



United Way  
of Frederick County

# Community Impact Strategy Map

United Way of Frederick County seeks to identify and support programs to achieve intersecting outcomes in our three focus areas of Health, Education and Financial Stability. In 2017 United Ways in Maryland first released the **ALICE (Asset-Limited, Income-Constrained, Employed) Report**, which now identifies that more than one out of every three households can no longer afford to live in Frederick County. Our investments and programs are aligned to support these households. This Community Impact Strategy Map serves as a guide to the goals and outcomes we will be working towards over the next three to five years.

# DEMOGRAPHIC PRIORITIES

We are focusing on Frederick County households at or below the ALICE Survival Threshold for all of our strategic goals with a special emphasis on the following:



## Single-parent led households

Households headed by a single individual with children. 74% of single mother-led households and 55% of single father-led households in Frederick County are below the ALICE Survival Threshold.



## African-American households

The head(s) of household identifies as African-American. 58% of African-American households in Frederick County are below the ALICE Survival Threshold.



## Senior households

Households headed by someone 65 years or over. 52% of senior households in Frederick County are below the ALICE Survival Threshold.



## Veterans

Households with at least one veteran.



## Children/Households with children

Households with children under 18. 30% of households with children in Frederick County are below the ALICE Survival Threshold.



## Hispanic households

The head(s) of households identifies as Hispanic. 57% of Hispanic households in Frederick County are below the ALICE Survival Threshold.



# HEALTH

## Helping support safe, stable and nurturing relationships & environments.

**Vision:** Households are equally able to access trauma-informed behavioral and physical health care, and are aware of the services available in our community.

### Goals

### Outcomes



#### Trauma Prevention, Treatment, and Awareness

Households are free from Adverse Childhood Experiences (ACEs), violence and physical hazards; communities support people's health, safety, and development.

**Prevent ACEs from contributing to life-long negative outcomes for current and future generations.**



**Possible Indicators:**

# of individuals with an ACEs score of 2 or more.  
% of households with children receiving home visits by child care specialists.

**An equitable community-wide system of trauma-informed care provides accessible evidence-based treatments from trained, knowledgeable, and culturally literate specialists in adequate supply.**



**Possible Indicator:**

# of health organizations utilizing trauma-informed care practices.

**Reduce intimate partner violence, domestic violence, child abuse, sexual violence, and human trafficking.**



**Possible Indicators:**

% of child mortality rates.  
# of homicides committed by partners.



#### Improved Behavioral Health

Households will demonstrate improved behavioral health by reporting better mental health and a reduction in substance abuse, resulting from reduced stigma that is a barrier to care.

**Ensure a continuum of services exists to meet behavioral health needs.**



**Possible Indicator:**

% increase of availability of pediatric mental health services.

**Expand community awareness and reduce stigma associated with having mental health and substance use disorders.**



**Possible Indicator:**

# of 2-1-1 and mental health hotline calls requesting assistance with mental health and substance use disorders.

**Provide immediate and adequate access to detox services for those who are in crisis.**



**Possible Indicator:**

# of overdoses and deaths by overdose.



#### Eliminating Health Disparities

All households have easy to access and ample, affordable, high quality, preventative, immediate, and follow-up health and dental care.

**Improve access to necessary health care services.**



**Possible Indicators:**

% of infant mortality rate disparity – black vs white.  
% of women receiving early prenatal care.  
# of sudden unexpected infant deaths.  
% change in # of HIV adult/adolescent cases.

**Increase access to affordable, high quality and regular dental care and provide emergency dental services to adults in need.**













**Possible Indicators:**

% of emergency room reduction in adult dental related cases.  
# of adult dental patients served by dental clinics or referred to affordable, high quality and regular dental care.

# EDUCATION

## Helping individuals achieve their potential through education.

**Vision:** Education is a valued partnership between households, schools and non-school providers where individuals succeed in each of the following goals.

Goals	Outcomes
 <b>Early Childhood Development (Birth through 5 years old)</b>  Children's health, physical, social, emotional, intellectual, language, and literacy development skills are supported and developed to lay a strong foundation for a successful life.	<b>Improve access to quality, affordable child care.</b>  <b>Possible Indicator:</b> % of reduction of cost of childcare for working families.  <b>Improve access to early learning opportunities.</b>  <b>Possible Indicator:</b> % of children entering kindergarten with age appropriate skills.  <b>Improve family engagement towards positive early childhood development.</b>  <b>Possible Indicator:</b> # of students successful in school.
 <b>School Readiness &amp; Success</b>  Students successfully transition through school gaining the knowledge, skills and abilities they need for success.	<b>Reduce the achievement gap.</b>  <b>Possible Indicator:</b> % of minority students earning at least a passing score on Common Core testing.  <b>Providing quality after-school programs for at-risk youth.</b>  <b>Possible Indicator:</b> # of students involved in afterschool activities.  <b>Provide students and families with access to system of wraparound supports such as physical wellness, etc.</b>  <b>Possible Indicators:</b> # of students enrolled in mentorship programs. % change in student attendance
 <b>Post-High School Graduation Preparation &amp; Career Readiness</b>  Students graduate high school on time prepared for post-secondary education and/or training, work, and life.	<b>Partner with schools and families to improve graduation rates.</b>  <b>Possible Indicators:</b> % of students who graduate high school on-time. % of students who obtain associates degree or equivalent technical training. % of 19-24 year olds who are working or in school.  <b>Partner with stakeholders to provide opportunities to prepare students for careers and the workplace.</b>  <b>Possible Indicators:</b> % of 18-24 year olds employed, in training or attending a post-secondary program. % of 16-18 year olds not in school. % of 16-18 year olds participating in internship/apprenticeship opportunities.

# FINANCIAL STABILITY

## Helping households become financially stable and independent.

**Vision:** Households access basic needs from proactive, prevention focused, comprehensive, easy-to-navigate systems that foster self-sufficiency and asset building.

### Goals

### Outcomes



#### Continuing Education

Individuals pursue educational opportunities to increase financial stability.



**Provide educational programs that lead to increased financial stability.**

**Possible Indicators:**

- % increased enrollment in career track programs at post-secondary educational institutions in Frederick County.
- % of post-secondary students pursuing an associate's degree or higher.



**Provide professional development, training or services to support households towards increasing their financial stability.**

**Possible Indicator:**

- # of individuals enrolled/participating in professional training, skills or certification programs for employment purposes.



#### Safe & Reliable Transportation

Households have access to affordable transportation that enables and empowers them to achieve their financial stability goals.



**Connect households with affordable transportation options.**

**Possible Indicator:**

- % change in transportation costs for ALICE Survival Budget.



**Increase accessibility through public transportation and other options (bike access, walkability, etc.).**

**Possible Indicator:**

- % of residents who drive to work.



#### Stable Housing

Safe, good quality housing units are available at an affordable cost.



**Provide support for the whole continuum of housing from the chronically homeless to working families to satisfy all household needs.**

**Possible Indicators:**

- # of chronically homeless.
- # of Frederick County Public School students who are considered homeless by the school system.



**Increase inventory of affordable housing in safe, secure, and supportive communities to meet the need in Frederick County.**

**Possible Indicators:**

- % of homeowners and renters that spend 30% or more of income on housing.
- % reduction in the need for affordable housing units in Frederick County.

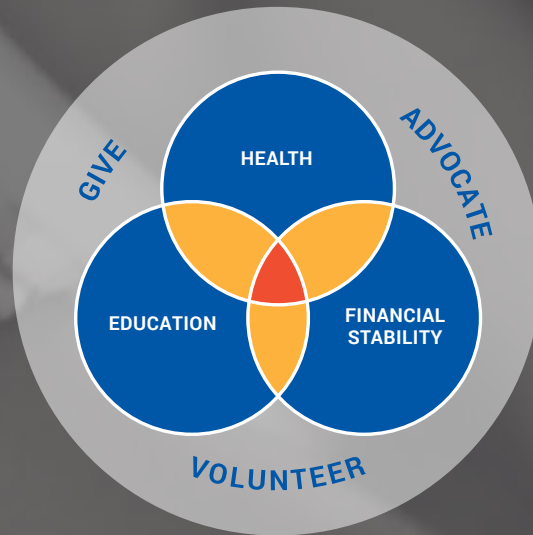


**Seniors have access to safe and affordable housing.**

**Possible Indicator:**

- % of seniors desiring to age in place and able to do so.

# Strategic Arena



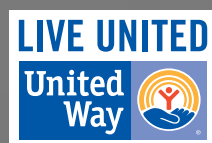
Our strategic arena represents our focus on the convergence of health, education and financial stability, and is a central part of our **strategic plan** for United Way of Frederick County over the next three to five years.

## About United Way of Frederick County

For over 80 years, United Way of Frederick County has been fighting to achieve lasting change for families in Frederick County and working to strengthen their health, education and financial stability to build a strong, viable community.

United Way partners include global, national and local businesses, nonprofits, government, civic and faith-based organizations, along with educators, health providers, senior citizens, students, and others. We provide grants to local nonprofits, offer programs such as free tax preparation and matched savings through our Prosperity Center, mobilize volunteers through our Volunteer Center, and engage in public policy advocacy. To learn more about United Way and how you can get involved, please visit [UnitedWayFrederick.org](http://UnitedWayFrederick.org).

United Way of Frederick County strives to be a model of diversity, equity and inclusion. Our Board of Directors, staff, volunteers, and programs proudly reflect the Frederick County community, its many faces, cultures, and walks of life without regard to social or economic status, gender, ethnicity, religion, age, sexual orientation, and physical or mental disabilities.



United Way  
of Frederick County



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