

GIVE. ADVOCATE. VOLUNTEER.
LIVE UNITED



United Way *AGENDA FOR CHANGE*

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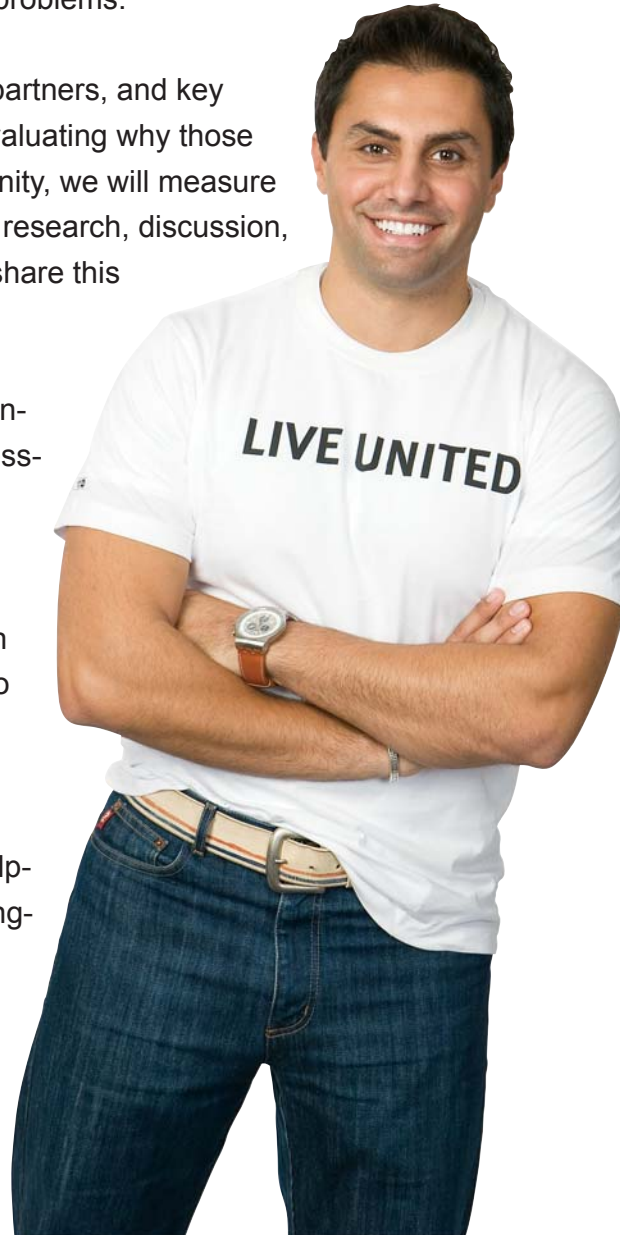
The challenges facing our community today demand a different approach, if we are to create long lasting change. United Way's *Agenda for Change* brings the community together to address the underlying causes of problems.

United Way engaged volunteers, community partners, and key stakeholders in identifying pressing issues, evaluating why those issues matter, and deciding how, as a community, we will measure our progress. After nearly a year and a half of research, discussion, drafts, and revisions, United Way is eager to share this community plan.

Outlined in the *Agenda* is United Way's concentrated focus on the building blocks for a successful life: EDUCATION, INCOME, and HEALTH; and two key components that provide a foundation of community care: ESSENTIAL SERVICES and OUTREACH. Additionally, the plan includes three types of strategies necessary to our success: systemic change, advocacy, and program investment.

Advancing the common good is less about helping one person at a time and more about changing systems to help all of us. We all win when a child succeeds in school, when families are financially stable, and when people are healthy.

Give. Advocate. Volunteer. LIVE UNITED.



**HOW TO
LIVE UNITED:
JOIN HANDS.
OPEN YOUR HEART.
LEND YOUR MUSCLE.
FIND YOUR VOICE.
GIVE 10% GIVE 100 %
GIVE 110 %.
GIVE AN HOUR.
THINK OF WE BEFORE ME.
REACH OUT A HAND TO ONE AND
INFLUENCE
THE CONDITION OF ALL.**

UNITED WAY *AGENDA FOR CHANGE*

ADVANCING THE COMMON GOOD

EDUCATION

Preparing children to enter and graduate school

- Early Literacy
- Parent Education and Support
- Quality Childcare
- Social/Emotional Development
- Schools as Community Hubs

INCOME

Promoting financial stability and workforce development

- Asset Development
- Credit Repair/Debt Reduction
- Earned Income Tax Credit
- Financial Education
- Individual Development Accounts

HEALTH

Improving people's health and wellness

- Access to Healthcare
- Childhood Health and Wellness
- Early Detection and Treatment of Illnesses
- Preventive Healthcare
- Social and Emotional Health

ESSENTIAL SERVICES

Responding to basic or critical needs

- Clothing
- Disaster Relief
- Food
- Housing
- Legal Services

OUTREACH

Providing information, referral, and volunteer opportunities

- United Way 2-1-1
- United Way *Family Information Network*
- United Way *Volunteer Center*
- *Youth United Way*

Providing a Foundation of Community Care



WHY DEVELOP AN *AGENDA FOR CHANGE*?

The *Agenda for Change* provides focus to our work. It provides the framework for improving the lives of participants of United Way-funded programs and of people affected by pressing community issues, whether they receive United Way-funded services or not. The *Agenda for Change* relies not only on the health and human services sector, but also on whatever sectors, systems, networks, groups, or environments that can play a role in improving lives in the community.

The *Agenda*:

- Builds on existing community strengths and assets.
- Addresses gaps and redundancies in services.
- Identifies multidimensional strategies needed for creating community change.
- Measures progress and results.
- Requires supporting partnerships and collaborations.

The *Agenda* is based on these criteria:

- Compatible with the United Way mission.
- Compelling to broad constituencies, including donors, to invest resources to achieve outcomes.
- Data-based.
- Feasible and achievable.
- Makes a measurable difference.

HOW THE *AGENDA* WAS DEVELOPED

The list below describes the steps in the process of developing the *Agenda for Change*.

Prioritize Concerns

(Where do we want to focus?)

Establish Outcomes

(What do we want to achieve?)

Pinpoint Barriers

(What stands in the way?)

Identify Assets

(What/who can help?)

Identify Community Changes

(What changes in the community can remove the barriers?)

Develop Strategies

(What approaches will the mobilization take?)

Test the Theory of Change

(Do the strategies make sense?)

Create Action Plans

(Where do we want to focus?)

Develop Measurement Plans

(How will we know it is working?)

Gain Commitment

(Is everyone on board?)

Through this work, we can address underlying causes, devise solutions, and enlist a broad range of resources – not only money but relationships, talent, expertise, leadership, influence, and technology.

When all of our experience, skills, and commitments work together toward shared goals, we become a powerful force for creating lasting changes in the community.

ACHIEVING OUR *AGENDA*: KEYS TO ACHIEVEMENT

The community identified four keys to achieving progress in the areas of education, income, health, essential services, and outreach:

Collaborative Efforts – Working with many partners, United Way of Greater Toledo continually looks for the most effective ways to help people gain access to educational, economic, and health-related opportunities. Through our extensive network of partners, we can ensure that individuals and families have the basic needs to thrive.

Measuring Community Results – As a leading community impact organization, United Way of Greater Toledo recognizes that what gets measured gets done. Sustained systemic change in community conditions requires the ongoing measurement of results to achieve the outcomes specified in the *Agenda*.

Advocacy – We recognize that real change in community conditions requires more than money. United Way of Greater Toledo engages decision makers and policy leaders at the local, state, and national levels to help address the most important community needs.

Commitment – This must be done at both the local and regional levels by mobilizing diverse sectors of the community, individuals, and organizations to work toward advancing the common good. United Way of Greater Toledo is determined to use its best resources, from loyal contributors to our dedicated volunteers, to ignite a movement committed to creating opportunities for everyone.

YOUR INVOLVEMENT

United Way needs the help of organizations and individuals throughout Lucas, Wood, and Ottawa counties to accomplish the goals set forth in the *Agenda for Change*.

- **GIVE** – Make a difference in our community. Support United Way and the *Agenda for Change* by:
 - Calling United Way at 419-248-2424 and making a pledge.
 - Pledging securely online or downloading a pledge card at www.unitedwaytoledo.org.
 - Giving through your workplace campaign.
- **ADVOCATE** – Anyone can champion a cause. Whether you're speaking out to improve issues concerning education, income, and health or reaching out to political leaders, you can help to inspire hope and create opportunities for a better tomorrow. Call 419-248-2424 for more information.
- **VOLUNTEER** – Contact the United Way *Volunteer Center* by dialing 2-1-1 in Lucas, Wood, or Ottawa counties, or visit www.unitedwaytoledo.org.

SEEKING PARTNERSHIPS

Organizations that offer programs demonstrating the ability to address needs identified in the *Agenda for Change* or programs seeking United Way financial support are encouraged to contact United Way at 419-248-2424.

OVERVIEW BY COUNTY

Lucas County

- Only Lucas County contains a major metropolitan area with an ethnically diverse population; the City of Toledo has more than 300,000 residents.
- Within the three counties, the greatest need is concentrated within Lucas County in nine City of Toledo zip codes with a relatively high rate of poverty, higher numbers of single-parent households, and higher incidences of crime, substance abuse, and homelessness than are found in Wood, Ottawa, or suburban Lucas County.
- Unemployment in Lucas County has risen sharply over the past few years, just as it has in Ohio and the nation.

Wood County

- Wood County encompasses a large geographic area with centers of population that range from small rural communities to large towns and metropolitan suburbs scattered throughout the county. Its largest city, Bowling Green, has an official population of 29,636 residents.
- In Wood County, people with limited resources are dispersed throughout the county rather than concentrated in any one area, so services are not targeted to a specific geographic area. This creates a real barrier to service in a county this large because people with limited resources are less likely to have reliable transportation.

- Activities for youth are limited, especially in rural portions of Wood County.
- The presence of a major university (Bowling Green State University) in the county seat employs more Wood County residents than any other organization in the county.
- Generally speaking, within Wood County, there is a prevailing attitude of cooperation and collaboration among organizations and institutions.

Ottawa County

- Ottawa County has no large concentrations of population: the county seat, Port Clinton, has approximately 6,198 residents.
- As the longest county in Ohio, the distance from its western border near Genoa to its easternmost point at Marblehead is 36 miles. That means people must travel farther to obtain services – often out of the county.
- The seasonal economy also complicates housing costs, making it more difficult for low-income residents to afford prevailing rental rates or purchase a home.
- Because a significant proportion of Ottawa County residents increasingly travel longer-than-average distances to work, there's a corresponding increase in the need for after-school activities for children and teenagers.
- Compared to Lucas and Wood counties, Ottawa County has a higher percentage of residents who are age 65 and older.

COMMUNITY INDICATORS

While the priorities and needs of each county may differ, we all agree that the following community indicators are inclusive of the community impact work of Lucas, Wood, and Ottawa counties.

COMMUNITY INDICATORS (continued)

The priority issue program indicators mentioned throughout the *Agenda* serve as United Way of Greater Toledo's process of evaluation for how well the programs are implemented and how effectively a program addresses the needs of specific target populations.

The following community indicators for the education, income, and health priority areas are bold yet critical targets that lead us to increased partnerships across all sectors of the community. Through ongoing measurement of these indicators, coupled with system change and advocacy strategies, we can inspire hope and create opportunities for a better tomorrow.

EDUCATION

- Increase in the percentage of Kindergarten Readiness Assessment – Literacy (KRL-A) test scores.
- Increase in the percentage of 4th grade reading test scores.
- Increase in the percentage of 10th grade algebra completion.
- Decrease in the percentage of drop-out rates.
- Increase in the percentage of post-secondary education rates.

INCOME

- Increase in the percentage of families living at or above 250 percent of the poverty level.
- Increase in the percentage of low-income individuals effectively managing their finances.

HEALTH

- Decrease in the percentage of emergency room visits for primary care services by the uninsured.
- Increase in the percentage of uninsured and underinsured who access healthcare.
- Decrease in the percentage of low-birth-weight babies (5 pounds, 8 ounces or less).

CONCLUSION

These are the essential components for the *Agenda for Change*. The following pages detail the priority issues, goals, contributing outcomes and indicators, key strategies for systemic change, advocacy strategies, and program investment strategies required.

Throughout the *Agenda*, United Way serves in multiple capacities:

- Convener – bringing community partners together to address issues.
- Facilitator – serving as a catalyst to advance the work of community partnerships.
- Investor – supporting direct service programs.

This *Agenda* provides a comprehensive framework for investing donor dollars in specific programs, services, and initiatives that are intended to achieve targeted outcomes. United Way of Greater Toledo is committed to investing the funds raised to bring about specific improvements in the lives of Lucas, Wood, and Ottawa county residents. The return on this investment will be reported to the community through regular updates on the ongoing achievement of these important, community-level outcomes.

The Community Impact Cabinet and the community volunteers who review requests for funding will rely on the *Agenda* to make informed decisions. In addition, these statements will provide the basis for communicating United Way of Greater Toledo's funding priorities to potential grantees, donors, and the community at large. It is imperative that this plan be read in its entirety in order to gain a full understanding of the issues and intended impact.



The *Agenda for Change*

Education

Preparing children to enter and graduate school

WHY IT MATTERS

The rate of development from conception to kindergarten is faster than during any other period of the lifespan. During this short period, children develop the capacity to communicate, think, express and understand emotions, make friends, regulate their behavior, and distinguish between right and wrong. A child's earliest experiences matter because the first years of life form either a sturdy or fragile foundation for the rest of the child's life.

The National Research Council (NRC) of the National Academy of Sciences (NAS) and the Institute of Medicine of the National Academies highlight several themes from the science of early childhood:

- All children are born wired for feelings.
- All children are born ready to learn.
- Early environments matter.
- Relationships matter.
- And, often, the needs of young children are not being addressed in today's changing society.

WHY IT MATTERS (continued)

Investing in a child's success early on is critical. Research shows the tangible results – adults with greater success in life, less involvement in crime, higher incomes, and higher education levels.

Now, more than ever, it is essential to invest time and resources into building strong foundations for young people. Together with families, schools, government, faith communities, and social services, a commitment to an agenda that places youth needs as the highest priority is essential. The very future of the community depends upon it. When communities work together to address youth issues in a comprehensive way, young people are more likely to succeed.

There are many neighborhoods where youth feel disconnected from their community, have little hope for doing better than their parents, and are frightened by what the future holds. The *America's Promise Alliance* research shows that communities that establish a youth platform that includes caring adults, safe places for children, a focus on healthy lifestyles, effective education, and opportunities for kids to help others have neighborhoods with higher graduation rates, lower youth drug usage, lower juvenile crimes, and young people with a greater sense of community pride.

Priority Issue – Success By 6® Parenting

CURRENT STATUS

The love and care that parents give their children will help shape who they become. Children can grow and develop to their potential when parents provide good nutrition and healthcare.

When parents answer their children's needs, they feel secure and can become confident and independent. With the help of their parents, children explore the world around them so they can learn and discover in safe places. Children learn how to communicate as parents sing, read, and talk often with them. And whether good or bad, parents generally parent as they were parented.

Throughout Lucas County, parenting programs are available, but very few target only the birth-to-six population. The following list is not comprehensive, but it represents those known to United Way:

- Aurora Gonzales Community and Family Resource Center offers two programs – *Parenting with Dignity*, targeting families with children ages birth through 18, and *Interactive Teen Group*, targeting parenting teens.
- Crossroads Family Resource Center provides *Parent Education* for families with children of any age.
- East Toledo Family Center's parenting programs, *Baby Care Classes*, *Toddler Care Classes*, *Caring for the 3-5-Year-Old*, and *Playgroups*, all target families with young children.
- Programs specifically for fathers are provided by Family Services of Lucas County. *It Takes Two* targets fathers ages 14 to 24, and *The Fatherhood Initiative* is for fathers 25 and older.
- *Parent Project Loving Solutions* at the Friendly Center, Inc. assists families and children in identifying boundaries.
- The Open Dorr Family Resource Center provides *Parent Education* for families with children of any age.
- A parent-to-parent network for families with special needs children is available through the United Way's *Family Information Network*.

CURRENT STATUS (continued)

- St. Vincent Mercy Health Partners' Hope For Families *Family Enrichment Program* is relationship-based parenting education.
- *Parenting Kids Today*, a Catholic Charities and Catholic Club program, is open to everyone and focuses on parent support and education.
- A parent-to-parent network for families with special needs children is available through the United Way's *Family Information Network*.

PRIORITY ISSUE GOAL

Children zero to six develop to their full capability in all developmental domains.

TARGET POPULATION

Lucas County expectant parents and parents.

PRIORITY ISSUE PROGRAM INDICATORS

- Increase in the percentage of children attaining their developmental milestones.
- Increase in the percentage of parents who demonstrate improved parenting skills.

KEY STRATEGIES FOR SYSTEMIC CHANGE

- Establish a coordinated parenting referral source.
- Expectant parents and parents:
 - Have access to quality programs and services that support them in caring for their children.
 - Have access to quality programs and services that support them in caring for their children.

- Are comfortable accessing programs and services without attached stigma.
- Are consistently empowered through mutual respect as equal partners with schools, programs, and services, regardless of culture or socioeconomic status.

Experience no financial barriers regarding access to programs and services for individual needs of their children. Experience no financial barriers regarding access to programs and services for individual needs of their children.

ADVOCACY STRATEGIES

- Advocate for the coordination of services for children zero to six.
- Promote the expansion of health insurance for all children and childbearing-aged women who are not covered by private sources.
- Consider social and emotional health as part of overall health.
- Seek health insurance coverage for social and emotional health assessment, evaluation, and treatment.
- Provide flexible funding for families across systems.

PROGRAM INVESTMENT STRATEGIES

Parenting programs – Use evidenced-based curricula focusing on developmental milestones, and provide activities that expectant parents and parents can use to nurture and stimulate child development.

Priority Issue – Success By 6® Emergent Literacy

CURRENT STATUS

Literacy is the ability to listen, speak, read, and write with ease, and it is essential to language learning. Early language experiences have a lasting effect on each child’s potential for intellectual, emotional, and social success.

The Ohio Department of Education’s Early Learning Standards tells us that “the preschool years are a time of vocabulary explosion. Children who are exposed to sophisticated vocabulary in the course of interesting conversation learn the words they will later need to recognize and understand when reading. Vocabulary that children acquire is related to their language experiences at home and school.”

Ohio’s Kindergarten Readiness Assessment – Literacy (KRA-L) is required for all children entering kindergarten in Ohio’s public schools to help teachers identify early reading skills. The assessment measures skill areas important to becoming a successful reader and helps teachers plan for experiences and lessons that encourage reading. The recommended action for children scoring below 13 is to “access broadly for intense instruction”; scores between 14 and 23 to “access for targeted instruction”; and scores 23 to 29 to “access for enriched instruction.”

The 2006 KRA-L indicates that seven of the eight Lucas County school districts’ kindergarteners have been assessed for targeted instruction, with Toledo Public Schools scoring the lowest. In four of the seven learning communities of Toledo Public Schools, kindergarteners have the greatest requirement for intense

literacy instruction, with the remaining three requiring targeted literacy instruction.

The Ohio Department of Education reports that the average third-grade reading proficiency score for the Lucas County Public School Districts in 2006 was 86.5percent. The state requirement is 75 percent. Toledo Public Schools average third-grade reading proficiency in 2006 was 65.2 percent.

Children’s literacy is influenced by multiple factors including special needs, environmental conditions, parents’ education and attitude toward literacy, availability of family and community support for parents, skills and training of child care providers, and knowledge and skills of healthcare providers.

PRIORITY ISSUE GOAL

Children zero to six develop the skills needed to listen to others, speak with others, and read and write. They also develop a positive attitude toward learning to listen, speak, read, and write.

TARGET POPULATION

Lucas County children zero to six living at or below 250 percent of the federal poverty level.

PRIORITY ISSUE PROGRAM INDICATORS

- Increase in the percentage of children assessed for targeted instruction on the Kindergarten Reading Assessment – Literacy (KRA-L).
- Increase in the percentage of children assessed for enriched instruction on the KRA-L.

KEY STRATEGIES FOR SYSTEMIC CHANGE

- Expectant parents and parents ensure their children zero to six develop early literacy skills. Early care and education providers ensure that children zero to six in their care develop early literacy skills.
- Ensure that early care and education programs at Lucas County colleges and universities include early literacy within the curriculum.
- Members of the community recognize the significance of early literacy experiences for young children and support community efforts toward promoting early literacy skill development.

ADVOCACY STRATEGIES

- Promote public understanding of early literacy development.
- Advocate for public funding to expand the number and reach of high-quality family literacy programs and other efforts that expand parents' capacity to actively cultivate their children's interest in reading and learning.
- Advocate for public funding for primary services for book distribution programs, informational handouts, and education to increase parental awareness of the importance of early literacy experiences and to help parents acquire the skills to engage their young children in pre-literacy activities.
- Advocate for the expansion and support of adult literacy and General Educational Degree (GED) programs as a means to promote emergent literacy in children.
- Reduce racial and socioeconomic disparities in children's emergent literacy skills by targeting literacy resources to communities in which high numbers of parents have not completed their high school education.

- Advocate for flexibility in government-funded literacy programs that minimize barriers for families and communities.
- Support programs that ensure childcare providers have the skills to support children's literacy development.

PROGRAM INVESTMENT STRATEGIES

Parent education – Uses best practice curricula; incorporates parent/child activities.

Early care and education provider professional development – Available to home-based and center-based providers; uses current best-practice curricula; incorporates skill assessment and knowledge of appropriate speech and language referral.

Medical home professional development – Integrates early literacy anticipatory guidance in well-care visits endorsed by the American Academy of Pediatrics.



Priority Issue – **Success By 6®** Quality Child Care

CURRENT STATUS

In the first six years of life, children build a sturdy or fragile stage for their future cognitive, social, emotional, and moral capacities. The quality of the care children receive makes a difference. Unfortunately, most childcare is low-quality, with high caregiver turnover, poorly designed programs, or inadequate preparation of staff. Poor-quality care can potentially jeopardize a child's health, safety, and development. Children who have warm, supportive caregivers develop greater social competence, fewer behavioral problems, and enhanced thinking skills at school age.

Children who are not ready to learn when they enter kindergarten are more likely to struggle in elementary school, and are more likely to become teen parents, engage in criminal activity, and suffer from depression. Young children in high-quality early care settings show greater language development, mathematical ability, thinking and attention skills, and fewer behavior problems in kindergarten. For every dollar invested in high-quality early child care, \$1.62 was returned to the state through lowered need for grade retention and special education, reduced crime, and higher overall lifetime earnings.

Ohio developed a quality rating system for childcare providers, *Step Up to Quality*, in which Lucas County served as a pilot. At its highest level, *Step Up to Quality* is comparable to the quality standards of the National Association of the Education of Young Children (NAEYC), the current quality standard for early care and education centers funded by United Way. As of July 2007, *Step*

the standard for the education levels of staff, curriculum, teacher/student ratios, facility requirements, and administrative supports. However, participation is voluntary, as is NAEYC accreditation.

As of January 2008, 56 of the 158 centers/preschools in Lucas County are *Step Up to Quality*-rated, with six additional centers beginning the process. Fifteen Lucas County centers are NAEYC-accredited. In Ottawa County, there are 15 centers/preschools, and in Wood County there are 47; however, only one center in each county is beginning the *Step Up to Quality* process.

Ohio has expanded *Step Up to Quality* to include Type A family childcare. Of the 410 known family childcare providers in Lucas County, 35 are Type A. The first Type A family care provider to apply to *Step Up to Quality* is in Lucas County.

In 2007, under Governor Ted Strickland's administration, Ohio's Early Childhood Cabinet was established. Its purpose is to promote school readiness by setting and coordinating state policy and programs that serve Ohio's children from prenatal to age six.

Lucas County's *Success By 6®* was represented on several state committees that developed the Ohio's early learning system. The result of the committees' work includes the Ohio Early Care and Education Cabinet, Infant and Toddler Guidelines, and Framework for the Early Care and Education system, with plans to be fully in place by 2020. In addition, *Success By 6®* is represented on the Lucas County *Step Up to Quality* advisory board.

PRIORITY ISSUE GOALS

Children zero to six in Lucas County have access to quality early care and education experiences.

TARGET POPULATION

Lucas County children, zero to six.

PRIORITY ISSUE PROGRAM INDICATORS

- Increase in the percentage of children attaining developmental milestones.
- Increase in the percentage of children demonstrating kindergarten readiness skills.

KEY STRATEGIES FOR SYSTEMIC CHANGE

- Children, including special needs children ages zero to six, have access to quality early care and education experiences.
- Expectant parents and parents make informed decisions about high-quality early care and education.
- Children experience a continuity of relationships within their early care and education settings.

ADVOCACY STRATEGIES

- Advocate for quality facility improvements.
- Advocate for strengthened regulations to protect the health, safety, and well-being of all children in out-of-home care.
- Advocate for appropriate adult/child ratios that allow caregivers to meet children's individual needs.
- Support the implementation of early learning standards that promote young children's school readiness.
- Support the development and implementation of Ohio's early learning system.

- Advocate for provider support for attaining Ohio's highest quality rating.

PROGRAM INVESTMENT STRATEGIES

Early care and education – Nationally accredited or, minimally, *Step Up to Quality* star 2-rated; serves children zero to six living at or below 250 percent of the federal poverty level.

Resource and referral – Provides expectant parents, parents, and other caregivers with quality early care and education setting choices.

Priority Issue – Early Care and Education Public Awareness

CURRENT STATUS

In 2005, United Way launched the *Born Learning Campaign*. Since that time, more than 20,000 copies of *Kid Basics: Tips, Tricks and Answers to Help You Care for Your Young Child* have been distributed through the Toledo/Lucas County Public Library, early care and education settings, medical offices, public schools, and social service agencies. In addition, *Every Moment is a Learning Moment* public service announcements, developed by United Way America's *Born Learning Campaign*, air periodically on local radio and television stations.

PRIORITY ISSUE GOAL

Lucas County's citizens are aware of the value of early learning.

TARGET POPULATION

All Lucas County citizens.

PRIORITY ISSUE PROGRAM INDICATOR

Increase in local and state support for early care and education through public awareness campaign.

KEY STRATEGIES FOR SYSTEMIC CHANGE

- Educate Lucas County citizens regarding the importance of the early years in a child's development.
- Develop a strong advocacy network for Lucas County young children and their families.
- Establish an early childhood policy agenda for the community.
- Serve as the community's advocacy resource for early childhood issues.

PROGRAM INVESTMENT STRATEGIES

Public Awareness Campaign – Focuses on early childhood and utilizes one or more media approaches.

COLLABORATIONS

Success By 6[®] Advocacy Committee brings together community partners to influence outcomes that directly affect young children. Local partners include United Way, Lucas County Family and Children First Council, YWCA Child Resource and Referral, YMCA, WGTE Broadcasting, Toledo Public Schools, EOPA/ Head Start, Lucas County Job and Family Services, University of Toledo, Help Me Grow, ProMedica Health System, and Toledo Public Schools. State partners include *groundWork[™]*, a campaign to make high-quality early care and education available to all Ohio's children zero to six, and *Voices for Ohio's Children*, an advocacy organization working to promote better local, state, and federal advocacy strategies for children and their families.

The Parent Friendly Workplace Award recognizes a company/ organization that is considered to be “a great place to work” based on family workplace policies and benefits and commitment to retention and recruitment of quality employees, to training and development, to education, and to diversity. Collaborative partners include United Way, Better Business Bureau, Toledo Regional Chamber of Commerce, and the Parent Community Partnership, Inc.

Priority Issue – School-Age Education Enrichment

CURRENT STATUS

In today's competitive global economy, effective education is more important than ever before. The number-one predictor of youth success in life is graduating from high school. According to the *America's Promise Alliance*, more than 25 percent of U.S. students do not finish high school. The figure is nearly twice that for African-American and Latino students. In addition, 60 percent of 10-to-21-year olds nationally say their schools should give them more preparation for the real world.

As suggested by *The National Agenda for Action: How to Close America's Mentoring Gap*, we must develop a culture where education enrichment is viewed as integral to the health and well-being of young people and encourage and support educational enrichment activities that provide opportunities for quality learning and development.

PRIORITY ISSUE GOAL

Children and adolescents living in Lucas County in zip codes 43602, 43604, 43605, 43607, 43608, and 43609 have access

PRIORITY ISSUE GOAL (continued)

to and use a choice of safe, year-round educational enrichment opportunities.

TARGET POPULATION

Children and adolescents living in Lucas County in zip codes 43602, 43604, 43605, 43607, 43608, and 43609.

PRIORITY ISSUE PROGRAM INDICATOR

- Increase in the percentage of attendance at out-of-school enrichment activities.
- Increase in the percentage of after-school childcare centers accredited by the National Association for the Education of Young Children
- (NAEYC) or the National Afterschool Association (NAA) or attain Ohio's *Step Up to Quality* star-3 rating.
- Increase in the percentage of youth who graduate from high school.
- Increase in the percentage of youth entering post-secondary education programs.

KEY STRATEGIES FOR SYSTEMIC CHANGE

- Children to young adults in Lucas County living in targeted zip codes have access to schools that serve as community hubs.
- Children and adolescents in Lucas County living in targeted zip codes attend quality programs that have well-trained/educated staff.

ADVOCACY STRATEGIES

- Influence local school districts to adopt policies that allow schools to serve as community hubs.
- Garner support for schools as community hubs from all community sectors, including communities, policymakers, educators, and young people.

PROGRAM INVESTMENT STRATEGIES

Education Enhancement –

- Uses evidence-based curricula or best practices.
- Integrates school and community services.
- Provides year-round (could include summer) before-and/or after-school programs with preference given to programs that operate during the school calendar (September through June).
- Addresses three out of five of the *America's Promise Alliance's* five promises – caring adults, safe places, healthy start, effective education, service to others.
- Provides a balance of structured and unstructured supervised youth activities.
- Program examples include but are not limited to mentoring, tutoring, drop-out retention, youth career exploration, and youth worker professional development.

COLLABORATIONS

Community Partnership's Coalition for Youth Enrichment (CYE) is a committee of The Community Partnership. Its mission is to convene youth service providers to encourage collaborative, inter-agency, cross-cultural leadership and activities to build a community that values youth and helps them prepare for successful adult lives. CYE member organizations work to prevent substance abuse, teen pregnancy, and violence among youth. CYE projects and prevention efforts are organized around

COLLABORATIONS (continued)

partnerships between adults and youth. CYE links youth who are serving to coordinate priority issue goals and youth messages, prevent overlap of services, and conduct joint events.

CAPA City Summer Youth Conference is a partnership of Owens Community College, the City of Toledo's Youth Commission, and The Community Partnership. This five-day youth leadership conference focuses on service learning. Young people have the opportunity to learn how community systems identify and address community needs.

Summer Teen Employment Program (STEP) is a collaborative partnership of United Way, Lucas County Commissioners, the City of Toledo, and the Toledo Regional Chamber of Commerce. In this program, local businesses are encouraged to create part-time positions or internships to address Lucas County youth summer job needs. Limited matching funds are provided. Experiences include résumé development, work experience, and training in work procedures and ethics. During the summer of 2007, 118 teens were placed in nine-week summer work experiences.

Terrific Teens, a partnership of United Way, The Community Partnership, Owens Community College, and the Toledo Youth Commission, is a history project investigating 100 years of teen life. Area high school students search textbooks, yearbooks, photographs, advertising, diaries, music, magazines, and clothing to find materials relating to teen topics such as school life, social life, visual and performing arts, work, relationships, teens at home, teen style, and teen food. Students learn interviewing techniques and ethics, how to research and archive oral history,

and art gallery management. At the end of the project, using music, art, graphic design and videos, the participants produce an exhibit that displays the similarities and diversities of teen culture over the past 100 years. In addition to an amazing journey of knowledge, experience, and the opportunity to make new friends, participants earn four college credit hours while still in high school.

Priority Issue – School-Age Parents, Individuals, and Families

CURRENT STATUS

One-third of teens and 20 percent of younger children lack quality relationships with their parents, and only 8 percent of young people ages 6 to 17 have a formal mentor, according to the *America's Promise Alliance*. In addition, the *Alliance* reports that more than 40 percent of young people ages 8 to 21 say they want more adults in their lives to whom they can turn for help.

According to the Status of Children and Families in Lucas County report, 25 percent of children from divorced families have serious emotional, social, or psychological damage, compared to 10 percent from intact families. In addition, the Lucas County Family Council's Data and Evaluation Network reports that almost half – 43 percent – of the individuals served by homeless providers were children birth to 18.

PRIORITY ISSUE GOAL

Parents, individuals, and families of children and teens living in Lucas County take responsibility for and are engaged in their children's lives.

TARGET POPULATION

Children and adolescents living in Lucas County in zip codes 43602, 43604, 43605, 43607, 43608, and 43609.

PRIORITY ISSUE PROGRAM INDICATORS

- Increase in the percentage of parents attending parent/teacher conferences at their children's schools.
- Increase in the percentage of parent participation in schools' Parent Teacher Associations.
- Increase in the percentage of schools participating in the Birmingham Parent Involvement in Education (PIE) Model.
- Decrease in the percentage of truancy rates.
- Decrease in the percentage of dropout rates.

KEY STRATEGIES FOR SYSTEMIC CHANGE

- Parents, individuals, and families know the development milestones of children and teens.
- Parents, individuals, and families know about, have access to, and use quality, timely services.
- Parents, individuals, and families experience respectful interactions with schools, feel welcomed there, and are learning partners.
- K–12 schools strengthen parent organizations within each school.

ADVOCACY STRATEGIES

- Advocate for the advancement of schools' parent involvement policies.
- Advocate for the adoption of the Birmingham Parent Involvement in Education (PIE) model in schools.
- Advocate for the availability of counseling services for every student.

- Influence K–12 schools to open schools for community use after hours.

PROGRAM INVESTMENT STRATEGIES

Parenting –

- Uses evidence-based or best practices; focuses on developmental milestones.
- Provides activities that parents can use to nurture and stimulate their children and adolescents.
- Is of sufficient program length and intensity to result in behavior changes.
- Assists parents in learning how to navigate educational and social service systems and become effective advocates for their children's needs.
- Cultivates neighborhood parent support groups to address a variety of communication, educational, and mentoring methods for parents.
- Identifies and improves upon systemic gaps in parent resources.
- Partners with schools to be receptive of parents and their needs.
- Guarantees that school administrators are aware of the existing community resources available to help them interact positively with parents.

Income

Promoting financial stability and workforce development

WHY IT MATTERS

The community and family issues that stem from economic and financial pressures are becoming increasingly complex and more difficult to address. Wages have not kept pace with the rising cost of housing, healthcare, and education, and skill levels have not stayed in alignment with changing industry needs. As a result, more than 12 percent of the U.S. population has an income below the federal poverty level, despite the fact that many are employed, some with two or three jobs. These people are walking a financial tightrope – they are barely able to get by, with no ability to save for college, a home, or retirement.

United Way of Greater Toledo intends to strengthen communities by identifying and tackling the underlying causes of the financial hardships facing today's families. By aligning cross-sector partners to give lower-income individuals and families the tools and skills necessary to maximize their income, build savings, and gain assets, we are helping these families to achieve financial independence.

Priority Issue – Financial Stability/Work Force Development

CURRENT STATUS

Nationally, more than 28 million people – about a quarter of the

workforce aged 18 to 64 – earn less than \$9.04 an hour, which translates into a full-time salary of \$18,800 a year. According to the Census Bureau, 63 percent of U.S. families below the federal poverty level have one or more workers, and 3.5 million full-time workers earn less than poverty-level wages. In addition, one out of three households uses credit cards to cover basic living expenses including rent, mortgage payments, groceries, utilities, and insurance.

The personal savings rate in 2006 (as a percentage of disposable income) was a negative 1 percent, the lowest in 73 years, according to the United States Commerce Department. Between 10 and 23 percent of lower-income households – 25 to 56 million adults – do not have bank accounts and are without access to mainstream financial institutions and services. Personal bankruptcy rates have increased 350 percent since 1980, and more than two million people filed for bankruptcy in 2005. Most bankruptcies aren't the result of overspending; Harvard University's Consumer Bankruptcy Project found that only 4.3 percent of all consumer bankruptcies in 2001 were filed solely as a result of credit card debt. However, credit card debt in America has tripled since 1990, from \$238 million to over \$850 billion today.

One-third of U.S. households have zero or negative net financial assets, and half have less than \$1,000 in net financial assets. Only one in four U.S. households has enough assets to survive at the poverty level for three months. More than 70 million Americans lack access to a tax-subsidized payroll-deduction saving plan.

The Lucas County 2005 poverty rate was 17.5 percent and the 2007 unemployment rate 6.7 percent. The personal bankruptcy-filing rate for 2005 and 2006 was approximately 7,900.

CURRENT STATUS (continued)

According to the U.S. Department of Labor Bureau and Statistics, the unemployment rates in the Toledo Metropolitan area have generally remained higher than those for the state of Ohio or the United States. In July 2003, the greater Toledo area experienced a 9.1 percent unemployment rate. The area had not had an unemployment rate that high since June 1992.

The number of job search and placement referrals made by United Way 2-1-1 tripled from 2006 to 2007, with one-third more money management and credit counseling calls for the same time period.

PRIORITY ISSUE GOAL

Individuals and families in Lucas County maximize their income, build savings, and gain assets to achieve their educational and financial goals.

TARGET POPULATION

Individuals and families in Lucas County living at or below 250 percent of the federal poverty level.

PRIORITY ISSUE PROGRAM INDICATORS

- Increase in the percentage of individuals and families living above 250 percent of the federal poverty level.
- Increase in the percentage of low-income individuals and families effectively managing their finances.

KEY STRATEGIES FOR SYSTEMIC CHANGE

- Individuals and families living at or below 250 percent of the federal poverty level are able to manage their finances through financial education and access to and use of mainstream financial products and services.

- Individuals and families living at or below 250 percent of the federal poverty level gain and maintain employment, allowing them to have an income that moves them out of poverty toward economic independence.

ADVOCACY STRATEGIES

- Influence employers to adopt policies showing evidence of commitment to workforce development training and lifelong learning/higher education.
- Advocate for improved family and individual support policies.
- Advocate for federal, state, and local government inter-agency collaboration to better assist families and individuals living in poverty.
- Influence government to make public education a funding priority.
- Advocate that employers provide workplace investment activities that increase employees' employment retention, earnings, and occupational skill attainment.
- Advocate that employers provide for increased access to community-supportive programming and public benefits for its employees.
- Create a partnership of employers, educational institutions, and workforce development programs to provide job identification, training, placement, transportation, and childcare needs, and retention of individuals in marketable jobs that pay a living wage with benefits.
- Advocate that financial institutions partnering with community stakeholders provide increased financial education opportunities available in neighborhood settings.

PROGRAM INVESTMENT STRATEGIES

Asset Development – Helps low-income individuals and families save money and increase assets for homeownership, education, and business capitalization. These programs integrate information about asset protection with financial education and counseling programs, and assist and educate individuals and families to improve household stability, orient toward economic success, and enhance welfare of future generations by reducing intergenerational poverty.

Financial Literacy and Management – Available to the employed and unemployed at job sites or in neighborhood settings at no cost; evidenced-based curricula focuses on using income wisely, managing debt, increasing access to needed financial resources, and helping to build positive relationships with financial institutions; use of best practice curricula, based on United Way of America's *Financial Stability Partnership* framework, emphasizing the three main components of financial stability: increase income, build savings, and gain and sustain assets.

Workforce Development – Programs that promote successful workforce development strategies that aim to help individuals obtain and retain employment for 6 to 12 months with proven measurements and outcomes, enabling them to be financially independent, while developing stronger more capable workforce skills that meet the needs of employers.

Family Mentoring – Provided by trained staff members who are knowledgeable about community services, can make appropriate referrals, and are skilled at helping families identify and prioritize problem areas; provided at job sites and/or in neighborhood settings; responsible for forging relationships with individuals and/or families, assisting them to obtain educational, health,

financial, and social services; provide assessments and develop and implement case management plans.

COLLABORATIONS

Individual Development Account (IDA), a partnership of United Way, the Federal government, Northwest Ohio Development Agency, and local financial institutions, is a matched savings program that enables individuals living at or below 200 percent of the federal poverty level to save for asset-building Priority Issue Goals such as homeownership, micro-enterprise, and post-secondary education. Participants must save a minimum of \$25 per month for a minimum of six months and a maximum of four years, saving a maximum of \$1,750. Local funding agencies match two dollars for every dollar that a client saves, for a maximum of \$3,500.

Earned Income Tax Credit (EITC), a partnership of United Way, City of Toledo, Lucas County Board of Commissioners, financial institutions, and community sites, assists eligible families in receiving as much as \$4,716 from the Earned Income Tax Credit, and even more if they qualify for the Child Tax Credit (CTC). Claiming the credits can put an eligible worker on the path to securing better housing, pursuing higher education, obtaining dependable transportation, covering out-of-pocket healthcare costs, or paying for quality childcare.

Health

Improving people's health and wellness

WHY IT MATTERS

Thousands of children under age six are vulnerable to poor social and emotional outcomes. More than 200,000 are victims of child abuse or neglect, and their exposure to violence has a direct impact on brain development, with social and emotional consequences. Another risk factor is maternal depression, experienced by 1 in 10 mothers of young children and at least 2 in 10 mothers living in poverty. Children whose mothers are depressed are more likely to have difficulty with self-control, forming positive relationships with peers, and school performance. Infants as young as four months can be affected by their parents' mood and even experience depression themselves.

Best practice supports a continuum of services, beginning with promotion of social and emotional wellness and prevention of social and emotional health problems, extending through early intervention and treatment. Unfortunately, significant barriers exist to establishing a comprehensive system of quality social and emotional health services for young children and their families. For example, few people understand the nature of and need for early childhood social and emotional health. Only a few qualified professionals serve young children and their families, and reimbursement systems make it difficult to pay for preventive and early intervention services delivered to both children and their parents.

In a survey of contemporary early childhood research, practice, and policy, the National Research Council and Institute of Medicine concluded:

“Substantial new investments should be made to address the nation’s seriously inadequate capacity for addressing young children’s mental health needs. Expanded opportunities for professional training...and incentives for individuals with pertinent expertise to work in settings with young children are essential first steps toward more effective screening, early detection, treatment, and ultimate prevention of serious childhood mental health problems.”

Sadly, many of today’s young people have no way to support their growth in these basic developmental areas. Parents’ daily struggle to provide financially for their families and spend time enriching their children’s lives can result in a breakdown of family communication. Additionally, funding for youth recreation continues to be the first for reductions, and the educational system is challenged with the need to meet state and federal testing expectations while serving as the social hub for young people.

When individuals and families have access to and participate in preventive healthcare, early recognition and treatment of illnesses occurs. While participating in preventive healthcare, individuals are more likely to establish good health habits. Preventive healthcare results in saved lives, better health, and efficient use of healthcare funding.

Priority Issue – Success By 6® Social and Emotional Development

CURRENT STATUS

During the early childhood period from zero to six, “mental health” refers to optimal social and emotional development, or a child’s capacity to experience, regulate, and express emotion, form close and secure relationships, and explore the environment and learn. These are all critical skills for school readiness. According to the National Kindergarten Teacher Survey, one out of three children enters kindergarten not knowing how to pay attention in class. In a 2002 survey on school readiness, Lucas County kindergarten teachers echoed this concern.

Early childhood social and emotional health develops in the context of relationships. It is achieved through nurturing, responsive relationships with adults and older children. Programs and services designed to promote positive social and emotional outcomes for young children target parents and caregivers in the child’s life (in contrast with mental health services for adults that target individual clients). In addition, many of these services occur in non-clinical settings, such as the home or the early care and education settings.

Full screening and support services are available for families with young children in Lucas, Wood and Ottawa Counties. *Help Me Grow* provides a variety of health, developmental, and support services that are free, confidential, and available to Lucas County residents who are expecting a child or have a child under three.

Some young children need special help to develop and learn. Their needs may result from physical impairment (vision, hearing, or motor), cognitive or language delays, behavior difficulties, or a combination. The Lucas County Educational Services Center provides services for children ages three to five for these school districts: Anthony Wayne Local, Maumee City, Oregon City, Ottawa Hills Local, Springfield Local, and Washington Local. Sylvania Public Schools, Oregon City Schools, and Toledo Public Schools provide their own programs. All offer assessments for preschool children ages three through five to determine if they would qualify for special education services. For children with special needs, a variety of services are available. These programs provide preschool classes with typical peers, as well as consulting teacher services for special needs children enrolled in community daycare and preschool settings.

Under the umbrella of the Lucas County Mental Health and Recovery Services Board, a number of community agencies provide early intervention and treatment services for young children and their families.

PRIORITY ISSUE GOAL

Children zero to six have positive social and emotional development.

TARGET POPULATION

Lucas County children zero to six.

PRIORITY ISSUE PROGRAM INDICATORS

Increase in the percentage of children attaining developmental milestones.

KEY STRATEGIES FOR SYSTEMIC CHANGE

- Expectant parents and parents of children zero to six know about the importance of age-appropriate social and emotional development.
- Parents seek and participate in mental health treatment for their children zero to six, as well as their own mental health issues.
- Social and emotional development is integrated into primary care for young children.
- Medical home professionals are knowledgeable about resources for evaluation and treatment of social and emotional health issues for children zero to six.
- Early care and education providers increase their knowledge of age-appropriate social and emotional development of children zero to six.
- Early care and education providers know about the resources for evaluation and treatment of social and emotional health issues for children zero to six.
- Early care and education providers know about the resources for evaluation and treatment of social and emotional health issues for children zero to six.
- Insurance companies provide increased coverage for diagnosis and treatment costs for children zero to six who have social and emotional health issues.
- The community has a social and emotional health system for children zero to six.

ADVOCACY STRATEGIES

- Advocate for expectant parents and parents with the necessary assistance for the care and nurturing of their young children.
- Ensure all early childhood programs address the

social and emotional needs of young children, along with cognitive and academic needs.

- Create strong linkages among welfare, protective services, early intervention, and social and emotional policies and programs to provide families with a comprehensive, seamless system of services.
- Advocate for professional development for all who work with expectant parents, young children, and their families.
- Advocate for reimbursement by Medicaid and private insurance for early intervention and treatment services delivered to children zero to six and their parents.

PROGRAM INVESTMENT STRATEGIES

Parent education – Uses evidenced-based curricula focusing on developmental milestones with special emphasis on social and emotional development; provides activities that expectant parents and parents can use to nurture and stimulate child development.

Early intervention, prevention, and treatment – Provides research-based services that guide expectant parents, parents, and caregivers to developmentally and age-appropriate services and care.

Medical home professional education – Is provided in collaboration with community health systems; and focuses on social and emotional development milestones, with particular emphasis on early identification and subsequent treatment of problems.

Early care and education provider professional development – Focuses on the social and emotional development of young children; is based on current best practices; ensures that

PROGRAM INVESTMENT STRATEGIES (continued)
providers are proficient in assessing child development and implementing appropriate intervention; and provides technical assistance.

Priority Issue – School-Age Health and Wellness

CURRENT STATUS

According to *A Report on Body Mass Index of Ohio’s Third Graders 2004–2005*, 27 percent of Lucas County’s third-graders are overweight or at risk of being overweight. Dr. James Horner, Mercy Children’s Hospital Director of Pediatric Endocrinology, reported in *The Blade* that only two percent of children meet the federal government’s daily nutritional recommendations. He also noted that a teenager who is obese has a 70 percent chance of being obese as an adult.

Research shows that only 19 percent of our nation’s children report spending three or more hours a week in lessons or practice of music, theater, or other arts. Additionally, only 59 percent of youth in our nation spend three or more hours each week in sports, clubs, or organizations at school and/or in the community. The *American Promise Alliance* reports that only 4 in 10 young people participate in high-quality activities that teach them needed skills, how to form lasting relationships with others, and how to make big decisions, and that less than half of parents of children under 18 say that affordable, high-quality after-school activities are available in their communities.

PRIORITY ISSUE GOAL

Children and adolescents living in Lucas County in zip codes 43602, 43604, 43605, 43607, 43608, 43609, and 43611 have

access to a choice of safe, year-round recreational activities in their neighborhoods.

TARGET POPULATION

Children and adolescents living in Lucas County in zip codes 43602, 43604, 43605, 43607, 43608, 43609, and 43611.

PRIORITY ISSUE PROGRAM INDICATORS

- Increase in the percentage of youth reporting increased hours of constructive use of their time.
- Decrease in the percentage of childhood obesity rates.
- Decrease in the percentage of the youth crime rate.

KEY STRATEGIES FOR SYSTEMIC CHANGE

- Children and young adults in Lucas County living in targeted zip codes:
 - Have recreational activities that are varied and address individual needs.
 - Have reliable transportation to recreational activities.
 - Have available adequately funded recreational facilities throughout their community and in their neighborhoods.

ADVOCACY STRATEGIES

- Advocate for city and county government improvement and/or creation of facilities that meet or surpass legal requirements for special needs children.
- Advocate for city and county government coordination and funding of youth recreational activities.
- Advocate for changes in TARTA bus routes and school passes to accommodate youth attending recreational activities.

PROGRAM INVESTMENT STRATEGIES

Health and Wellness – Based on best practices; provided by trained staff; include strong partnerships with parents, schools, and community organizations; are neighborhood-based; provide supportive relationships between staff and participants as well as among participants; offer age-appropriate activities that address the needs of special needs children; provided before school, after school, and/or during the summer.

COLLABORATIONS

Fun Bus – A summer program geared toward youth who are not involved in some positive activity during summer break; a joint effort of the YMCA/JCC and United Way. Three minibuses with recreation staff provide crayons, clay, board games, hula hoops, paint, balls, hockey sticks, food, and more. Traveling to 10 sites per week throughout Lucas, Wood, and Ottawa, the *Fun Bus* reaches more than 5,000 youth, affording them the opportunity to socialize in a positive atmosphere.

Priority Issue – Healthcare Access and Preventive Care

CURRENT STATUS

According to the *2007 Lucas County Adult Health Care Assessment*, 87 percent of adults reported they had one particular clinic, health center, doctor's office, or other place they usually go when they are sick or need health advice. However, only half of Lucas County women and one-third of Lucas County men had a health exam in 2006. According to the Ohio Department of Health, large numbers of people are not receiving preventive testing. These percentages range from 51 percent for breast cancer to 90 percent for skin cancer, with

colorectal cancer at 83 percent, prostate cancer at 58 percent, and osteoporosis at 89 percent.

In 2006, 12 percent of Lucas County adults had no health insurance, increasing to 24 percent of those with incomes less than \$25,000. Additionally, nine percent of parents reported their children had no health insurance coverage. The Ohio Department of Health reports that many people who have no access to medical coverage opt to receive treatment in the emergency room. Overall in Ohio, all emergency room visits rose by 9.5 percent from 2003 to 2006. In that same timeframe, emergency room visits by the uninsured rose 20 percent. Common preventable hospitalizations, including asthma and uncontrolled diabetes, are rising, representing a growing number of the uninsured who are waiting too long to seek medical care.

The leading causes of death in America can be linked to unhealthy lifestyles, tobacco use, drug and alcohol abuse, toxins, firearms, and infections – all of which are preventable. In Lucas County, 33 percent of residents are obese and 23 percent are current smokers, with the top two leading causes of death between 2003 and 2005 being heart disease and cancer.

Primary prevention, through reduction of risk factors (unhealthy habits) and creating a health-literate society, is more effective. Unfortunately, about 90 million American adults have difficulty understanding medical information, adding an estimated \$30 to \$73 billion annually to healthcare costs.

The propensity for spending resources on treatments but comparatively little on primary prevention is a major reason why the U.S. was ranked as 37th in healthcare systems out of 191 nations by the World Health Organization.

PRIORITY ISSUE GOAL

Individuals and families in Lucas County establish and effectively utilize a “medical home.”*

TARGET POPULATION

Individuals and families in Lucas County living at or below 200 percent of the federal poverty level.

PRIORITY ISSUE PROGRAM INDICATORS

- Increase in the percentage of individuals having an annual health exam.
- Decrease in the percentage of emergency room visits for non-emergency care.
- Increase in the percentage of individuals with a medical home.

KEY STRATEGIES FOR SYSTEMIC CHANGE

- Individuals and families living at or below 200 percent of the federal poverty level:
 - Participate in preventive care.
 - Understand the definition of a “medical home” and value the importance of preventive care.
 - Know about and have access to available medical services and/or resources.
 - Use a medical home for all family members.

ADVOCACY STRATEGIES

- Advocate for:
 - Funding support for preventive care.
 - Increased funding for safety net providers.
 - Funding support for CareNet.
 - Universal healthcare.

- Medicaid reimbursement for patient oral health education.
- Medicaid reimbursement for follow-up oral health services.

PROGRAM INVESTMENT STRATEGIES

Wellness promotion – Provided in neighborhood or faith-based settings; are responsive to cultural, ethnic, and socioeconomic differences; based on best practices; include decision-making skills and health literacy as well as information and referral; and create an environment that supports good health practices.

Health preventive care – Based on best practices; responsive to cultural, ethnic and socioeconomic differences; and promotes the science and art of helping people change their lifestyles to move toward a state of optimal health.**

Public Awareness – Identifies priority health issues, providing best-practice preventive health promotion in multimedia outlets.

** A “medical home” is defined as a particular clinic, health center, doctor’s office, or other place where people usually go when they are sick or need health advice, not including preventive or non-emergency treatment in an emergency room.*

*** “Optimal health” is defined by the American Journal of Health Promotion as a balance of:*

Physical health – fitness, nutrition, medical/dental self-care, and control of substance abuse; (continued on next page)

**** “Optimal health” (continued)**

Emotional health – care in emotional crisis and stress management;

Social health – involvement of community, families, and friends;

Intellectual health – educational achievement; and

Spiritual health – love for self, hope, and charity.



Essential Services

Responding to basic or critical needs

WHY IT MATTERS

United Way has long worked to reduce poverty and improve opportunity by helping low-income working families succeed economically, thereby boosting the odds their children will lead healthy, productive lives. As more individuals and families have struggled to make ends meet, United Way continues to invest and support promising efforts to combat poverty through one key focus area: essential services. These include the most basic needs of food, shelter, and clothing to the most vulnerable populations. In addition, individuals and families who experience natural or man-made disasters such as floods or home fires require supportive services to address basic emergency needs.

United Way recognizes temporary assistance programs are not intended to be a complete and thorough source of income, but offer a limited amount of immediate financial and material help to those who are in short-term crisis or face emergency situations.

Priority Issue – Basic Needs and Disaster Relief

CURRENT STATUS

In 2006–2007, United Way supported services through 10 programs in Lucas, Wood, and Ottawa counties, providing

CURRENT STATUS (continued)

emergency shelter and food, including:

- 10,698 nights of shelter to women and children fleeing domestic violence.
- 29,333 nights of shelter to members of homeless families.
- 12,100 nights of shelter to homeless single adults.
- 96,016 meals to homeless adults and children.
- 929 nights of shelter to children and teens who were not safe in their own homes and/or were runaways.
- 1,208 victims of disasters (flood, fire, storm damage) with temporary emergency food, shelter, and other needs.
- 3,807 households, emergency food assistance.
- 796 households, help with temporary lodging or shelter.

In addition,

- 467 members of the military received emergency communications from home.
- 2,078 households received emergency assistance to pay utility bills.
- 518 households received emergency assistance to obtain prescription medications.
-

United Way 2-1-1 reports that calls for food, shelter, and clothing have generally increased over the past three years.

	2005	2006	2007
Food	3,014	4,420	5,741
Shelter	494	927	1,539
Clothing	678	1,169	1,102

On an almost daily basis, American Red Cross volunteers respond to the community's most prevalent type of disaster – home fires. In FY 07, the Red Cross provided financial

assistance to 391 families – an increase of 20 percent over the previous year. In total, with support from United Way and others, the Red Cross distributed more than \$233,000 in direct financial assistance to local families affected by disaster in FY 07. This represents a 25 percent increase over FY 06, and supports a trend of ever-increasing disaster expenses since 2004.

Natural disasters tend to be indiscriminate, but home fires seem to disproportionately affect minorities and others less able to cope with the destruction. As of May 2008, of the disaster clients served, 63 percent were low-income; 33 percent were under the age of 14; and 53 percent were African-American – almost four times the 13.8 percent population of African-Americans in Lucas, Wood, and Ottawa counties.

Whether having a basic or critical-need crisis, many individuals and families receive additional services and are referred to appropriate community services in an effort to reduce recurring need for assistance.

PRIORITY ISSUE GOAL

Individuals and families living in Lucas, Wood, and Ottawa counties have their basic needs met and have 24-hour access to crisis response services.

TARGET POPULATION

- Individuals and families living in Lucas, Wood, and Ottawa counties living at or below 250 percent of the federal poverty level.
- Individuals and families living in Lucas, Wood, and Ottawa counties experiencing a natural or man-made emergency.

PRIORITY ISSUE PROGRAM INDICATORS*

- Decrease in percentage of nights of shelter provided (single men, women, families).
- Decrease in percentage of meals provided at congregate meal sites.
- Decrease in percentage of meals provided through food pantry services (single men, women, families).

**The main goal is that individuals would have shorter stays in emergency shelter facilities and have less need for meals at congregate sites and meal provision through food pantry services. While these are basic needs for the most vulnerable populations, our ultimate goal is to have a community where basic needs services are minimized through many of the above-mentioned strategies outlined in the education, income, and health priority areas.*

PROGRAM INVESTMENT STRATEGIES

Basic Needs Assistance – Trained staff provides individuals and families with clean, safe shelter and nutritional meals in a timely manner; available evenings and weekends.

Emergency Response – Responds to emergencies 24 hours a day, 7 days a week; meets families' immediate need for food, clothing, shelter, and emergency communications through referrals, vouchers, and shelter accommodations; responds to military families' needs through a communication network designed to verify emergencies and convey messages.

Emergency Shelter – Provides minimum necessities of life on a limited, short-term basis for individuals and families (anyone in short-term crisis) during periods of dislocation, homelessness, or emergency, and may include case management services.

Home-Delivered Meals – Provides meals with personal contact on a daily or less frequent basis to older adults and adults with

disabilities who are unable to prepare meals in their own homes.

Legal Services – Assists individuals and families who need legal consultation, mediation, or basic legal services to achieve stability or economic independence.

Violence Prevention/Domestic Violence – Provides violence prevention programs to children and youth in school and childcare-based settings with emphasis on child and/or sexual abuse prevention, healthy relationships, prevention of dating violence, alternatives to bullying and violence/responses to bullying, support for individual client advocacy, and/or safe housing assistance for victims of domestic violence.

COLLABORATIONS

American Red Cross Family Emergency Resources, a partnership of the American Red Cross, United Way, and family resource centers, provides disaster relief focusing on meeting immediate, emergency, and disaster-caused needs through information, referral, and direct assistance such as shelter, food, and health and mental health services.

Emergency Food and Shelter Program (EFSP) – A federal government program that provides funds to support food, meals, shelter, rent/mortgage assistance, and utility assistance, supplementing or expanding current resources. Local county boards prepare a plan, review applications, allocate funds, and monitor the use of the funds, assuring that local needs are met. Each board, as prescribed by law, includes United Way, American Red Cross, Salvation Army, Catholic Charities, United Jewish Communities, Council of Churches of Christ, and local government representatives, or comparable community entities. Counties select additional partners invested in this issue,

COLLABORATIONS (continued)

including a homeless or formerly homeless person. United Way provides administrative support for programs in Lucas, Wood, and Ottawa counties.

Toledo/Lucas County Homelessness Board (TLC) – Identifies and prioritizes needs, makes recommendations, and seeks funding in an effort to reduce and/or eliminate homelessness in Lucas County. TLC is a partnership of United Way, Lucas County Commissioners, and Toledo City Council.



Community Outreach

WHY IT MATTERS

Many people don't know how to access the information they need to answer questions about immediate or long-term problems. Service professionals from organizations also need access to comprehensive reference sources so they can refer clients to appropriate services. An easily accessible source of information available 24 hours a day is essential, whether the need is for food, shelter, or clothing; contact information for a specific service or program; or information on volunteering. United Way provides support through information and referral, by linking volunteers to community services, by capacity-building to nonprofit organizations, and by participating in or convening community partnerships and initiatives.

PRIORITY ISSUE - 24-Hour Information and Referral Services

CURRENT STATUS

Food, transportation, utility assistance, school clothing, diapers, furniture, childcare, prescription payment assistance, volunteering, and shelter are just a few of the many inquiries received by United Way's response and outreach programs serving Lucas, Wood, and Ottawa counties.

This is a summary of the 32,927 calls answered by United Way

CURRENT STATUS (continued)

2-1-1 and the 4,598 walk-in clients in the 2006–2007 program year:

- 388 families with children with special needs were given information and referral from United Way *Family Information Network*.
- 347 clients seeking childcare location information were referred to YW Child Care Connections.
- 5,689 individuals were referred to Legal Aid of Western Ohio, resulting in 49 percent having their legal needs met with brief service on the phone.
- 450 clients were given information on immigration from the International Institute.
- 5,689 people seeking to volunteer had their skills and interests matched to available volunteer opportunities with assistance from United Way *Volunteer Center*.
- 1,102 clients were referred to clothing assistance.
- 5,741 clients were referred to food assistance – an increase of 1,300 referrals from the previous year.
- 1,539 clients were referred to shelter services – an increase of 612 referrals from the previous year.

PRIORITY ISSUE GOAL

Individuals and families have access to comprehensive referral sources, volunteer opportunities, and outreach services.

TARGET POPULATION

Individuals and families living in Lucas, Wood, and Ottawa counties.

PRIORITY ISSUE PROGRAM INDICATORS

- Increase in percentage of calls received and answered.
- Increase in percentage of providers in the database.

- Increase in percentage of volunteers recruited, referred, and hours worked.
- Increase in percentage of youth engaged in the 43613 (Start High School) and 43620 (Scott High School) neighborhoods.

ADVOCACY STRATEGIES

- Advocate for public services to meet individuals' and families' basic needs.
- Ensure organizations within established service delivery system meet the collective needs of the community.
- Advocate on behalf of individuals to help establish eligibility or obtain services when they have been denied benefits or services to which they are entitled.
- Advocate for changes in community conditions or structures to ensure the availability of essential community services.
- Advocate for addressing unmet needs in a community.
- Advocate for self-representation and self-determination.
- Advocate for public and private policies that reinforce people's interest in volunteerism.



COMMUNITY OUTREACH PROGRAMS

Providing information, referral, and volunteer opportunities

UNITED WAY 2-1-1

There are thousands of phone numbers for health and social service programs, government offices, community- and faith-based organizations, volunteer referral programs, donation clearinghouses, educational systems, and neighborhood groups. *United Way 2-1-1* enables people to simply dial 2-1-1 to talk to an information specialist with access to accurate information. By taking non-emergency/non-life-threatening calls, this program frees up 9-1-1 capacity. In addition, we can convey specific information and special announcements to the public during disasters.

UNITED WAY VOLUNTEER CENTER

The mission of the *United Way Volunteer Center* is to encourage people to directly and effectively impact community needs and serious social problems through volunteerism. The *Center* works with community partners to recruit and refer people wishing to volunteer time and talent, building capacity for volunteering by providing technical assistance through trainings, addressing community needs by developing partnerships, and promoting the need for volunteerism in our community.

UNITED WAY FAMILY INFORMATION NETWORK (LUCAS, WOOD, AND OTTAWA COUNTIES)

United Way Family Information Network (FIN) is a parent-to-parent information network that provides support by offering information, referral, education, and monitoring services to families of children with disabilities and the professionals who serve them.

THE CENTER FOR NON-PROFIT RESOURCES

A partnership of United Way, Toledo Community Foundation, and The Community Partnership, The Center for Non-Profit Resources provides training opportunities, technical assistance, and limited financial assistance to support and strengthen the management and leadership skills of local nonprofit staff and board leaders, resources, leadership empowerment, board development, proper organizational structures, internal controls, staff training, strategic planning, outcome-based management and reporting, program development, funding and funding diversity, and collaborations. This center provides capacity-building activities for these leaders, helping to provide the best possible programs and services.

YOUTH UNITED WAY

Youth United Way is a community outreach program that is designed to encourage volunteerism, leadership, and civic engagement in local teens and young adults. *Youth United Way* mobilizes and empowers teams of young people throughout greater Toledo to become community leaders. The program is composed of 15 college team leaders who guide, support, and mentor high school ambassador leaders. The high school ambassador leaders are responsible for engaging other students to serve as ambassadors. As a group, the students conduct community assessments and evaluate the current state of affairs in the community. Once pressing issues are identified,

YOUTH UNITED WAY (continued)

the youth are charged with organizing a community impact project to create lasting change within a specific neighborhood.

In addition, participants are also involved in leadership trainings, fundraising, and at least one local, regional, or national service project over the course of a year.

COLLABORATION

Family Empowerment – A program of United Way, Martin Luther King Kitchen for the Poor, and Frederick Douglass Community Association that provides information and referral to individuals receiving served meals at the Kitchen for the Poor. Clients are connected with services to reduce their dependence on emergency food services.



UNITED WAY INITIATIVES AND STRATEGIC PARTNERSHIPS

Community partnerships are an opportunity for innovative thinking to strategically design plans to address community problems and create change, thereby improving lives. When communities work together to identify and address problems, the result is stronger communities, individuals, and families.

ADOPT-A-FAMILY/LABOR COMMUNITY SERVICES
United Way *Labor Community Services* offers services to union members and their families. In addition to providing access to volunteer opportunities and information and referral, *Labor Community Services* organizes annual blood and food drives. The *Adopt-A-Family* program provides direct support (e.g., emergency food, rent/mortgage/utility/medical assistance) to union members who need help but have exhausted all other resources.

AFRICAN AMERICAN INITIATIVE
United Way *African American Initiative* works to address community issues through education, community service, networking, and philanthropy. In addition to providing minority-leadership education opportunities, the *African American Initiative* is also focused on understanding and preventing childhood obesity and promoting higher education among African-American males.

BOWLING GREEN TEEN CENTRAL

Bowling Green Teen Central is a place for local teens to meet, study, and enjoy themselves in a safe, drug-free, and alcohol-free environment.

CONESTOGA PROGRAM

The Conestoga Program is a grassroots, comprehensive neighborhood development plan designed to attract residents to a rebounding neighborhood, and to increase the overall stability of existing Ottawa County residents.

CONEXION LATINA

United Way *Conexion Latina* works to expand philanthropic involvement of the Latino community. By working with other organizations targeting Latinos, the valuable service promotes Latino involvement in the community and provides opportunities for leadership development.

LOCAL EMERGENCY RESPONSE FUND

The Local Emergency Response Fund helps meet individual and community needs during times of crisis such as flooding or fire.

STRATEGIC ALLIANCE PARTNERSHIP

A partnership of United Way, the Toledo Community Foundation, and the Stranahan Foundation, the *Strategic Alliance Partnership's* mission is to support alliances that enable Toledo-area nonprofits to enhance program delivery and achieve more effective use of financial and human resources and/or capacity building. Funds are made available for non-recurring costs related to implementing alliances for feasibility studies, technical assistance, professional consulting fees, and staff/board training.

SUCCESSFUL CHILDREN, SUCCESSFUL SCHOOLS

Successful Children, Successful Schools: Social and Emotional Learning in Toledo is a partnership of Toledo Public Schools (TPS), United Way of Greater Toledo *Women's Initiative*, Toledo Federation of Teachers, and Toledo Association of Administrative Personnel and takes place at East Side Central and Sherman Elementary schools. The program is a school-wide, climate-change initiative to boost academic achievement, remove barriers to learning, and increase recruitment and retention. Schools receive intensive professional development, coaching, and consultation throughout the school year on ways to create caring learning connections between students, teachers, parents, and the entire school community. In addition, teachers prevent risky behaviors by teaching and practicing social and emotional skills.

SUCCESS BY 6®

Success By 6®, a partnership of the Lucas County Family and Children First Council and United Way, is Lucas County's early childhood initiative. The initiative brings together parents, child and family professionals, and community leaders to be sure all children have a healthy start to achieving success in learning and in life.

SUTTON CENTER

The Sutton Center is a family resource center that provides programs and services to enhance the lives of Ottawa County residents.

UNITED NORTH PLACE-BASED STRATEGY

In an effort to advance neighborhood development, United Way is investing in activities that engage North Toledo residents to identify and prioritize issues in their neighborhood and develop strategies for solutions. The focus is on improving the quality

of life, including physical community development, education, safety, youth development, workforce development, and healthcare.

WOOD COUNTY CORPS (WCC)

Wood County Corps is an AmeriCorps program of United Way that strengthens Wood County by promoting and providing services to residents and communities through focused programs, outreach, and personal development in citizenship. WCC coordinates with organizations dedicated to serving the needs of the county to place its members in positions of various responsibilities. Program participants provide needed services in the community, gain new skills and knowledge, and earn a financial reward to assist with educational expenses.

YOUNG LEADERS COUNCIL

United Way *Young Leaders Council* is a dynamic, growing organization of concerned people who are assuming progressive leadership roles in our community. *Young Leaders Council* members assist United Way in building a strong community by encouraging, developing, and strengthening philanthropic leadership involvement.

WOMEN'S INITIATIVE

United Way *Women's Initiative* mobilizes women to become leaders, philanthropists, and advocates on issues that concern women. United Way *Women's Initiative* provides knowledge, leadership training, and tools needed to use resources more effectively to help others. Every three to five years, the *Women's Initiative* chooses a specific issue and invests donor dollars in carefully selected programs.

OTTAWA COUNTY

MISSION

United Way in Ottawa County changes lives by uniting caring people and resources to build stronger communities.

OUR FOCUS

To affect change and deliver maximum impact, United Way in Ottawa County believes that advancing the common good means creating opportunities for a better life for all. There are three basic prerequisites for a good life: a quality education that leads to a stable job, income that can support a family through retirement, and good health.

United Way in Ottawa County is focused on the building blocks for a better life:

- Education – Helping children and youth achieve their potential
- Income – Promoting financial stability
- Health – Improving people's health and wellness

In addition, United Way in Ottawa County asserts an obligation to assure that the continuation of essential social services is available to all in times of personal and community disasters, and that those services are best supported on a three-county basis in Lucas, Wood, and Ottawa counties. Those services include family emergency resources, information and referral, volunteer services, shelter, community partnerships, labor/community services, and disaster relief.

COLLABORATION

United Way in Ottawa County believes that community collaborations are an opportunity for innovative thinking to strategically design plans that address community problems, advocacy efforts, and partnerships that promote key strategies for systemic change. Many of these collaborations build upon longtime relationships with the Ottawa County Council of Health and Social Concerns, Ottawa County Housing Collaborative, Ottawa County Toy Group, and the Ottawa County Family and Children First Council.

Recent collaborations with the Save Our Homes Task Force and the creation of an Ottawa County Earned Income Tax Credit Coalition are indicators of the work we are pursuing in the arena of financial stability.

COMMUNITY INITIATIVES

The Conestoga Program – A unique partnership with the Mental Health and Recovery Board of Erie and Ottawa Counties, the Conestoga Program is a comprehensive overall neighborhood development plan for a community designed to attract residents to a rebounding neighborhood and to increase the financial stability of existing residents.

Conestoga Program Initial Outcomes – An individualized asset-based development plan will be agreed upon and then implemented by the program participants, families or advocates, and service team members brought together by a family case manager. The plan will specify the needs to be met, assets to be built upon, and expected outcomes and timelines. The lead service provider or case manager will be responsible for monitoring progress; adjusting the plan to account for delays, obstructions, or obstacles; and phasing out intensive services

in favor of less costly maintenance services until the participant has shown a demonstrated period of stability. Usually this will be a minimum of six months; more often, a year or even two years to allow time to achieve the desired result. The habits of a lifetime cannot be changed overnight, but they can be changed over a period of time, even allowing for relapses, obstructions, or obstacles.

Conestoga Program Long-Term Outcomes – In the end, the reward for the city is to increase the financial stability of individuals who are living in a vibrant neighborhood. Based on an analysis of other best-practice models, property values and tax revenues will increase, and costs for law enforcement and social services will decrease. When completed, a neighborhood resident will have a good job, a comfortable home, increased personal respect both within the home and outside it, and positive relationships with friendly and caring neighbors.

In conjunction with the Conestoga Program, United Way supports the creation of the Oliver Hazard Perry Community Development Corporation as a vehicle for economic development.

COMMUNITY CONVENER

In 2006 and 2007, United Way in Ottawa County convened:

- Area food pantries to identify and share best practices and information.
- A task force to examine the delivery of personal care services.
- A community forum on South Bass Island to address needs and concerns of islanders for transportation, outreach to the homebound, and home-delivered meals.

COMMUNITY CONVENER (continued)

As we look to the future, we will continue to invite individuals and organizations to come together to harvest the best ideas from their collective wisdom and experience.



EDUCATION

Helping Children and Youth Achieve Their Potential

VISION

Children and youth in Ottawa County have access to and are prepared for a quality education and are supported in their academic, social, and emotional development.

GOALS

1. Children zero to six have access to and participate in quality/accredited childcare and education experiences, preparing them for kindergarten.
2. Parents are equipped with the skills and tools to support the overall development of their children.
3. Children and youth are provided with support services, educational enrichment, and development opportunities, enabling them to stay in school and excel.

STRATEGIES

Enhance and provide quality childcare

- Provide and promote quality training for child care providers (in-home and center).
- Provide quality childcare environments (day care, at-home, etc.).
- Provide families with access to affordable quality childcare.
- Improve vocabulary and language skills of children early in their development.

Enhance parenting skills

- Enhance parental understanding of the importance of early childhood development.
- Provide parents with the ability to support their children's early development.
- Enhance family support for children and youth.

Provide services for children and youth in crisis or in trouble

- Provide family case management services.
- Provide advocacy services for court-involved youth.

Provide positive youth development activities

- Promote positive youth development, including drug and alcohol prevention, education, and intervention.
- Provide safe, healthy, and age-appropriate before- and after-school enrichment opportunities.
- Provide opportunities for civic development.
- Provide opportunities for school-based mentoring.
- Improve emotional and behavioral skills in youth.

POTENTIAL INDICATORS OF SUCCESS

Increased percentages of:

- Children zero to six enrolled in quality child care programs.
- Accredited childcare facilities.
- Parents using childcare referral services.
- Parents with improved parenting skills.
- Parent involvement/volunteerism.
- Children attaining developmental milestones.
- Children demonstrating kindergarten readiness skills.
- Youth using after-school enrichment activities.
- Youth attaining educational milestones as indicated by standardized testing.

Decreased rates of:

- Youth crime.
- Youth delinquency.
- Truancy.
- Youth substance abuse.



INCOME

Promoting Financial Stability and Independence

VISION

All residents of Ottawa County recognize and achieve long-term financial stability.

United Way in Ottawa County will continue to support programs that lead to family and financial stability. Using the Financial Stability Framework created by United Way of America as a model, we will work to help residents increase income, build savings, and gain and sustain assets. In order for individuals to achieve long-term financial stability, they must:

- Possess an education that provides the ability to perform the tasks and responsibilities of employment.
- Be educated in a way that enables informed decisions regarding personal finances.
- Have access to affordable, quality childcare while at work.
- Maintain physical, emotional, and mental health.

GOALS

1. Individuals and families achieve maximum income.
2. Individuals and families understand the importance of and take advantage of opportunities to increase savings.
3. Individuals and families understand the importance of and take advantage of opportunities to turn savings into long-term assets.

STRATEGIES

Increase income

- Continue to conduct outreach campaigns to ensure families are receiving the full amount of the Earned Income Tax Credit (EITC), child tax credit, and education credits.
- Provide case management services to connect residents with workforce development and training programs providing individuals with the necessary skills to obtain/maintain a job and/or advance at work.
- Assist individuals in accessing public and employer benefits.

Build savings

- Provide low-income families with savings vehicles at mainstream financial institutions.
- Organize savings campaigns to encourage citizens to save and build wealth.

Gain and attain assets

- Encourage/enable individuals to access Individual Development Accounts (IDAs), matched savings accounts designed to help low- to moderate-income families accumulate savings for long-term assets such as a house, post-secondary education, automobile, or small business.
- Educate individuals and families in the importance of asset protection.

INDICATORS OF SUCCESS

Increased percentages of:

- Home-ownership.
- Personal savings accounts.

INDICATORS OF SUCCESS (continued)

Increased percentages of:

- Small business development.
- Reliable transportation.

Decreased rates of:

- Home foreclosure.
- Emergency calls for rent/utility assistance.



HEALTH

Improving People's Health and Maximizing Independence

VISION

Residents of Ottawa County have access to and participate in quality, affordable healthcare and achieve maximum independent living.

GOALS

1. Individuals' basic needs are met in a timely manner through a coordinated system of resources.
2. Residents maintain healthy lifestyles, free of substance abuse and mental illness.
3. Seniors and people with disabilities maintain healthy lifestyles and remain independent in their homes.

STRATEGIES

Ensure basic needs (food, clothing, shelter, energy assistance)

- Provide outreach programs to at-risk populations including immigrant, minority, and rural populations.
- Operate a centralized information and referral source for residents seeking assistance.

Increase healthcare access

- Provide personal care services for people under 60.
- Provide regular preventive screenings for oral health, hearing, and vision.

STRATEGIES (continued)

- Explore opportunities and advocate for access to healthcare for the uninsured and underinsured.

Domestic violence and abuse services

- Education.
- Prevention.
- Intervention.

Mental Health Services

- Provide services that help persons with severe mental illnesses to maintain their independence.

POTENTIAL INDICATORS OF SUCCESS:

Increased percentages of:

- Uninsured and underinsured children and families receiving necessary primary healthcare.
- Domestic violence victims who access services and do not return to the abusive situation.
- Residents, especially children, who are able to recognize dangerous situations and use skills to protect themselves.
- Parents who are better able to cope with and respond to their children's behavior.
- People with disabilities with reduced feelings of isolation.

Decreased rates of:

- Hospitalization for mental illness.
- Domestic violence incidents.

WOOD COUNTY

MISSION

United Way in Wood County changes lives by uniting caring people and resources to build stronger communities.

OUR FOCUS

In order to affect change and deliver maximum impact, United Way in Wood County will focus its time and resources in the areas of education, income, and health. Our focus on education will enable children and youth in Wood County to achieve their potential – academically, socially, and emotionally. Our future work in the area of income will enable individuals and families in Wood County to obtain and maintain long-term financial stability. Our focus on health will meet basic needs, provide access to healthcare, and help individuals with disabilities to maintain independence. By creating opportunities for a good life for all in the areas of education, income, and health, United Way in Wood County is working to create a better place for individuals and families to thrive.

EDUCATION

Helping Children and Youth Achieve Their Potential

VISION

Children and youth in Wood County have access to and are prepared for a quality education and are supported in their academic, social, and emotional development.

GOALS

1. Children zero to six have access to and participate in quality/accredited childcare and education experiences preparing them for kindergarten.
2. Parents are equipped with the skills and tools to support the overall development of their children.
3. Children and youth are provided with support services, educational enrichment, and development opportunities, enabling them to stay in school and excel.

STRATEGIES

Enhance and provide quality childcare

- Provide and promote quality training for childcare providers (in-home and center).
- Provide quality childcare environments (day care, at-home, etc.).
- Provide families with access to affordable quality childcare.

- Improve vocabulary and language skills of children early in their development.

Enhance parenting skills

- Enhance parental understanding of the importance of early childhood development.
- Provide parents with the ability to support their children's early development.
- Enhance family support for children and youth.

Provide positive youth development activities

- Promote positive youth development, including drug and alcohol prevention, education, and intervention.
- Provide safe, healthy, and age-appropriate before- and after-school enrichment opportunities.
- Provide opportunities for civic development.
- Improve emotional and behavioral skills in youth.

POTENTIAL INDICATORS OF SUCCESS

Increased percentages of:

- Children zero to six enrolled in quality childcare programs.
- Accredited childcare facilities.
- Parents using childcare referral services.
- Parents with improved parenting skills.
- Parent involvement/volunteerism.
- Children attaining developmental milestones.
- Children demonstrating kindergarten readiness skills.
- Youth using after-school enrichment activities.
- Youth attaining educational milestones as indicated by standardized testing.

POTENTIAL INDICATORS OF SUCCESS (continued)

Decreased rates of:

- Youth crime.
- Truancy.
- Youth substance abuse.



INCOME

Promoting Financial Stability and Independence

Although United Way in Wood County is currently not funding programs in the area of income, we are aware of the role that education and health play in an individual's ability to obtain and maintain meaningful employment and, thus, further financial independence. For example, for people to achieve long-term financial stability, they must:

- Possess an education that allows them to perform the tasks and responsibilities of employment.
- Be educated in a way that enables informed decisions regarding personal finances.
- Have access to affordable, quality childcare while at work.
- Maintain physical, emotional, and mental health.

VISION: Individuals and families in Wood County recognize the potential to maximize income, build savings, and gain assets to achieve their educational and financial goals.

GOALS:

1. Individuals and families achieve maximum income.
2. Individuals and families understand the importance of and take advantage of opportunities to increase savings.
3. Individuals and families understand the importance of and take advantage of opportunities to turn savings into long-term assets.

POTENTIAL STRATEGIES *for future consideration:*

Increase income

- Initiate outreach campaigns to ensure families are receiving the full amount of the Earned Income Tax Credit (EITC).
- Provide individuals with reliable transportation to and from employment.
- Implement workforce development and training programs that provide individuals with the necessary skills to obtain/maintain a job and/or advance at work.
- Assist individuals in accessing public and employer benefits.

Build savings

- Provide low-income families with savings vehicles at mainstream financial institutions.
- Organize savings campaigns to encourage citizens to save and build wealth.

Gain and attain assets

- Encourage/enable individuals to access Individual Development Accounts (IDAs), which are matched savings accounts designed to help low- to moderate-income families to accumulate savings for long-term assets such as a house, post-secondary education, automobile, or small business.
- Educate individuals and families in the importance of asset protection.

POTENTIAL INDICATORS OF SUCCESS:

Increased percentages of:

- Home-ownership.
- Personal savings accounts.
- Small business development.
- Reliable transportation.

Decreased rates of:

- Home foreclosure.
- Emergency calls for rent/utility assistance.



HEALTH

Improving People's Health and Maximizing Independence

VISION: Individuals and families in Wood County have access to and participate in quality, affordable healthcare and achieve maximum independent living.

GOALS:

1. Individuals' basic needs are met in a timely manner through a coordinated system of resources.
2. Residents who can't afford private insurance but don't qualify for public insurance are provided preventive and basic health services.
3. Residents live free of domestic violence and sexual abuse.
4. Residents maintain healthy lifestyles – free of substance abuse and mental illness.
5. Seniors and people with disabilities maintain healthy lifestyles and remain independent in their homes.

STRATEGIES:

Ensure basic needs (food, clothing, shelter, energy assistance)

- Outreach programs to at-risk populations including immigrant, minority, and rural populations.
- Support a centralized information and referral source for residents seeking assistance.

Increase healthcare access

- Provide community clinics, home-delivered services, and transportation services.
- Provide regular preventive screenings for oral health, hearing, and vision.

Domestic violence and abuse services

- Education.
- Prevention.
- Intervention.

Substance abuse services

- Education.
- Prevention.
- Intervention.

Mental health services

- Education.
- Prevention.
- Intervention.

Support for seniors and people with disabilities

- Transportation.
- In-home care.

POTENTIAL INDICATORS OF SUCCESS:

Increased percentages of:

- Uninsured and underinsured children and families receiving necessary primary healthcare.
- Residents using community clinics and home-delivered services.
- Domestic violence victims who access services and do not return to the abusive situation.

POTENTIAL INDICATORS OF SUCCESS (continued)

Increased percentages of:

- Residents, especially children, who can recognize dangerous situations and use skills to protect themselves.
- Parents who are better able to cope with and respond to their children's behavior.
- Seniors and people with disabilities with reduced feelings of isolation.

Decreased rates of:

- Substance abuse, especially among school-aged children.
- Domestic violence-related homicides.
- Reported sexual assaults on children.
- Teen suicide.



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September 30, 2008 Edition

Achieving our *Agenda*: Keys to Achievement

The community identified four keys to achieving success in the areas of education, income, and health:

- Collaboration Efforts – Working with many partners, United Way of Greater Toledo continually looks for the most effective ways to help people gain access to educational, economic, and health-related opportunities. Through our extensive network of partners, we can ensure individuals and families have the basic needs to thrive.
- Measuring Community Results – As a leading community impact organization, United Way of Greater Toledo recognizes that what gets measured gets done. Sustained systemic change in community conditions requires the ongoing measurement of results to achieve the outcomes specified in the *Agenda*.
- Advocacy – We recognize real change in community conditions requires more than money. United Way of Greater Toledo engages decision makers and policy leaders at the local, state, and national levels to help address the most important community needs.
- Commitment – This work must be done at both the local and regional levels by mobilizing diverse sectors of the community, individuals, and organizations to work toward advancing the common good. United Way of Greater Toledo is determined to use its best resources, from loyal contributors to our dedicated volunteers, to ignite a movement committed to creating opportunities for everyone.



To view the full plan visit www.unitedwaytoledo.org.

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