2022-2032 COMMUNITY IMPACT AGENDA
Our Community Impact Agenda for the next ten years looks different than it has before.

We've seen the numbers. We've heard from our nonprofit partners. We've witnessed first-hand what it takes to make lasting change in Spartanburg, Cherokee, and Union Counties.

To change the lives of thousands of families who are currently living below self-sufficiency, we have to change our impact strategy. What this looks like is focusing our resources to make greater investments in fewer places over longer periods of time. Making targeted investments in the areas that will make the biggest difference allows us to move past quick fixes and double-down on our commitment to changing our community for the long-term.

This impact agenda is a map for the next ten years for United Way of the Piedmont. Not just for us, but for the partners that are in the trenches with us, doing the difficult collective impact work that makes real change possible.

We hope this agenda will also inspire you to join us on this journey to a better future for our community. There's always room at the table.

Sincerely,

Paige Stephenson
President & CEO
United Way of the Piedmont
BOLD GOALS

We have identified three key goals to ensure a thriving future for every person in Spartanburg, Cherokee, and Union Counties. These goals are ambitious, but we know if we work together, we can transform our community.

1. Decrease the number of individuals living below self-sufficiency by 11,000 (10%).
2. Decrease the number of individuals living in poverty who are unemployed by 75% (3,700).
3. Decrease the number of cost-burdened low-income households by 6,000 (10%).

In addition to our focus areas, we employ these interventions to achieve our Bold Goals:
- Community Education/Advocacy
- Community Resource Coordinators
- Homeless Prevention Fund
- Homeless Taskforce
- Litter Heroes Program
- Opportunity Housing Collaborative Action Plan
- Transportation to Work - Ride United
United Way of the Piedmont is more than a fundraiser. For over 30 years, when there has been a problem without a solution, United Way has convened partners and delivered innovative programs to meet the need.

Our new Community Impact Agenda for 2022-2032 aligns all of our work (internal programs, collective impact efforts, and program investments) with our Bold Goals. All of this work is held to our rigorous accountability standards to ensure real results can be seen for the work we are doing. Below, you'll see a list of our internal programs and collective impact groups for each of our focus areas.

**ECONOMIC MOBILITY**
- Community Resource Coordinators
- Homeless Task Force
- Financial Stability Task Force
- Litter Heroes Program
- Opportunity Housing Collaborative Action Plan
- Transportation to Work

**BASIC NEEDS**
- 2-1-1
- Charity Tracker
- Community Resource Coordinators
- Homeless Prevention Fund
- Safety Net Council

**EDUCATION**
- Book Collections
- Born Learning Trails
- Out of School Time Collaborative
- Reach Out and Read
- Reading Buddies Program
- Shared staff member with Spartanburg Academic Movement
- Summer Climb Programs

**HEALTH**
- Behavioral Health Task Force
- Community Resource Coordinators
- Peer Support Living Room
- Sharpen Family App

**SAFE ENVIRONMENT**
- ACEs Education
- Behavioral Health Task Force
- Sharpen Family App
RESULTS-BASED ACCOUNTABILITY

We utilize the Results-Based Accountability framework to hold ourselves and our partners accountable to collective impact outcomes that move the needle on our community’s biggest challenges. We use this framework to ensure the dollars entrusted to us are invested in ways that will result in the greatest measurable impact.

Results-Based Accountability (RBA) uses data-driven decision making processes to help communities and organizations get beyond talking about problems to taking action to solve problems.

It quantifies results, not just to measure, but to confirm a program’s impact on the target area or population by asking three questions:

1. How much did we do?
2. How well did we do it?
3. Is anyone better off?
VISION COUNCILS

United Way of the Piedmont’s funding recommendations were previously made to the Board of Directors by Community Investment Councils. These groups were primarily comprised of passionate workplace campaign donors.

To reflect our updated funding strategy, these groups have been transformed to now also include issue area experts for each of our focus areas (Economic Mobility, Basic Needs, Education, Health, and Safe Environments).

These new groups, called Vision Councils, combine the expertise of the issue area experts with the prudence of the donors to ensure that dollars are invested with the greatest returns.
FROM FINANCIAL STABILITY TO ECONOMIC MOBILITY

For many years, United Way of the Piedmont has used financial stability as one of our three focus areas for families—that they would be able to pay for their basic needs and still have enough money set aside for unexpected expenses. While we still want financial stability for every family in our community, our strategies must be focused on families having economic mobility. Economic Mobility describes how an individual's economic well-being changes over time. Many families in our community have experienced barriers to upward mobility and have consequently stayed in cycles of generational poverty or living paycheck to paycheck. Our ultimate goal is to see families not only move to self-sufficiency but to change the financial futures of their children.
A TWO-GENERATIONAL APPROACH

We prioritize interventions that focus on both the adults and the children in the household. This two-generational approach places emphasis on interrupting the cycles that keep generations from achieving self-sufficiency. Through holistic supportive services and parent engagement, these interventions work to create brighter futures for generations to come.
In order to achieve our long-term impact goals, we cannot ignore the inequities that have kept people of color from experiencing the same opportunities as their white counterparts. Through the data, we see disparities between race categories even across socioeconomic levels, which exposes bigger issues outside of just income differences. We see the real disparities that exist in our community and acknowledge the years of systemic racial injustice that prevent certain groups of people in our community from thriving. For this reason, we have a responsibility and are committed to equity in our programming.
A family's path to self-sufficiency is often filled with obstacles that can slow or even prevent them escaping poverty. This path is even more difficult for families caught in the cycle of generational poverty. We have a responsibility to focus our resources where the greatest impact can be made to eliminate the complex hurdles limiting families to simply surviving instead of truly thriving.

Grounded in Equity

The data related to self-sufficiency shows undeniable disparities between racial groups that cannot be ignored when determining our economic mobility strategy. The Black population is often overrepresented in these areas due to a history of systemic racism in sectors such as housing and homeownership, which is key to building wealth.

29% of individuals across Spartanburg, Cherokee, and Union Counties are living below self-sufficiency.

The U.S. Department of Housing and Urban Development defines cost-burdened families as those who pay more than 30% of their income for housing and may have difficulty affording necessities such as food, clothing, transportation, and medical care.
**ECONOMIC MOBILITY**

**IMPACT GOAL**
Reach our overall Bold Goal to decrease the number of individuals living below self-sufficiency by 11,000.

**INTENDED RESULTS**
- Provide clear education paths for adults without their high school diplomas and support them on their journey as well as develop career strategies with the individuals’ goals given priority.
- Improve technical and soft job skills among unemployed/underemployed and work in partnership to then make connections to employment.
- Reduce environmental and systemic barriers to employment including access to transportation and quality, affordable childcare.
- Provide supportive programs that encourage savings and asset development within low-moderate income households.
- Develop collaborative strategies to increase affordable, safe housing stock and provide supportive services to access housing for low-income households.

**HOW SUCCESS WILL BE MEASURED**

<table>
<thead>
<tr>
<th>HOW MUCH WE DID</th>
<th>HOW WELL WE DID IT</th>
<th>IF ANYONE IS BETTER OFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participants served by the program</td>
<td>Participants who engaged in internships, apprenticeships, or job training</td>
<td>Participants who increase wages</td>
</tr>
<tr>
<td>Participant contact hours</td>
<td>Participants who complete adult education classes</td>
<td>Participants who maintain employment at 6-month or 12-month check</td>
</tr>
<tr>
<td>Participants that completed an assessment for assistance</td>
<td>Participants connected to employment</td>
<td>Families whose self-sufficiency has improved</td>
</tr>
<tr>
<td>Participants engaged in identifying personal goals and are taking steps toward achieving those goals</td>
<td>Participants who gain access to affordable housing</td>
<td>Participants who achieve financial stability</td>
</tr>
</tbody>
</table>
| Participants who successfully complete career readiness survey/evaluation | Participants who open/maintain a checking and/or savings account | **uwpiedmont.org**
Foundational to families achieving economic mobility is their ability to pay for basic needs—things like housing, food, utilities, childcare, and transportation. Every day, there are many families in our community in crisis situations, on the verge of losing their homes or unable to purchase groceries. **There must be a strong safety net of service providers in place to assist these families in emergency situations so they can move from crisis and toward self-sufficiency.**

### Basic Needs

**2-1-1 Referral data from June 2021**

- **862** Total referrals across our three-county footprint
- **28%** of referrals for housing assistance
- **22%** of referrals for electricity assistance

### Impact Goal

Individuals and families in our community can meet their basic needs and build toward self-sufficiency.

### Intended Results

- Improve service coordination among agencies providing emergency assistance.
- Increase availability of case management to navigate community resources and prevent future crises.

### How Success Will Be Measured

#### How Much We Did

- Participants served by the program
- Utility bills paid
- Rent/mortgage assistance provided
- Nights of shelter or emergency housing provided
- Food assistance provided

#### How Well We Did It

- Participants that were prevented from becoming homeless
- Participants that were able to locate transitional or permanent housing
- Participants that were able to consistently provide food for their household

#### If Anyone Is Better Off

- Households stabilized
- Participants successfully connected to case management

### Residence Prior to Shelter

- **3,133** homeless individuals sheltered in 2020
- **32%** Homeless Situation (Car, Street, etc.)
- **68%** Non-Homeless Situation (Couch-surfing, Staying with family, etc.)
Educational attainment greatly influences an adult’s success in life—namely, their ability to make ends meet. **We can significantly impact the economic trajectory of individuals in our community by investing in their education early in life and supporting them throughout their school careers.**

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### Prepared to Thrive

In 2021, United Way of the Piedmont shifted its work in education to a robust strategy called Prepared to Thrive. This multi-faceted collaborative strategy addresses gaps in our community’s ability to prepare students for success throughout their school careers. As part of our commitment to equity in our programming, resources are prioritized in areas of our community that have the greatest need for these supports.

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**By third grade, reading proficiency shifts from “learning to read” to “reading to learn.”**

If children cannot read proficiently in third grade, they fall behind. And, the academic gap will grow each year thereafter.*

*Statement from Spartanburg Academic Movement

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82% of individuals across our three-county footprint are high school graduates. Compare to 88% national average

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**Bachelor’s Degree Attainment by Race/Ethnicity and County**

<table>
<thead>
<tr>
<th>County</th>
<th>White</th>
<th>Black</th>
<th>Hispanic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cherokee County</td>
<td>16%</td>
<td>9%</td>
<td>13%</td>
</tr>
<tr>
<td>Spartanburg County</td>
<td>28%</td>
<td>14%</td>
<td>13%</td>
</tr>
<tr>
<td>Union County</td>
<td>13%</td>
<td>7%</td>
<td>0%</td>
</tr>
</tbody>
</table>

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*Spartanburg County data

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**IMPACT GOAL**
Set all children up for success throughout their school careers, with the ultimate goal of increasing their economic mobility through educational attainment.

**INTENDED RESULTS**
- Quality early childhood (birth through age 5) interventions and experiences that have a strong parent engagement component.
- Summer Climb and afterschool activities with strong literacy component/curriculum for children grades K-5.
- Out of School Time efforts focused primarily on middle/high school age children.

*Priority funding in Spartanburg County will be given to partners actively participating in the Spartanburg Academic Movement Out of School Time Collaborative.*

**HOW SUCCESS WILL BE MEASURED**

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<tr>
<td><em>Children/youth served</em></td>
<td><em>Children/youth who have a daily participation rate of 70% or higher in the program</em></td>
<td><em>Children/youth who demonstrate academic climb during summer programs</em></td>
</tr>
<tr>
<td><em>Children/youth who identify personal educational goals</em></td>
<td><em>Children/youth who are actively working towards achieving personal education goals</em></td>
<td><em>Children/youth reading on or above grade level by third grade</em></td>
</tr>
<tr>
<td><em>Parents/caregivers served in the program</em></td>
<td><em>Participants who gained new knowledge</em></td>
<td><em>Children/youth who advance to the next grade level</em></td>
</tr>
<tr>
<td></td>
<td><em>Parents/caregivers who are engaged in or successfully completed parenting classes</em></td>
<td><em>Parents/caregivers able to articulate successful parenting strategies</em></td>
</tr>
</tbody>
</table>

- Outreach/engagement activities
- Contact hours with children/youth
- Contact hours with parents/caregivers
- Children/youth engaged in pre-K activities (including quality childcare supports)
- Parents/caregivers engaged in pre-K activities with their children (supporting early learning, accessing books, and talking to their children)
- Children/youth engaged in Summer Climb programs
- Children/youth served who receive individualized supports during school and/or community-based out of school time programs
- Children/youth served who maintain satisfactory or improve school attendance
- Children/youth who achieve completion of personal educational goals
Lack of access to affordable and culturally appropriate health care services prevents many families in our community from living safe, healthy, and productive lives. **We must work to remove the barriers that keep families from getting the help they need, when they need it.**

### IMPACT GOAL

Increase access to healthcare services and preventative supports that are culturally appropriate.

### INTENDED RESULTS

- Increase access to primary/specialty care.
- Increase access to prenatal care and supportive programming.
- Increase access to dental care, both preventative and restorative.
- Increase access to behavioral health care.
- Increase access to culturally appropriate and informed healthcare.

### HOW SUCCESS WILL BE MEASURED

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</table>
| - Children/youth served by the program  
  - Adults served by the program  
  - Participants assessed with barriers identified to accessing care | - Participants who gained access to resources or tools to help manage their health condition  
  - Participants who saw a decrease in barriers to accessing care  
  - Participants with improved health outcomes | - Increase in number of participants who received treatment resulting in improved health outcomes  
  - Reduction in non-emergent ER visits  
  - Participants who demonstrate behavior change related to positive progression through services provided |
| - Participants connected to healthcare opportunities/providers  
  - Participants referred to supportive wrap-around services | - Participants who remained engaged in their healthcare services for six months or more  
  - Participants who connected with and received supportive wrap-around health services | - Participants who have increased success in managing their symptoms  
  - Reduction in participants who were unable to see a provider in the last year due to barriers  
  - Increase in participants who were able to access culturally appropriate and affordable healthcare services |
According to the Robert Wood Johnson Foundation, Adverse Childhood Experiences (ACEs) are traumatic childhood events that create dangerous levels of stress that can derail healthy brain development, and increase risk for smoking, alcoholism, depression, heart disease, and dozens of other illnesses and unhealthy behaviors throughout life.

When children don't have a safe environment at home, they are vulnerable to the long-lasting effects of Adverse Childhood Experiences (ACEs). To mitigate the impact of ACEs in our community, we will prioritize and put resources toward programs that prevent violence, provide emergency supportive services for victims, and increase the resilience of survivors.

**IMPACT GOAL**

Combat the impact of Adverse Childhood Experiences on children and adults in our community.

**INTENDED RESULTS**

- Strengthen community efforts to prevent violence and abuse.
- Maximize likelihood of recovery among survivors of violence or abuse.

**HOW SUCCESS WILL BE MEASURED**

**HOW MUCH WE DID**
- Children/youth served in the program
- Adults served in the program
- Counseling/therapy sessions provided
- Safe housing days provided

**HOW WELL WE DID IT**
- Participants served through court advocacy or general advocacy efforts
- Participants stabilized in safe housing
- Participants who demonstrate improvement in symptoms during counseling/therapy services
- Parents/caregivers who are engaged in or successfully completed parenting classes

**IF ANYONE IS BETTER OFF**
- Increase in participant's knowledge of specific prevention strategies
- Participants who achieve their individual goals
- Participants who demonstrate behavior change related to positive progression through services provided
- Participants who have increased success in managing their symptoms
BECAUSE CHANGE DOESN'T HAPPEN ALONE.