



**United Way of York County
Education Initiatives
Strategic Plan
July 1, 2016 - June 30, 2019**

Introduction

In 1994, United Way of York County joined with Penn State York and York County Community Foundation to enhance the quality of early childhood education in York County and created an initiative called Focus on Our Future. Since then, approximately \$1 million per year has been allocated through The Community Fund to support the education focus area, supporting childcare programs, youth development activities, and other programs targeted to preparing children to be ready to learn, to succeed in school and to graduate from high school. In 2011, in partnership with the York County Bar Foundation, the United Way became the sponsoring organization for the York County Truancy Prevention Initiative. In addition to advocacy and educational activities, the Initiative is the sponsor of the highly successful York Court Alliance Program in the School District of the City of York.

As a result of all of these efforts and the need to update its strategic plan, an Education Initiatives Strategic Planning Committee was recruited and charged with the development of a strategic plan covering the period July 1, 2016 – June 30, 2019, which will clearly define United Way of York County's role and active engagement in the education continuum from early childhood education through high school graduation.

Purpose Statement

We engage with partners and families to provide quality services in support of the educational and social needs of our children from birth to adulthood.

Vision

We will inspire a love of learning for all children, leading to a community of productive adults.

Strategic Conclusions

1. Data connecting early childhood education to a better workforce is questionable in the minds of some business leaders.
2. United Way should definitely be a lead advocate in the education space at the local, state and federal levels.
3. We must figure out how to reclaim the enthusiasm, awareness, and leading reputation we enjoyed 20 years ago.
4. There are plenty of opportunities to invest UW resources in the education space – prioritization will be a challenge.
5. Awareness and communication of initiatives, outcomes, and community impact will be critical to growth and future funding.
6. York County is a leader in early childhood education and truancy prevention in the State of Pennsylvania.

Strategic Imperatives, Goals & Objectives

Strategic Imperative #1: Expand the reach of United Way education initiatives throughout York County.

Goal #1: Expand current programs to new areas of the County.

Objectives:

1. Identify and engage school districts that are not actively participating in United Way sponsored programs.
2. Identify and engage early childhood education providers that are not actively participating in United Way sponsored programs.
3. Expand the Youth Court Alliance program into interested school districts.

Goal #2: Expand current capabilities by adding new programs.

Objectives:

1. In partnership with the medical community, implement the "Reach Out and Read" program.
2. Add a minimum of one new program per year for three years in other areas of the County that will help to improve the reading ability of students before 3rd grade.

Goal #3: Expand the reach and impact of partner agency programs.

Objectives:

1. Identify the most effective programs conducted by United Way partner agencies.
2. Expand the reach and impact of the most effective programs conducted by United Way partner agencies.

Goal #4: Increase student and family engagement

Objectives

1. Provide education to parents on the importance and impact of early childhood education.
2. Work with community partners to expand Ready Freddy, Ready Rosie and the Reading Ready Corners.
3. Work with the York County Library System to expand the Little Free Library program.

Strategic Imperative #2: Recruit and retain the best and the brightest

Goal #1: Engage volunteers in meaningful opportunities.

Objectives:

1. Assess all current volunteer opportunities to determine if they are still relevant.
2. Identify additional opportunities for volunteers to add value.
3. Actively recruit qualified volunteers and engage them in meaningful work.

Goal #2: Identify and support professional staff development opportunities.

Objectives:

1. Annually identify professional development opportunities for early childhood education providers.
2. Provide scholarships and other resources needed to increase the ability of early childhood education providers to access training and advance within the field.

Goal #3: Identify and support leadership development opportunities.

Objectives:

1. On a bi-annual basis, plan and conduct a summit on truancy.
2. Annually, conduct visits to York County legislative delegation for educational purposes in order to obtain support for increased resources.

Goal #4: Develop an effective organizational structure.

Objectives:

1. Develop a charter and mission for the York County Education Commission.
2. Recruit community leadership to serve on the York County Education Commission.
3. Activate and empower the York County Education Commission to support the purpose of the United Way education initiatives program.
4. Identify and educate volunteers to advocate on behalf of Education Initiatives.

Strategic Imperative #3: Leverage the Strengths of the United Way and Community Partners

Goal #1: Realign and optimize strategic coalitions to leverage collective strengths.

Objectives:

1. Integrate United Way sponsored programs with youth development programs of partner agencies.
2. Collaborate locally with the Early Learning Investment Committee.
3. Clearly define the role and responsibilities of the Truancy Prevention Steering Committee.

Goal #2: Optimize the reach and expertise of school districts.

Objectives:

1. Proactively engage all York County school superintendents and explore opportunities for collaboration.
2. Identify one model program that is highly effective in one school district and create a forum to share best practices across all districts.

Goal #3: Actively engage the business community.

Objectives:

1. Provide multiple opportunities for business leaders to view the *Raising America* video series.
2. Develop communication vehicles for educating business leaders on the value of early childhood education.

Strategic Imperative #4: Build a Sustainable Business Model

Goal #1: Develop and Grow a Diversified Portfolio of Funding Streams

Objectives:

1. Explore the potential for conducting an endowment development campaign with a target of a minimum of \$1 million by 2019.
2. Develop a signature fundraising special event that is held on an annual basis.
3. Enhance and grow advocacy efforts with State legislators to increase public funding support for education initiatives.

Goal #2: Identify and explore opportunities for shared services.

Objectives:

1. Identify the training needs of early education providers and facilitate group training sessions.
2. Explore conducting a Youth Court for multiple school districts.
3. Identify programs that could benefit from shared services to be funded by the Office of Child Development and Early Learning.
4. Advocate for the widespread implementation and financial support of Pre-K for PA.