

*The*  
*Stackpole-Hall*  
*Foundation*

**Long Range Planning**

**2015**

**ACTION PLAN**

# THE STACKPOLE - HALL FOUNDATION

"The mission of The Stackpole-Hall Foundation is to first consider the needs of the people in Elk County, Pennsylvania with a goal of improving the fundamental quality of life. We will give priority to the educational, human service, and community development needs of the County."



## 2015 Long Range Planning

The Stackpole-Hall Foundation has had a long tradition of engaging residents of Elk County through partnerships and community dialogue to identify ways to best leverage the foundation's resources to address key community issues such as population retention, workforce development, education, transportation, and human services.

The 2015 planning process began in 2013 when we invited Mr. Barry Denk, Executive Director of the Center for Rural Pennsylvania to speak at the Foundation's 2013 Retreat. Mr. Denk discussed the findings of a study conducted by his Center regarding attitudes and interests of students in rural schools across Pennsylvania. The study was aimed at determining how students felt about both staying in rural communities of birth and/or moving to more urban or metropolitan communities. Mr. Denk shared his report's findings with the trustees and discussed what a foundation might do to keep young people who were leaving the area for better jobs; but, who based on the study's findings, would stay or return to their birth communities, if career opportunities existed. It was based on this research that the Stackpole-Hall Foundation's 2015 long range study began.

In response to Mr. Denk's presentation, the foundation wanted to explore issues related to youth retention and improving the quality of life for seniors. Wanting to gather as much input from residents from across the county as possible, we first engaged the consulting services of Ms. Kate Dewey, President of the Forbes Fund, to lead the planning process; and upon Ms. Dewey's recommendation, we hired a web-based company called IdeaScale.<sup>1</sup> The Ideascale organization solicited input from the general public through a website that was opened to all residents to

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<sup>1</sup> In 2008, the IdeaScale service was first offered. It launched in tandem with President Barack Obama's Open Government Initiative. In its first year, IdeaScale was adopted by 23 federal agencies. It served many organizations, including the Executive Office of the President of the United States. As of 2014, IdeaScale had close to 4 million members and over 25,000 communities.

provide their ideas or weigh in on the ideas of others. The site was open for the month of April supported by heavy community outreach to raise awareness of the site and purpose.

**RESULTS:** During the month of April, 272 individuals registered, 98 ideas submitted, 259 comments made and 1668 votes cast. The next step was to turn the data over to two committees of community leaders, not affiliated with the Stackpole-Hall Foundation. The two committees, a youth committee and a senior committee evaluated the ideas based upon how closely the idea connects with their focus area, how popular the idea was in terms of the comments and votes each received, and how achievable the idea was. On Thursday August 6 the committees met with the Board of Trustees of the foundation to share their findings, and on August 7 the foundation trustees, in a meeting with consultant Kate Dewey and the chairs of the committees on youth and seniors, Katherine Brock and Elizabeth Roberts, began deliberation about incorporating the findings into their long range grant making agenda.

## **THE RETREAT: AUGUST 7, 2015**

### **Initial Discussion**

The facilitator asked the trustees to share what questions they had prior to moving into creating the initial guidance to staff.

- **What is Elk County today and what is it going to be in 2025?**
- **How do we deal with existing parochialism? What is feasible- how do we leverage the foundation's resources in tackling big issues like housing and transportation?**
- **Youth: How do we address or create experiences for youth that provide opportunities to be entrepreneurial? Can we create a nexus between younger people and seniors? Isn't a key to the future getting young people wanting to come back?**
- **Seniors: Is there adequate interest and opportunity to create viable market rate housing stock? How do we provide better transportation services so seniors can access care and activities? How can we get them more engaged in the broader swath of community discussions and ideas?**

Summaries of the discussion begin on Page 3. The facilitator has provided additional information and examples to supplement the dialogue. They are noted accordingly.

**1. What is Elk County today, how does it compare to its sister counties and what does the data suggest about Elk County in 2025? YELLOW CELLS SUGGEST REFLECTION POINTS**

**KEY POINTS -In relation to its Sister Counties:**

- The decline in population will be more rapid in Elk County
- People in Elk County will enjoy slightly better income and fewer households will be living in poverty
- Residents of Elk County will be better educated
- Manufacturing is Elk County’s core business while Healthcare and Social Services are the core business in sister counties

Supplemental Information

	Clearfield County	Elk County	McKean County
<b>POPULATION</b>			
Population, 1900	80,614	<b>32,903</b>	51,343
Population, 1950	85,957	<b>34,503</b>	56,607
Population, 1990	78,097	<b>34,878</b>	47,131
Population, 2000	83,382	<b>35,112</b>	45,936
Population, 2010	81,642	<b>31,946</b>	43,450
% Change, 2000-10	-2.1%	<b>-9.0%</b>	-5.4%
Population Est., 2012	81,184	<b>31,550</b>	43,127
% Change, 2010-12	-0.6%	<b>-1.2%</b>	-0.7%
<b>POPULATION PROJECTIONS(1)</b>			
<b>Total Population (Projections), 2020</b>	82,984	<b>30,826</b>	44,480
<b>Total Population (Projections), 2030</b>	83,423	<b>30,081</b>	45,099
<b>Total Population (Projections), 2040</b>	81,107	<b>28,758</b>	44,445
<b>AGE COHORTS</b>			
Total Population, 2008-12	81,668	<b>31,981</b>	43,451
# Persons <18, 2008-12	16,234	<b>6,565</b>	9,181
% Population <18 Years Old, 2008-12	19.9%	<b>20.5%</b>	21.1%
# Persons 65+, 2008-12	14,461	<b>6,124</b>	7,428
% Population 65+ Years Old, 2008-12	17.7%	<b>19.1%</b>	17.1%

	Clearfield	Elk	McKean
<b>Median Age, 1990</b>	35.6	<b>35.4</b>	35.9
<b>Median Age, 2000</b>	39.3	<b>39.4</b>	38.7
<b>Median Age, 2008-12</b>	42.8	<b>45.1</b>	41.8
<b>HOUSEHOLD INCOME</b>			
Median Household Income, 2010	\$38,984	<b>\$45,012</b>	\$41,779
Median Household Income, 2011	\$42,265	<b>\$44,075</b>	\$41,173
Median Household Income, 2012	\$41,519	<b>\$48,703</b>	\$40,621
<b>RANGE OF HOUSEHOLD INCOMES</b>			
# Households with Income, 2008-12	32,435	<b>13,631</b>	17,394
% Low Income Households (<\$20,000)	24.0%	<b>18.1%</b>	22.6%
% Lower-Middle Income Households (\$20,000 to \$34,999)	19.9%	<b>19.5%</b>	19.7%
% Middle-Income Households (\$35,000 to \$49,999)	16.7%	<b>19.0%</b>	17.5%
% Upper-Middle Income Households (\$50,000 to \$99,999)	29.8%	<b>32.7%</b>	30.9%
% Upper-Income Households (\$100,000+)	9.6%	<b>10.7%</b>	9.3%
<b>SELECTED SOURCES OF HOUSEHOLD INCOME Total do not all up to 100% due to multiple income sources</b>			
# Households with Income, 2008-12	32,435	<b>13,631</b>	17,394
% Households with Income from Wages & Salaries	70.7%	<b>71.4%</b>	70.4%
% Households with Income from Social Security	36.9%	<b>36.1%</b>	38.5%
% Households with Income from Supplemental Security Income (SSI)	5.2%	<b>3.3%</b>	7.1%
% Households with Income from Public Assistance	2.9%	<b>2.8%</b>	5.0%
% Household with Income from Retirement	20.4%	<b>23.9%</b>	23.0%
<b>SOURCES OF INCOME (3)</b>			
Total Personal Income (\$1,000), 2012	\$2,818,557	<b>\$1,231,402</b>	\$1,617,525
% Income from Wages & Salaries	56.5%	<b>57.8%</b>	59.2%
% Income from Dividends, Interest, & Rent	15.5%	<b>16.9%</b>	14.8%
% Income from Transfer Payments	28.0%	<b>25.2%</b>	26.0%
<b>POVERTY</b>			
Total Poverty Rate, 2010	16.8%	<b>11.7%</b>	14.9%
Total Poverty Rate, 2011	14.8%	<b>9.8%</b>	17.9%
Total Poverty Rate, 2012	14.6%	<b>9.1%</b>	16.7%
Poverty Rate for Children (Under 18 years old), 2010	24.5%	<b>17.5%</b>	24.2%
Poverty Rate for Children (Under 18 years old), 2011	22.1%	<b>14.5%</b>	23.9%
Poverty Rate for Children (Under 18 years old), 2012	22.3%	<b>13.6%</b>	24.1%

	Clearfield	Elk	McKean
<b>PUBLIC ASSISTANCE (4)</b>			
Population Receiving Cash Assistance, June 2011	1.3%	<b>1.3%</b>	2.9%
Population Receiving Cash Assistance, June 2012	1.0%	<b>1.1%</b>	2.6%
Population Receiving Cash Assistance, June 2013	0.6%	<b>0.6%</b>	1.9%
Population Eligible for Medical Assistance (MA), June 2011	22.7%	<b>17.8%</b>	22.3%
Population Eligible for Medical Assistance (MA), June 2012	21.3%	<b>16.3%</b>	20.9%
Population Eligible for Medical Assistance (MA), June 2013	20.6%	<b>16.2%</b>	20.9%
Population Participating in Food Stamp Program (SNAP), June 2011	17.5%	<b>11.4%</b>	17.2%
Population Participating in Food Stamp Program (SNAP), June 2012	16.7%	<b>10.9%</b>	17.1%
Population Participating in Food Stamp Program (SNAP), June 2013	16.3%	<b>11.1%</b>	17.0%
<b>PACE (Pharmaceutical Assistance Contract for the Elderly) (5)</b>			
Total Number Enrolled in PACE/PACENET, 2012	3,479	<b>1,314</b>	1,488
65+ Population Enrolled in PACE/PACENET, 2012	23.5%	<b>21.2%</b>	19.6%
<b>EDUCATIONAL ATTAINMENT</b>			
# Persons, 25 Years Old & Older, 2008-12	58,832	<b>23,399</b>	30,294
No High School Diploma	13.4%	<b>9.4%</b>	11.1%
High School Diploma or Equivalency	50.5%	<b>51.6%</b>	48.8%
Some College, No Degree	14.4%	<b>13.8%</b>	17.4%
Associate's Degree	8.8%	<b>9.7%</b>	7.5%
Bachelor's degree or higher	12.9%	<b>15.7%</b>	15.2%
<b>PUBLIC AND PRIVATE SCHOOL ENROLLMENT</b>			
Total # Students Enrolled in Grades K-12, 2008-12	12,153	<b>5,175</b>	7,161
% Enrolled in Public Schools	91.5%	<b>78.7%</b>	89.9%
% Enrolled in Private Schools	8.5%	<b>21.3%</b>	10.1%
<b>SCHOOL DISTRICTS &amp; NUMBER OF STUDENTS (6)<sup>2</sup></b>			
School Districts	8	<b>3</b>	5
Students (Average Daily Membership), 2011-12	13,060	<b>3,841</b>	6,393
% Change, 2008 to 2012	-5.8%	<b>-7.9%</b>	-8.9%
Projected Enrollment, 2016-2017	11,818	<b>3,494</b>	6,064
Projected Enrollment, 2020-2021	11,306	<b>3,152</b>	6,096

<sup>2</sup> School district data is based on actual students in the public education system. Therefore, the 21% who attend private school are not factored in.

	Clearfield	Elk	McKean
<b>LOW INCOME STUDENTS (6)</b>			
% Students Eligible for Free & Reduced School Lunches, 2010	49.2%	<b>37.9%</b>	44.0%
% Students Eligible for Free & Reduced School Lunches, 2011	48.3%	<b>36.3%</b>	45.7%
% Students Eligible for Free & Reduced School Lunches, 2012	50.6%	<b>38.5%</b>	46.6%
<b>DROPOUT AND POSTSECONDARY PARTICIPATION RATES (6)</b>			
Dropout Rate, 2009-10	1.9%	<b>1.5%</b>	0.9%
Dropout Rate, 2010-11	1.6%	<b>1.6%</b>	1.2%
Dropout Rate, 2011-12	2.0%	<b>1.8%</b>	1.7%
% High School Grads who Plan on Post-secondary Education, 2009-10	67.9%	<b>75.7%</b>	70.7%
% High School Grads who Plan on Post-secondary Education, 2010-11	64.8%	<b>68.2%</b>	71.8%
% High School Grads who Plan on Post-secondary Education, 2011-12	65.0%	<b>66.3%</b>	71.5%
<b>EMPLOYMENT BY SECTOR</b>			
Total # Employed Persons, 2008-12	34,880	<b>15,014</b>	18,047
% Manufacturing Sector	11.2%	<b>39.1%</b>	21.2%
% Wholesale & Retail Trade Sectors	17.6%	<b>11.6%</b>	12.4%
% Mining, Construction, Utilities, & Transportation & Warehousing	17.1%	<b>8.4%</b>	13.6%
% Information, Finance & Insurance, & Real Est. & Rental & Leasing	5.5%	<b>3.3%</b>	4.9%
% Education Serv. & Professional, Scientific, & Technical Services	5.0%	<b>4.9%</b>	4.1%
% Health Care and Social Assistance	24.9%	<b>17.9%</b>	26.4%
% Accommodation and Food Services	6.4%	<b>5.1%</b>	5.4%
% Other Sectors including Public Administration	12.3%	<b>9.8%</b>	12.0%
<b>EMPLOYMENT BY OCCUPATION</b>			
# Employed Persons, 2008-12	34,880	<b>15,014</b>	18,047
% Management, professional, and related occupations	25.3%	<b>22.6%</b>	28.9%
% Service occupations	19.7%	<b>15.4%</b>	18.7%
% Sales and office occupations	22.4%	<b>19.3%</b>	21.2%
% Farming, fishing, and forestry occupations	0.6%	<b>0.9%</b>	0.8%
% Construction, extraction, maintenance, and repair occupations	12.1%	<b>9.5%</b>	10.0%
% Production, transportation, and material moving occupations	19.9%	<b>32.3%</b>	20.5%
<b>UNEMPLOYMENT (8)</b>			
Average Annual Unemployment Rate, 2011	8.8%	<b>7.3%</b>	8.5%
Average Annual Unemployment Rate, 2012	8.8%	<b>6.8%</b>	8.1%
Average Unemployment Rate, Jan. to Sept. 2013	8.8%	<b>7.0%</b>	7.7%

	Clearfield	Elk	McKean
<b>EMPLOYMENT (9)</b>			
Average # Employees, Second Quarter, 2011	31,154	15,260	16,157
Average # Employees, Second Quarter, 2012	31,178	15,398	16,575
Average # Employees, Second Quarter, 2013	30,900	14,978	15,976
<b>PLACE OF WORK</b>			
# Employed Persons 16 Years Old & Older, 2008-12	34,080	14,792	17,783
% Who Worked in County of Residence	72.8%	85.8%	80.1%
% Who Worked in Outside County of Residence, but within Pennsylvania	25.9%	13.6%	10.0%
% Who Worked in Outside Pennsylvania	1.3%	0.6%	9.9%
<b>DISABILITY BY AGE</b>			
# Non-Institutionalized Persons 18 to 64 with Disability	5,552	2,171	3,929
% Population 18 to 64 with Disability	11.8%	11.3%	15.6%
# Non-Institutionalized Persons 65+ with Disability	5,204	2,336	2,517
% Population 65+ with Disability	38.0%	39.5%	36.5%
Death Rate Per 1,000 Residents, All Causes	11.22	11.82	11.84
Heart Disease Death Rate Per 1,000 Residents	3.12	2.75	3.47
Cancer Death Rate Per 1,000 Residents	2.60	2.93	2.51
Accidents Death Rate Per 1,000 Residents	0.53	0.54	0.43
Mental/Behavioral Disorders Death Rate Per 1,000 Residents	0.42	0.14	0.51
<b>REPORTED PREGNANCIES (11)</b>			
# Reported Pregnancies 2007-11	4,121	1,629	2,427
Resulting in Live Births	92.6%	89.8%	95.4%
Ending in Fetal Deaths	0.7%	1.0%	0.9%
Ending in Induced Abortions	6.8%	9.2%	3.7%
Reported Pregnancies of Women Under 18 Years Old	2.8%	2.5%	2.8%
Born With Low Birth Weight (Under 2,500 Grams), 2009-11	7.2%	9.1%	8.4%
Born to Unmarried Mothers, 2009-11	42.0%	42.1%	49.0%
Born to Mothers Who Received Medicaid, 2009-11	49.3%	41.8%	51.7%
Born to Mothers Who Received Little or No Prenatal Care, 2009-11	28.6%	23.5%	18.3%
# Dentist Per 100,000 Residents, 2009	37.7	25.0	25.5
<b>CRIME RATE (13)</b>			
Serious Crimes Per 100,000 Residents, 2010	2,460	2,153	1,856
Serious Crimes Per 100,000 Residents, 2011	2,595	2,306	2,102
Serious Crimes Per 100,000 Residents, 2012	2,572	2,222	2,001
<b>CHILD ABUSE (14)</b>			
Substantiated Cases of Abuse Per 1,000 Children, 2010	1.9	0.8	3.2
Substantiated Cases of Abuse Per 1,000 Children, 2011	2.1	1.1	2.4
Substantiated Cases of Abuse Per 1,000 Children, 2012	2.8	0.6	2.7



**2. How do we deal with existing parochialism that stands in the way of progress on key issues? What is feasible- how do we leverage the foundation's resources in tackling big issues like housing and transportation?**

The participants felt that the foundation could be instrumental by:

- a. Sharing trends with the community regarding Elk County in 2025; Serve as a communicator to the community on major issues; look for other foundation partners.
- b. Identifying new ideas and approaches to complex issues that stand in the way of progress.
- c. Convening clusters of organizations and/or lead organizations in specific areas and ask them to come back with recommendations on break through ideas or solutions.
- d. Hiring expert facilitators for selected projects or engagements like studying the advantages and disadvantages of partial or full consolidation among county school districts. For instance, if projects or discussions like school consolidation would benefit from an expert facilitation, then the foundation might consider underwriting that expense.
- e. Being an identifier and payer of top notch consultants to do analysis of issues and facilitate discussions.
- f. Giving a clear and consistent message that the foundation is interested in funding collaborative projects.
- g. Working more closely with Center for Rural Pennsylvania on data analysis and forecasting.
- h. Encouraging projects that build on cooperative efforts between youth and senior ventures.

**3. Youth: How do we address or create experiences for youth that provide opportunities to be entrepreneurial? How can we better help our youth prepare for tomorrow's workplace? Can we create a nexus between younger people and seniors? Isn't a key to the future getting young people wanting to come back?**

There was a great deal of discussion on this issue. Many realized that leaving one's home community was part of growing up. However, many believe that there are not an abundance of good jobs in Elk County. Several also noted that a solid, quality school district was one of the biggest factors influencing whether an individual returns at a later date with their family.

There were suggestions made about:

- Getting schools and employers to better publicize opportunities, working with guidance counselors on opportunities and careers.
- Monitoring the development of The Industrial Council and stand ready to help in any logical way.
- Being more intentional about developing new leaders and giving them a role in envisioning the future.
- Exploring how to provide more consistent and progressive education for all children in Elk County.
- Creating maker <sup>3</sup>spaces and competitions in the community that connect entrepreneurs, young people, companies and educators.
- Providing more mentoring opportunities for young people including accessing e-mentoring channels such as <http://www.pa-ementor.org/>
- Increasing the opportunities for applied education and certification based learning. **Applied education** is an approach to learning and teaching that provides opportunities for student to understand how academic subjects (communications, mathematics, science, and basic literacy) can apply to the real world. This can be organized as internships, programs like JA, or technical training labs.
- Looking at new approaches undertaken by other communities to create entrepreneurial and career education. An excellent inventory can be found in the article by Dan Fishman “School Reform for Rural America” <http://educationnext.org/school-reform-rural-america/> and “Beyond the Factory Model” which can be found at <http://educationnext.org/beyond-factory-model/>
- Supporting local leaders’ information-gathering trips to other communities that are making advances in an area of interest. For instance, visiting maker spaces in Pittsburgh and visiting rural communities that have successfully consolidated their school systems.

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<sup>3</sup> There is a wide variety and types of Maker Spaces around. In general a Maker Space is a place where people meet, work, collaborate, research, imagine, dream, play, experiment and learn. It’s basically a laboratory and playground for anyone and for anything creative.

**4. Seniors: Is there adequate interest and opportunity to create viable market rate housing stock? How do we provide better transportation services so seniors can access care and activities? How can we get them more engaged in the broader swath of community discussions and ideas?**

The retreat participants felt that the Stackpole- Hall Foundation could play a limited, but helpful role in these areas:

- Encouraging agencies to submit ideas around inclusion and engagement of seniors in general community activities and programs, especially working collaboratively with youth.
- Packaging and publicizing vacant properties for reuse and rehab to developers. Building new is often too expensive. Help interested parties with gathering information for business planning.  
<http://www.anokacounty.us/DocumentCenter/Home/View/491>
- Looking at what other communities are doing around new approaches to housing and transportation like UBER. Check out the following links:  
[http://www.ruralhome.org/storage/documents/rv\\_winter2011-12.pdf](http://www.ruralhome.org/storage/documents/rv_winter2011-12.pdf);  
[http://www.ctaa.org/webmodules/webarticles/articlefiles/Senior\\_Rural\\_Innovations.pdf](http://www.ctaa.org/webmodules/webarticles/articlefiles/Senior_Rural_Innovations.pdf); <http://transportation.house.gov/uploadedfiles/2015-06-24-trombino.pdf>
- Supporting information-gathering trips for area leaders to other communities that have successfully consolidated their transportation system, and/or developed an interesting eldercare project.

**WHAT SEEMS TO MAKE SENSE AS A NEXT STEP?**

The trustees and staff agreed that the agenda for the November 2015 meeting of the foundation would focus on confirming the foundation's direction and approach. The suggestions of potential roles are:

- a. Serve as a communicator about the future of Elk County and transformative challenges. In this role also reach out to other investors to join in.**

- b. Be an intentional connector tying need, opportunity, and interested parties to create more market rate housing stock for seniors.**
- c. Be a cheerleader and investor in activities that accelerate entrepreneurial activity such as bringing together a diverse set of people to think of innovative approaches to a persistent issue, new programs for young people, business plan competition, and e-mentoring.**
- d. Be ready to support the new Industrial Council and other existing organizations and determine how best to ignite their leadership and level of activity.**
- e. Conduct research on key issues, particularly K-12, and determine strategy to move them forward such as hiring facilitators, doing research etc. The foundation should be willing to be a neutral convener when it is helpful.**
- f. Call organizations together who serve seniors or youth and encourage their sharing ideas that support the findings with the foundation for support. It will also be important to message the grant criteria of collaboration and not reward working in organization or geographic silos.**
- g. Design a Challenge Grant Competition on key issues.**
- h. Encourage organizations to submit “shovel ready” projects aligned to the suggestions provided by residents through the IdeaScale survey such as entrepreneurial opportunities for youth, improve adult day care experiences, community gardens, dog parks, and more integrated community programs.**