and efficiently leveraging our unique partnerships with individuals, corporations, nonprofits, and government coalitions to realize our community's dreams. But to make the headlines a reality, we also need YOU to join our movement.

JOIN US. BE A PART OF THE CHANGE.

"If you want to go fast, go alone. If you want to go far, go together." – African proverb

Achieving our goals is going to take a great deal of heart, passion, and tenacity. Orange County United Way believes that when a network of caring people get together to drive change, anything is possible. Prove us right.

13/14 CORPORATE PLANNING SESSIONS

In planning for our inaugural year in support of our community aspirations, we reached out to our Top 100 companies to gain knowledge about their business conditions and align OCUW engagement opportunities with their philanthropic objectives



OCUW
will continue working with the community to realize its four bold goals in the areas of Education, Income, Health, and Housing



CORPORATE PARTNER EXECUTIVE SESSIONS

Sessions with executives of key corporate partners



DONOR INPUT

Tocqueville Townhall, Women's Philanthropy Fund engagement sessions, and individual donor input

COMMUNITY SURVEY

Engaged our entire network, all donors, and corporate partners, with almost 500 participating

COMMUNITY STAKEHOLDER FORUMS

4 community stakeholder forums with more than 130 attendees (40 Education, 14 Income, 41 Health, 37 Housing)

COMMITTEES

4 committees (Education, Income, Health, and Housing), with more than 70 participants including a cross-section of business leaders, community experts, donors, and board members

EXPERTS

Discussions with 20 OC experts on Education, Income, Health, and Housing issues

BOARD OF DIRECTORS

The OCUW Board of Directors approves our plan to engage the OC community through a strategic community assessment process

