COMMUNITY GAME PLAN

BECOMING THE UNITED WAY OUR COMMUNITY NEEDS

The change that will unfold in the pages before you is focused on transformation. Since our inception in 1973, United Way of Horry County (UWHC) has been a strong fundraiser. This ability to fundraise became the forefront and in return, put our mandate to improve lives and strengthen communities on the back burner. Our ability to fundraise made, "fundraising" the mission. However, during the last decade, declining donations have been the trend, letting us know that fundraising is not enough. This fact showed us overwhelming evidence that we needed to transform our work.

UWHC must be a dedicated problem solver who will impact the most critical social issues in our community and build a stronger future. Every decision we have made for our new direction will indicate this, beginning with our organization's goal to fund, advocate, educate, and collaborate.

During the process to build this vision, we took advantage of a powerful relationship between the community and UWHC. We used this as an opportunity to gain a greater understanding of our local social issues by learning from the voices of people in our community whose lives we hope to impact. Those voices led us to gain priceless knowledge and helped us shape exciting new goals for our community.

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 Horry 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. Please come partner with us on this exciting transformation.

Blakely J. Roof
President and CEO
United Way of Horry County

Christy S. Everett
Board Chair
United Way of Horry County

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NEW FRAMEWORK

During the process of shifting the strategy for our organization, we evolved our approach to align with what our community wants in an organization and how we will fulfill their needs.

VISION

We envision an equitable community where opportunity is not limited, and every member reaches their full potential.

MISSION

We achieve our vision by uniting people, ideas, and resources to advance the common good in Horry County.

VALUES

Our work and interactions will be guided by:

Collaboration and Mutual Communication

We are committed to a community of listening and exchanging ideas. We purposely pursue a variety of community members so that no portion of our community is unheard, so we may offer knowledge and services to combat the toughest challenges.

Accountability and Empowerment

We practice integrity and we must ask our partners, community, and ourselves how our efforts will have a lasting impact. We hear you when you ask us for leadership, support, and come together for new ideas.

Motivation

We all have something we are passionate about, the driving force that moves and energizes us, about which we talk and get others excited. For us, it is helping the community see the potential in ourselves, our neighbors, and in others.

Diversity, Equity, and Inclusion

Since its founding in 1973, UWHC has fought for the health, education, and financial stability of every person in our community no matter their identity, experience, or background. We believe that being an inclusive organization and bringing diverse individuals together allows us to address the issues that face our community more. We improve lives by mobilizing the caring power of our communities and this is most effectively accomplished when we are inclusive of all and value the unique perspectives a diverse base of agencies, volunteers, partners, employees, and board members bring to this invaluable work.

COLLECTIVE IMPACT AND VISION COUNCILS

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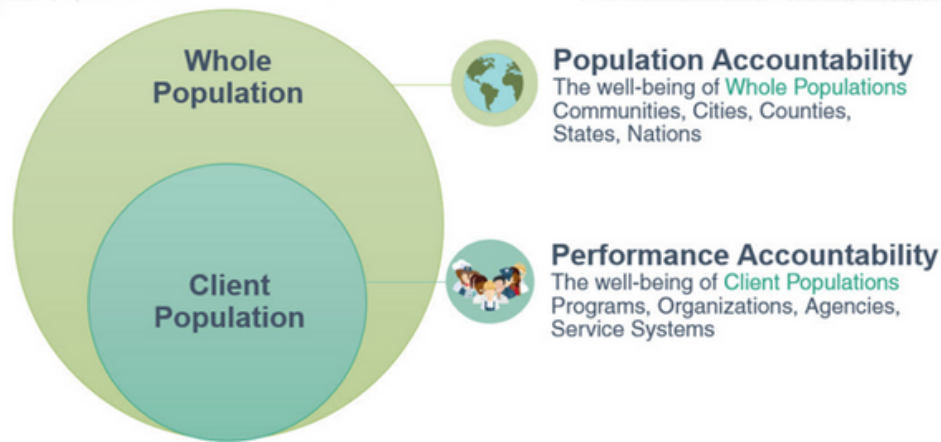
Collective impact is the commitment of a group of individuals from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration. Successful collective impact initiatives have five conditions that together produce true alignment and lead to powerful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

As we move to the implementation phase of this important work, it will be essential to continually diversify and broaden our leadership. UWHC is committed to working with others to staff, resource, and provide oversight of this effort. Through the 2021 UWHC community needs assessment, four Vision Councils have been formed to support the work of each focus area in this plan: **health, education, self-sufficiency, and basic needs.** These councils bring together issue area experts, people whose lives are affected by the issue, business leaders, and other organizations working to impact each area. Based on their knowledge, members of the Vision Councils will recommend and monitor the investment of resources in efforts that align with the priorities of UWHC. Vision Councils will continue to welcome new community members interested in making an **IMPACT** in Horry County.

Common Agenda
All participants have a shared common agenda and a joint approach to solving the problems through agreed upon methods.

Backbone Organization
Requires an organization to serve as the support for the initiative and to coordinate participating organizations.

Collective Impact

Shared Measurement
Collecting data and measuring results consistently across participants ensure efforts remain focused.

Continuous Communication
Consistent and open communication builds trust and increases motivation.

Supporting Activities
Participant activities must be different but coordinated to the overall Bold Goal.

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. UWHC will be implementing the RBA outcome measurement framework.

Population Accountability
The well-being of Whole Populations
Communities, Cities, Counties, States, Nations

Performance Accountability
The well-being of Client Populations
Programs, Organizations, Agencies, Service Systems

RBA has been used to improve population health and wellbeing 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 may be needed to help achieve the desired result.

RBA helps communities and organizations move from talking about problems to taking actions 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 Horry 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

Health

Our challenges in Horry County:

The average number of mentally unhealthy days reported in the last 30 days is 5 days per month.
countyhealthrankings.org

From 2018 to 2019, there was a 45.7% increase in total drug overdose deaths and a 54.1% increase in opioid-related deaths.
Institute of Medicine & Public Health, imph.org

Horry County had a 40% increase in EMS self-harm calls when comparing pre-COVID-19 (Oct. 2019 - June 2020) vs. During COVID-19 (Oct. 2020 - June 2021).
SCDMH, Office of Suicide Prevention

In the 2021 UWHC community needs assessment, 54% of participants needed mental health care in the last 12 months.
UWHC Community Needs Assessment Summary Report

From October 2015 to September 2020, there have been over 27,000 visits to the Emergency Department for mental, behavioral, and neurodevelopmental disorders.

Revenue and Fiscal Affairs Office, South Carolina, Health and Demographics

Our Bold Community Goals

Decrease the number of suicide ideations and attempts

2016-2020 Baseline: Horry County is ranked 5th in the state for highest suicide ideations and attempts (SCDMH Office of Suicide Prevention)

Decrease the number of drug-related overdose deaths

2020 Baseline: Opioid-involved overdose deaths in Horry County are 42.95 per 100,000, #1 in the state (DAODAS)

Our Vision

We envision a future where behavioral health needs for children, youth, and adults are recognized and validated.

Program-Level Goal

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

Measurable Objectives

Measurable Objective #1
Improve outcomes of and access to behavioral health services for children, youth, and adults

Measurable Objective #2
Children, youth, and adults will utilize services that support the family and promote positive emotional, psychological, and social well-being

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 convene/participate in a coalition of community partners engaged in developing a strategy to address behavioral health needs in Horry County (with a focus on strengthening families)

EDUCATE:

- Educate at-risk populations about available programming and services to support behavioral health
- Conduct a marketing campaign around preventive education and reducing the stigma of behavioral health issues

Education

Our challenges in Horry County:

In the 2020/2021 school year, 75.2% of students enrolled in Kindergarten are NOT demonstrating readiness.

screportcards.ed.sc.gov

In the 2018/2019 school year, 53.3% of second grade students were NOT on track for success in English Language Arts at the third grade.

screportcards.ed.sc.gov

In the 2021 UWHC community needs assessment, 55% of participants expressed that there are NOT enough safe, affordable, and full-time places for children to go.

UWHC Community Needs Assessment Summary Report

Unequal summer learning opportunities during elementary school years are responsible for about two-thirds of the ninth-grade achievement gap between lower and higher-income youth.

eric.ed.gov

43.1% of Horry County is considered a child care desert for children under five.

South Carolina First Steps

Our Bold Community Goal

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

Baseline: 2019/2020 School Year - 42.1% of children entered Kindergarten demonstrating readiness
2020/2021 School Year - 24.8% of children entered Kindergarten demonstrating readiness
(Horry County Schools Report Card)

Our Vision

We envision a community where all children enter kindergarten ready to learn.

Program-Level Goal

We seek to support and improve access to resources focusing on the physical, social, emotional, cognitive, and language development of children from birth through age 5, while also increasing the participation from their families and caregivers in their child's learning.

Measurable Objectives

Measurable Objective #1
Children start kindergarten developmentally on track

Measurable Objective #2
Parents, caregivers, and/or guardians will utilize services that support the family and the success of their children

Strategies to achieve our vision...

FUND:
- Programs that improve academic and developmental milestones for children from birth through age 5
- Programs that increase the involvement of families, caregivers, and the community in the success of children from birth through age 5

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

COLLABORATE:
- Collaborate with community, local, and state stakeholders to create a system for access and support resources and institutions that will promote and support the development of the whole child

EDUCATE:
- Conduct an educational campaign to promote parent engagement and leadership in early education for children from birth through age 5

Our Bold Community Goal

Increase access to equitable learning opportunities and high-quality childcare for children and youth

Our Vision

We envision a community where all children and youth learn, achieve, and succeed while engaging families and communities.

Program-Level Goal

We seek to support and improve access to quality and equitable childcare, resources focusing on reading and language development, increased knowledge of math and science, and interest in life-long learning for children and youth.

Measurable Objective

Measurable Objective #1
Working families can afford childcare and can pursue positive enrichment opportunities for themselves and their children

Measurable Objective #2
Children and youth will gain essential knowledge and skills

Strategies to achieve our vision...

FUND:

- Programs that improve access to equitable learning opportunities and childcare for children and youth
- 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 quality childcare for children and youth

COLLABORATE:

- Collaborate with educational institutions and community-based agencies to exchange ideas, leverage resources, and drive collective action

EDUCATE:

- Conduct an educational campaign to highlight the importance of quality summer and afterschool programs and parent engagement and leadership in education

Self-Sufficiency

Our challenges in Horry County:

52.1% of residents in Horry County are not meeting Self-Sufficiency Standards for South Carolina.
South Carolina Self-Sufficiency Standard 2020

In 2020, 48.7% of households spent more than 30% of their income on rent.
South Carolina Housing Needs Assessment

In the 2020/2021 school year, 65.6% of students in the graduation cohort are NOT college and career ready.
screportcards.ed.sc.gov

In the 2021 UWHC community needs assessment, 78% of participants expressed that NOT preparing young people for the workforce is a concern.
UWHC Community Needs Assessment Summary Report

Our Bold Community Goal

**Increase the number of Horry County Residents
meeting self-sufficiency standards**

2020 Baseline: 47.9% of Horry County residents are self-sufficient (Self-Sufficiency Standard 2020)

Our Vision

We envision a future where everyone in Horry County is supported to achieve self-sufficiency.

Program-Level Goal

We seek to empower everyone to become more self-reliant through connection to resources and improved access to services focusing on removing barriers, employment skills, job training, and financial literacy education and counseling.

Measurable Objectives

Measurable Objective #1
Increase the number of adults and families who engage in employment training and financial education

Measurable Objective #2
Increase the number of financially sufficient adults and families

Measurable Objective #3
Young people (ages 12-24) have access to, prepare for, and pursue career and financial development

Strategies to achieve our vision...

FUND:

- Financial literacy programs that work with adults and children to establish self-sufficiency
- Support services that provide education, counseling, coaching, case management and/or legal services linked to self-sufficiency
- Services that support individuals along a path to family-sustaining wages through employment

ADVOCATE:

- Job training and workforce development to achieve greater earning potential
- Advocate against predatory lending practices through education and legislation
- Advocate for public-private partnerships to address housing affordability and availability

COLLABORATE:

- Convene financial institutions and key stakeholders to leverage opportunities for self-sufficiency by removing barriers
- Support job opportunities that provide a living wage for qualified candidates

EDUCATE:

- Increase awareness about opportunities for job training and work-ready certificates
- Educate individuals about how financial health impacts one's self-sufficiency
- Educate parents and youth about career planning and preparing children and youth for post-secondary completion and the workforce

Basic Needs

Our challenges in Horry County:

46% of food-insecure individuals are above the SNAP benefit threshold.

Feeding America

In the 2021 UWHC community needs assessment:

- 75% of participants stated that they were NOT aware of the resources in the area.

- 32% of participants stated missed a rent, mortgage or utility payment in the last 12 months because they did not have enough money.

- 80% of participants stated that they believe the lack of transportation in our community is a concern.

UWHC Community Needs Assessment Summary Report

Our Vision

We envision a future where everyone has access to food, shelter, clothing, healthcare, basic materials, transportation, and a sense of security.

Program-Level Goal

We seek to create a network of emergency assistance for our most vulnerable and at-risk population.

Measurable Objectives

Measurable Objective #1
Removing Barriers - people have access to services and resources that help stabilize crisis situations and remove barriers to meeting basic needs (i.e. necessary documentation, etc.)

Measurable Objective #2
Food - hunger and malnutrition are alleviated and prevented

Measurable Objective #3
Healthcare - people will have access to healthcare services and supports that contribute to overall improved health

Measurable Objective #4
Housing - people have access to emergency housing services (i.e. rent and utility assistance, emergency shelter, etc.)

Measurable Objective #5
Basic Materials - people will have access to basic hygiene, clothing, and/or other supplies

Measurable Objective #6
Transportation - people will have increased access to affordable transportation options and/or systems that provide reasonable, timely, effective access to transportation

Strategies to achieve our vision...

FUND:

- Programs that provide emergency assistance for food, shelter, clothing, healthcare, basic materials, and transportation
- Opportunities that restore hope and stability to clients as they move from emergency need to self-sufficiency

ADVOCATE:

- Empower and encourage clients to be confident and active participants in their path to stability
- The opposite of poverty is not wealth; it is peace. We advocate for stability and self-sufficiency at all income levels

COLLABORATE:

- Create a collaborative network of services to provide complete wraparound support of our most vulnerable citizens
- Seek opportunities for unified effort to be replicated across the community and not duplicated

EDUCATE:

- Educate the community about the value of restoring hope and stability to those experiencing need
- Educate the community about available programming and services to support basic needs

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GIVE.

Make an impact in Horry County. Donate: unitedwayhorry.org/give

YOU CAN
ADVOCATE.

Share United Way of Horry County's social media posts and join the conversation.

YOU CAN
VOLUNTEER.

Serve on a Vision Council.
Volunteer with your coworkers through United Way of Horry County.

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