



UNITED WAY  
of Southwestern  
Pennsylvania

# DRIVING BOLD CHANGE FOR OUR REGION'S FUTURE

## Aspirational Goals 2025-2027

### GOAL 1: ECONOMIC MOBILITY

Lift 6,600 households above the ALICE threshold across our five-county region.

**What we mean:** Currently, 38% of households in our region fall under the ALICE (Asset Limited, Income Constrained, Employed) threshold, living paycheck to paycheck without sufficient resources for basic needs. United Way will mobilize our network of partner agencies, government partners and community resources to help 2% of these households — 6,600 families — achieve greater financial stability and economic security.

#### How we'll get there:

- Establish ALICE as the regional poverty data standard by ensuring all stakeholders understand and use ALICE data for decision-making.
- Target high-impact census tracts with the highest concentrations of ALICE households for coordinated intervention through agency and government partnerships.
- Align multi-year grantmaking strategy to ensure families receive comprehensive support including workforce development, child care access, transportation and assistance meeting basic needs.

### GOAL 2: PREMIER HUMAN SERVICES CONNECTOR

Position 211 as the foremost human services connector in southwestern Pennsylvania.

**What we mean:** United Way's 211 will be recognized as the indispensable, proactive resource that connects individuals and families with essential community services. 211 doesn't just answer calls: 211 shapes how people access assistance, provides data-driven insights to community leaders and serves as the trusted front door to human services across our region.

#### How we'll get there:

- Provide compassionate, expert assistance through our staff of highly trained resource navigators who offer vetted, up-to-date referrals and carefully monitor unmet needs.
- Deliver actionable community intelligence about contact trends, demographics and service gaps by providing monthly and annual reports to stakeholders.
- Leverage technology strategically to enhance efficiency while preserving the human connection that distinguishes 211 from automated systems.

### GOAL 3: CIVIC ENGAGEMENT & COMMUNITY MOMENTUM

Build civic engagement that gives people hope that change is possible and provides ways to take action.

**What we mean:** United Way will create robust opportunities for community members to engage through giving, volunteering and advocacy, fostering a sense that collective action can drive meaningful change. We will cultivate the next generation of community leaders while providing concrete ways for all stakeholders to contribute to regional progress.

#### How we'll get there:

- Generate 100,000 hours of community service through diverse volunteer opportunities leading up to our 100th anniversary.
- Engage 1,000 Next Generation donors and attract 250 new individual donors to support our aspirational goals.
- Publish annual advocacy priorities aligned with our goals, with clear participation opportunities for donors, volunteers and stakeholders, and report on progress.

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### GOAL 4: NONPROFIT SECTOR CAPACITY BUILDING

Build capacity at our partner agencies to encourage innovation and help the sector achieve greater efficiency and effectiveness.

**What we mean:** United Way will strengthen the entire nonprofit ecosystem by providing our 100+ partner agencies with resources, expertise and support that goes far beyond traditional funding. This includes technical assistance, professional development, advocacy support and convenings that help organizations learn together how to better serve our communities.

#### How we'll get there:

- Invest in capacity-building through our multi-year grant process, funding organizations specifically to provide technical assistance to other agencies.
- Advocate for the nonprofit sector through storytelling and policy engagement to leverage our influence to support systemic improvements.
- Provide comprehensive agency support through learning networks, volunteer engagement, resource sharing and collaborative problem-solving.

### GOAL 5: YOUNG PEOPLE'S SUCCESS PIPELINE

Ensure young people are prepared for success starting at kindergarten readiness through career pathway completion.

**What we mean:** United Way will focus on critical transition points in young people's lives — kindergarten entry, third-grade reading proficiency, and post-secondary preparation — to ensure children and youth in our region have the tools and support needed to thrive academically and professionally.

#### How we'll get there:

- Strengthen kindergarten readiness by working with Hi5 partners and supporting child care providers in districts with the lowest on-time registration rates.
- Promote grade-level literacy through advocacy for Science of Reading legislation and partnerships with out-of-school-time providers.
- Align post-secondary pathways by convening stakeholders to identify and eliminate gaps and by supporting initiatives that strengthen pathways from high school to college and career options.

### GOAL 6: COMMUNITY VOICE & ADVOCACY

Amplify community voices and drive policy change that helps people thrive.

**What we mean:** United Way will leverage our unique position as a connector across multiple sectors to give voice to community needs and advocate for systems change. We will serve as a trusted resource for elected officials while also amplifying the voices of our agency partners and the people they serve.

#### How we'll get there:

- Align our policy agenda with investment priorities by focusing on legislation that impacts ALICE households and our core program areas.
- Serve as a data and insight resource for elected officials at all levels, sharing 211 and ALICE data along with compelling stories about community needs.
- Engage stakeholders in advocacy by involving board members, Impact Cabinet members and labor leaders in policy efforts and public education.



**Our Mission:** United Way of Southwestern Pennsylvania improves lives by mobilizing the caring power of community. Working with individuals, businesses and organizations, we help people in Allegheny, Butler, Westmoreland, Fayette and Armstrong counties to measurably improve their lives and create long-lasting change for the betterment of our community.