LONG RANGE PLAN 2023–2028

LIVE UNITED®

United Way
of Hunterdon County

LIVE UNITED

At United Way of Hunterdon County, we believe that every individual deserves the opportunity to thrive!

OUR MISSION

To bring people and resources together to improve lives and conditions, and to advance the common good of our community.

OUR VISION

United Way of Hunterdon County is a community center of volunteerism, leadership, and philanthropy that envisions a community where all individuals and families achieve their full potential through income stability, healthy lives, and education.

DIVERSITY, EQUITY, INCLUSION AND BELONGING STATEMENT

United Way of Hunterdon County fights for the health, education, and financial stability of every person in every community. Our commitment to building sustainable, inclusive, and resilient organizations and communities is reflected in our statement of principle.

We value the visible and invisible qualities that make you who you are.
We welcome that every person brings a unique perspective and experience to advance our mission and improve the health, education, and financial stability of every person in our community.

We believe every United Way community member, donor, volunteer, advocate, and employee has an obligation to embrace diversity, equity, and inclusion and be actively anti-racist in their thoughts, work and actions.

We strive to listen to the stories of people most affected with an open ear and heart and without comparison, to understand and provide support and empathy.

We aspire to implement strategic plans that reflect our commitment to diversity, equity and inclusion.

We affirm our support for local initiatives that root out discrimination ranging from institutional racism that includes employment, housing, healthcare, education and political participation to racial profiling in our Hunterdon neighborhoods.

We commit to efforts that combat rampant racial inequalities faced by our clients, staff, and members of our communities.

We commit to upholding our mission by grounding our work in anti-racism, diversity, inclusion and equity for people minoritized among us.

Join us in embracing diversity, equity and inclusion for every person in every community. Everyone deserves an opportunity to thrive.

ALICE IN HUNTERDON COUNTY

ABOUT ALICE

ALICE is an acronym for Asset Limited, Income Constrained, Employed — households that earn more than the Federal Poverty Level, but less than the basic cost of living for the county (the ALICE Threshold).

Households below the ALICE Threshold — ALICE households plus those in poverty — can't afford the essentials. In 2021, the Household Survival Budget, which calculates the minimum needed to afford necessities, was $36,384 for a single adult, $61,068 for a household with two seniors, and $77,268 for a family of four with two adults and two school-age children in Hunterdon County.

Individuals and households below the ALICE threshold are more likely to experience food insecurity, difficulty paying bills, increased medical debt, reduced savings, and feelings of anxiety.

HUNTERDON COUNTY DATA

- Population: 129,924

- Number of Households: 48,975 (+4% change from 2019)

- Median Household Income: $121,982 (state average: $89,296)

- Labor Force Participation Rate: 64.1% (state average: 65.6%)

- ALICE Households: 10,725 – 22% (state average: 26%)

- Households in Poverty: 1,979 – 4% (state average: 11%)

28%

ALICE households grew by 28% in Hunterdon County from 2019 to 2021

12,704

In 2019, 9,928 households in Hunterdon County were below the ALICE Threshold; in 2021 this number grew to 12,704

45%

Roughly 45% of households below the ALICE threshold are seniors (65+). The number of senior households under the ALICE threshold increased by 918, or 20%

OUR BOLD GOALS

REDUCE INCOME DISPARITIES AS EVIDENCED BY:

- A sustainable downward trend in the percentage of the county population that falls below the ALICE threshold with no increase in the percentage of the county population that lives in poverty

- Closure of the gap between the percentage of the county's minoritized (Hispanic & BIPOC) households that fall below the ALICE threshold and its white/non-Hispanic households that fall below the ALICE threshold

REDUCE HEALTH DISPARITIES AS EVIDENCED BY:

- An increase in the percentage of county residents with access to primary care and who seek regular preventive care

- Closure of the gap in healthy weight outcomes presented in the Community Health Improvement Plan between the county's minoritized (Hispanic & BIPOC) and white/non-Hispanic populations

- Closure of the gap in age-related issues outcomes presented in the Community Health Improvement Plan between the county's minoritized (Hispanic & BIPOC) and white/non-Hispanic populations

REDUCE EDUCATION DISPARITIES AS EVIDENCED BY:

- An increase in enrollment in quality early childhood education and in high school and college graduation rates

- Closure of the gap in enrollment in quality early childhood education between the county's minoritized (Hispanic & BIPOC) and white/non-Hispanic populations

- Closure of the gap in high school and college graduation rates between the county's minoritized (Hispanic & BIPOC) and white/non-Hispanic populations

CORE STRATEGIES

The following core strategies are our priority areas of focus for 2023-2028.

CORE STRATEGY 1:
"Grow" enable while maintaining "give" programs

Resources dedicated to "give" programs will be equally matched by resources dedicated to "enable" and "invest" programs.

We have opportunities to leverage our give programs to engage clients in an enable component – giving a fishing pole – to result in more sustainable, transformative change in income, education, and health.

CORE STRATEGY 2:
Uphold and Expand Diversity, Equity, Inclusion and Belonging

We will work to build staff, board and committee teams that are representative of race, ethnicity, age, and gender demographics of our community.

We will develop a specialized focus on ALICE seniors through programming and outreach.

We will maintain a culture of inclusiveness and respect ingrained in the culture of our staff, board, and Volunteer Center.

Minority populations and seniors in Hunterdon County are disproportionately represented among ALICE and are impacted by social determinants of health that create disparities in health, income and education. UWHC commits to make an intentional effort to understand and acknowledge the changing demographics of Hunterdon County and the impact of social determinants of health as we work to reduce disparities in health, income and education.

CORE STRATEGY 3:
Cultivate Intentional Partnerships

We will apply the Collective Impact Model, defined by a common agenda, shared measurements, mutually reinforcing activities, continuous communication, and backbone support, to engage a network of partners in working together to improve the lives of our ALICE residents.

We will expand the Youth 4 United Way volunteerism effort by collaborating with local school districts and other community partners.

Other non-profits and community groups share common goals and there is opportunity for increased collaboration. Increased connectivity with partners to move from coordination to collaboration will create a greater impact on the lives of ALICE.

CORE STRATEGIES

CORE STRATEGY 4:
Impact ALICE through advocacy

We will leverage partnerships with advocacy leaders to educate the public and key decision makers on the areas of need and recommendations for community-level change to reduce disparities in health, income and education.

Advocacy includes educating community residents as well as key decision makers about needs and opportunities for improvement. Building relationships with public officials and other key decision makers allows us to advocate for community-level change to impact ALICE at the local, county, and state level.

CORE STRATEGY 5:
Develop Board and Committee membership

All board leadership and committee chair positions will be filled with succeeding leaders identified and engaged in a mentoring process.

Committee composition will be at least one-third non-board members, developing a path to future board membership.

Board membership will include a diverse representation of the professional backgrounds and skillsets necessary to execute the LRP.

We will train 15 people per year in Board Development.

Succession planning is an ongoing need to sustain our highly engaged board. We will continue to prioritize board development with an emphasis on committee pipeline and equitable, representative membership.

CORE STRATEGY 6:
Enhance Operational Efficiency

All programs will be fully resourced with sufficient staff and volunteer support
Agency operations will be conducted in the most modernized, efficient and cost-effective way possible.

Our "small but mighty" staff leverages a large volunteer base. We are in a transitional phase of organizational growth and updating operations, We will continue to ensure that staff is appropriately resourced to sustain and grow our volunteer base to effectively deliver our programs and services.

CORE STRATEGY 7:
Expand and diversify funding sources

We will increase our revenue from diverse sources, especially private and government grants, to reduce reliance on corporate campaigns, with a goal of increasing our revenue by 3% each year over 5 years.

We will establish a minimum of one active Affinity Group.

Corporate partnerships have significant impact but are diminishing. We will continue to nurture and potentially grow our corporate partnerships while simultaneously focusing on expanding and diversifying funding sources.

LONG RANGE PLANNING COMMITTEE

Rob Crane
President, UWHC Board of Trustees
ExxonMobil

Dr. Jeffrey Moore
UWHC Board of Trustees
Superintendent, Hunterdon Central High School

Kristy Talorico
Development Liaison, UWHC Board of Trustees
Carrier B2B Sales Leader, Apple

Rebecca Testa
Secretary, UWHC Board of Trustees
Community Volunteer

Mike Wellons
CRISP Chair, UWHC Board of Trustees
Community Volunteer

STAFF:

Brenda Esler, LSW
Chief Executive Officer

Rachel Eichem
Chief Operating Officer / Director of Development

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Director of Community Impact and Communications

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