

2018-2023

5 Year Strategic Plan

Executive Summary

Greater Gallatin United Way (GGUW) seeks to utilize the strength of United Way Worldwide (UWW) and to integrate UWW's mission and goals into our efforts to solve confirmed social needs in the communities we serve - Gallatin, Madison, Meagher, and Park Counties.

This plan guides GGUW to provide inspirational leadership to mobilize people and resources to achieve long-term positive results in the following four community impact areas: Basic Needs, Behavioral Health & Mental Well-Being; Child & Youth Success, and; Senior Stability.

With a renewed sense of energy and a fresh focus, GGUW staff and Board of Directors commit to this strategic plan and to the communities we serve. We all succeed when we **LIVE UNITED**.

Vision

GGUW envisions local communities where all individuals and families achieve their full potential through education, income stability, and healthy living.

Mission

To improve lives by mobilizing the caring power of our communities.

We accomplish this mission through forging innovative partnerships, finding new solutions to old problems, cultivating the best resources, and by inspiring individuals to join the fight against our communities' most daunting challenges.

Core Organizational Values

- I. Do things that matter: We develop and actualize meaningful change in health, education, and financial stability to improve the lives of every person in our communities.
- II. Grow resources and relationships: We connect people with meaningful opportunities for giving, advocating, and volunteering.
- III. Operate well: We maintain a leadership organization that is transparent, accountable and sustainable.

Vision for Change by 2024

By mastering best practices of UWW, we have become a shining example of living the UWW vision of improving lives through impact, growth, and efficiency. By taking responsibility for leadership of the community's interest in behavioral health and mental well-being (through unmasking behavioral health, inspiring action, and getting things done), we have cultivated a belief that GGUW and mental well-being are interconnected.

In 2024, the combination of mastering UWW best practices and behavioral health and mental well-being leadership helped GGUW capture the community's attention in new and more impactful ways and inspired individual and group action—from volunteers and donors to neighbors and friends. As a result, through GGUW, people are addressing the needs of the most vulnerable people in our communities and creating the change they want to see.

Community Impact Area Goals & Impact Outcomes

- **Basic Needs:** All community members are experiencing an improved quality of life because more people's basic needs are met.

Impact Outcomes for Basic Needs

At risk community members have:

- food security;
- affordable housing;
- access to affordable quality child care; and
- access to community resources.

- **Behavioral Health & Mental Well-Being:** Our community is healthier and more resilient due to a shift to a new collective mindset and understanding of behavioral health / mental well-being and how to improve whole person health.

Impact Outcomes for Behavioral Health & Mental Well-Being

- Normalization and understanding of behavioral/mental health as a component of whole-person health.
- People learn to recognize signs and symptoms of mental health and illness.
- People know how to get help and are willing to reach out.
- Mental healthcare is readily available.
- People contribute to others' well-being.

- **Child and Youth Success:** Children and youth consistently get a strong start and have a solid foundation for success in school, work, and life.

Impact Outcomes for Child & Youth Success

Children enter school ready to succeed, thrive in elementary school, are prepared for middle school and high school, and graduate on time. All children:

- are ready for kindergarten;
- are reading at or above grade level by the end of third grade;
- have access to affordable quality early learning environments that nurture growth among all the early childhood domains, 0-5 years; and,
- have access to affordable, safe, nurturing and fun places during out-of-school time, 5+ years.

- **Senior Stability:** Our community recognizes and is addressing current senior needs and is prepared for growing future demands.

Impact Outcomes for Senior Stability

Our community respects seniors's abilities to make life-changing decisions for themselves.

- Seniors feel independent in their lives.
- Seniors are valued as active community members.
- Seniors are comfortable that their physical and mental well-being needs are being addressed.
- Seniors receive necessary care, particularly those unable to live financially independent lives.





Greater Gallatin United Way Strategic Plan 2018-2023 **Basic Needs**

Strategic Focus Area Statement

All community members experience an improved quality of life because more people's basic needs are met.

Outcomes

At-risk community members have:

- Food security;
- Affordable housing;
- Access to quality affordable child care to support their need to work; and
- Access to community resources.

Objectives

To create food security, housing availability, affordable quality childcare, and access to resources, we must:

- Fund key services by raising dollars for our [Community Impact Fund](#), for the Help Center 2-1-1 Fund, the kidsLINK Afterschool Scholarship Fund, and the new Early Child Care and Education Provider Fund;
- Perform advocacy, community outreach and education to inspire action;
- Build awareness about the Help Center / 2-1-1; and
- Actively participate in community coalitions (i.e. Greater Gallatin Homeless Action Coalition, Seat at the Table, Children's Health Insurance Program, Community Organizations Active in Disaster).

5-year Goals

- GGUW is leading community awareness of the importance of funding programs and services that focus on basic needs.
- GGUW is supporting effective and efficient collaborative work around basic needs.
- There is a reduction in the number of people whose basic needs are not being met, as measured by the number of homeless youth/families who are on waiting lists for services.
- No child has to be home alone after school in Gallatin and Park Counties.
- The number of calls to the Help Center 2-1-1 increased 100%, from 16,477 to 32,000.
- 500 new early childcare and education slots are available in Gallatin County, a 25% increase.
- GGUW has a clear and defined role for disaster relief via Community Organizations Active in Disaster (COAD).



Greater Gallatin United Way Strategic Plan 2018-2023 Behavioral Health & Mental Well-Being

Strategic Focus Area Statement

Our community is healthier and more resilient due to a shift to a new collective mindset and understanding of behavioral health / mental well-being and how to improve whole-person health.

Outcomes

A more resilient community with a shifted mindset involves:

- Normalization and understanding of behavioral health as a component of whole-person health;
- People recognize signs and symptoms of behavioral health and illness;
- People know how and are willing to access help;
- Mental healthcare is available (appropriate levels, adequate amount, compassionate care, etc.); and
- People contribute to others' well-being.

Objectives

- Actively oversee community's operational capacity.
- Create the "new normal" by defining, establishing and promoting a new community mindset.
- Resource the "new normal" by delivering workshops, training and tools that support the culture shift.
- Fund key programs and services by raising dollars for our [Community Impact Fund](#).

5-year Goals

- GGUW's funding capacity is, on average, \$200K annually, which helps support programs and services focusing on behavioral health and mental well-being (i.e. Help Center 2-1-1 Fund, Elevating Behavioral Health Initiative, survivor support, and resilience-building education).
- 100 businesses are actively promoting and engaging in improving the mental health of their employees through providing information and education on stress reduction, resilience building, and volunteerism.
- People think differently about behavioral health and mental well-being as measured by the following:
 - Steady decrease in number of people who report poor mental health days via the Community Health Needs Assessment (CHNA survey).
 - Steady increase in number of people who report receiving mental health care services in the CHNA survey.
 - 100% increase in the number of calls to the Help Center 2-1-1 from 16,477 to 32,000.
 - 3,000 unique individuals participate in one or more GGUW mental health learning opportunities.



Greater Gallatin United Way Strategic Plan 2018-2023 Child & Youth Success – 0 to 5 Years

Strategic Focus Area Statement

Children and youth consistently get a strong start and have a solid foundation for success in school, work, and life.

Outcomes

- Children enter school ready to succeed and are successful in the early grades in part due to ACEs awareness and promotion of trauma-sensitive practices.
- Students are successful in elementary school and prepared for middle school.

Objectives

- Promote behavioral health and mental well-being in children and families through Project LAUNCH and The Resilience Project.
- Expand access to high-quality early learning environments that nurture and stimulate growth along all developmental domains.
- Actively promote early literacy skills for children and their families.
- Provide parents, families, caregivers, and early childhood professionals with information and resources to support early learning and school success.
- Actively assess coordination, effectiveness and accessibility of community services and policies addressing the needs of children and families.
- Fund community partners and programs addressing child success through our [Community Impact Fund](#).
- Promote and engage community in GGUW's child success initiative to ensure adequate funding of Gallatin Early Childhood Community Council.

5-year Goals

- 85% of incoming Bozeman Public Schools kindergartners score 530 or above on STARS Early Literacy Assessment by 2022. GGUW is also active in supporting Belgrade Public Schools early literacy initiative by 2024.
- 2,000 Bozeman children ages zero to five are enrolled in Dolly Parton Imagination Library.
- There are 500 new early childcare and education slots, a 25% increase, in Gallatin County.
- 30 early care and education programs are funded through the New Early Child Care Provider Grant.
- Five private employers have received an "Employer-Supported Child Care & Education Toolkit" and are actively exploring establishing early childcare and education programs for their employees.
- 90% of all Bozeman Public Schools third-graders are reading at grade level by the end of the 2025 school-year. GGUW is also active in supporting Belgrade Public Schools grade-level reading initiative by 2024.



Greater Gallatin United Way Strategic Plan 2018-2023

Child & Youth Success – 5 – 8 Years, kidsLINK Afterschool Program

Strategic Focus Area Statement

Children and youth consistently get a strong start and have a solid foundation for success in school, work, and life.

Outcomes

- Every student in Gallatin and Park Counties has a safe, nurturing, and engaging place to be out of school.
- kidsLINK parents experience less stress as a result of their child participating in kidsLINK.
- kidsLINK parents are ACEs-informed and are aware of 2-1-1 and other community resources.
- kidsLINK parents are passionate supporters of Greater Gallatin United Way.
- Volunteers have meaningful experiences through kidsLINK Afterschool Program.
- kidsLINK is financially and administratively stable and sustainable.

Objectives

- Increase visibility of Greater Gallatin United Way kidsLINK Afterschool Program to enhance donor engagement.
- Establish an active “United For kidsLINK” affinity group.
- Align kidsLINK Afterschool Program with Greater Gallatin United Way brand and messaging.
- Foster trauma-sensitive programs through professional development, learning opportunities and support of staff.
- Provide meaningful engagement and educational opportunities for parents.
- Fund kidsLINK Afterschool Programs across GGUW service area and establish sufficient scholarship and reserve funds through diverse funding streams.

5-year Goals

- GGUW kidsLINK programming meets the growing needs of our communities to ensure no child has to be alone after school in Park and Gallatin Counties.
- A \$25,000 kidsLINK Afterschool reserve fund is established.
- GGUW has adequate staffing to effectively administer kidsLINK Afterschool Program.
- 85% of kidsLINK families, children and partners appraise kidsLINK Afterschool Program as a safe, compassionate and valuable community program.
- 75% of kidsLINK families identify kidsLINK Afterschool Program with Greater Gallatin United Way.



Greater Gallatin United Way Strategic Plan 2018-2023

Senior Stability

Strategic Focus Area Statement

Our community recognizes and is addressing current senior needs and is prepared for growing future demands.

Outcomes

Our community respects seniors' abilities to make life decisions for themselves and seniors:

- Feel independent in their lives;
- Are valued as active community members;
- Are comfortable that their physical and mental well-being needs are being addressed; and
- Receive necessary care (particularly seniors who are unable to live financially independent lives).

Objectives

- Fund key services by raising dollars for our [Community Impact Fund](#).
- Build awareness and inspire action around senior's needs (i.e. transportation, nutrition, care/assistance, isolation, and end-of-life support) through advocacy, community outreach and education.
- Promote and build volunteerism for seniors and by seniors.
- Develop a 15-year plan that addresses the growing population of seniors and increasing needs.

5-year Goals

- An increase in steady funding support for key senior programs and services.
- Our community recognizes and is addressing the growing needs of senior population.
- Volunteerism for seniors and by seniors is increased.
- All seniors seeking a friend or interpersonal relationship are connected with someone.
- A 15-year plan that addresses the needs of seniors, including meeting basic needs, is established.