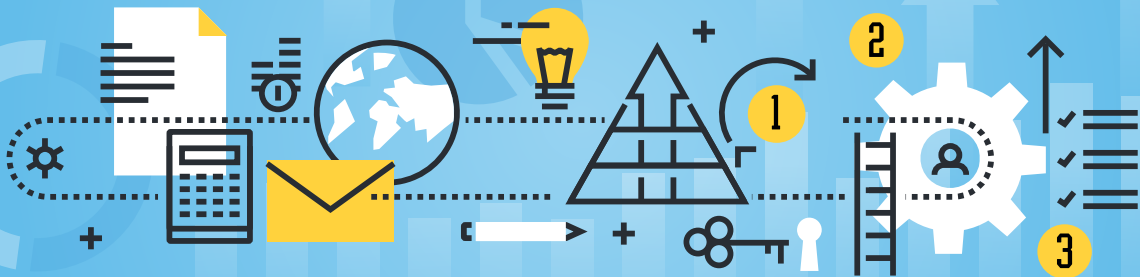


flourish



Beaver County

BUSI
NESS
PLAN



CONNECT • COLLABORATE • CREATE



Contents

Executive Summary	1
Organizational Overview	2
Community Need	3
Strategic Pillars and Focus	4
Future Key Strategic Initiatives	4
2025-26 Proposed Program Pilots	5
Financial Plan	5
Organizational Capacity	6
Sustainability and Risk Mitigation	6
Data-Driven Approach.....	7
Competitive Advantage	7
Appendices	7
Closing.....	7
Board of Directors	8

Executive Summary

FLOURISH BEAVER COUNTY is a 501(c)(3) nonprofit organization at the forefront of educational and workforce innovation. Our mission is to *create a collaborative, inclusive, sustainable, resilient, county-wide movement that enhances and maximizes future educational and workforce opportunities for all young people in Beaver County.* In a region marked by significant educational and economic disparities, Flourish pioneers a bold new cross-sector coordination, uniting school districts, higher education institutions, employers, and service providers to close opportunity gaps and equip every student for post-secondary success.

With a projected 10% decline in post-secondary enrollment county-wide and youth unemployment rates as high as 15% in specific districts, Flourish’s integrative approach offers urgent, measurable, and transformative solutions.

Our vision is to establish a regional ecosystem where all school districts work collaboratively to ensure every K–12 student has access to exceptional academic, career, and wellness opportunities, regardless of zip code. By 2035, we aim to have reshaped Beaver County’s educational landscape by enhancing post-secondary attainment and aligning student outcomes with local economic opportunities, contributing meaningfully to community revitalization, attracting new families, and positioning Beaver County as a region renowned for superior education and quality of life.

Our Mission

To create a collaborative, inclusive, sustainable, resilient, county-wide movement that enhances and maximizes future educational and workforce opportunities for all young people in Beaver County.

Organizational Overview

Founded in 2022

To function
as a convener,
connector,
and catalyst
for educational
transformation.

Founded in 2022, Flourish Beaver County is a groundbreaking non-profit designed to do what no single entity has done before in this region: function as a convener, connector, and catalyst for educational transformation. We emerged from the dedicated work begun in 2017 by the Beaver County Partnership (BCP) to combat population decline and educational disparities. After securing local and state grants and conducting extensive research with Fourth Economy, Johns Hopkins University and Community Catalyst Partners, BCP evolved into Flourish Beaver County, appointing its first full-time CEO in 2024.

Our leadership team includes a strategically engaged Board of Directors and volunteer-staffed task force. Each is comprised of cross-sector leaders in government, education, business and industry, and health-care professionals who bring deep expertise and a shared commitment to improving outcomes for all students. Within our first operational year, Flourish launched essential organizational infrastructure, convened the community to shape a shared vision, initiated a planning process that resulted in actionable, fundable initiatives, secured unprecedented bipartisan support, and established formal partnerships with Geneva College, CCBC, Penn State Beaver, alongside eight of our 14 public school districts — an undeniable level of regional cooperation.

Additionally, Flourish earned a three-year commitment from the Beaver County Commissioners, who pledged \$100,000 annually in matching funds, recognizing the transformative potential of our model.

Our work is driven by the values of collaboration, innovation, and measurable impact. And while we are local in scope, the model we are building has statewide and national implications for how similar regions can pool resources to break down silos, increase access, and ensure every student has a chance to flourish.

Community Need

Beaver County faces critical challenges in preparing its students for post-secondary success, career alignment, and long-term economic mobility. Declining post-secondary enrollment, widening opportunity gaps between districts, limited exposure to career pathways, and under-utilized mental health resources all contribute to a fractured support system for students. While educational institutions and employers offer innovative, valuable programs, many of these resources operate in silos, leaving students, especially those in under-resourced communities, without the necessary guidance or access to succeed.

Flourish Beaver County is uniquely positioned to bridge these gaps. Through our collaborative task forces, formal partnerships with K–12 districts, colleges, and employers, and a data-driven approach, we align programming with the needs of students and the labor market. By encouraging school districts to collaborate, rather than compete, Flourish creates economies of scale that allow programming and resources to be shared. This cross-district coordination maximizes resources, reduces duplication, increases efficiency, and ensures more widespread access to opportunity.

Our goal is to cultivate a region where improved educational achievement leads directly to in-demand careers to spur economic mobility. By building stronger pipelines to two- and four-year colleges, certificate programs, and technical careers aligned with local labor demands, Flourish is setting the stage for generational change. Funders who support this work are investing in a future where students not only dream of success but are also given the tools, networks, and guidance to achieve it right here in Beaver County.

Recent data demonstrates these critical demographic and economic challenges, including:

- Loss of over 49,000 residents (1970–2030 projection), with an anticipated decline of 34,000 school-age children by 2030. Since 1971 Beaver County has seen a 61% decrease in student enrollment.
- Over one-third of districts have more than 50% student poverty, ranging between 23% and 77%.
- Rising educational costs despite declining enrollment projections.
- Lowest proportion of total spending dedicated to instructional resources among benchmarked communities (Johns Hopkins Study).

Our Focus

Academic
Readiness

Workforce
Development

Mental Health
Support

Key Initiatives

Celebrate Successes

Share & Collaborate

Allocate Resources

Transparency

Survey & Listen

Develop Scholarship
Funding

Strategic Pillars and Focus

Flourish’s mission is a work anchored in three strategic pillars, each of which serves as the foundation for our task force structure and drives the focus of our collaborative efforts.

- **Academic Readiness:** Empowering students and their families with the tools, knowledge, and opportunities to make informed choices about their futures by eliminating barriers and improving access to college and career readiness programs through collaboration with key stakeholders.
- **Workforce Development:** Inspiring and equipping young people with the knowledge, skills, and experiences needed to pursue fulfilling careers and educational pathways.
- **Mental Health Support:** Bridging the gap between schools, community, and mental health wellness resources by creating a collaborative framework that ensures consistent, accessible, and effective support for all students.

Future Key Strategic Initiatives

- **Storytelling:** Celebrate successes, amplifying positive community narratives.
- **Educator Think Tank:** Engage educational leaders to collaboratively develop data-driven solutions, share resources, and align curriculum to address existing deficits across school districts.
- **Resource Mapping:** Identify and allocate resources efficiently, avoiding duplication.
- **Public Dashboard:** Provide transparent tracking of student and district outcomes and metrics.
- **County-Wide Assessment:** Conduct full scale surveys of students, families, and school personnel to determine community perceptions ahead of listening sessions to elevate the collective voice.
- **Promise Scholarship Program:** Lay groundwork to launch substantial post-secondary scholarships through feasibility assessments and a fundraising plan.

2025-26 Proposed Program Pilots

- **Flourish Web/Mobile App:** Centralized digital hub and data collection device providing streamlined access to academic resources, career exploration, and mental health services.
- **Career Days Event:** Three-day event engaging in experiential workshops involving local industries and academic institutions in partnership with the Beaver Valley Intermediate Unit and Job Training Beaver County.
- **Youth-Led Education Advisory Board:** Collaborative student board from local school districts guiding initiatives and fostering leadership.
- **Career Counselor Pilot:** Wholistic counselors working across Beaver County to support high-need public high schools, initially supporting approximately 1,600 students with personalized career guidance.

These pilot programs are specifically structured for scalability, allowing Flourish to expand successful models based on evaluation and stakeholder feedback. This is not an exhaustive list of ideas currently in exploration at Flourish.

Financial Plan

The total projected budget for the 2025–2026 academic year is \$775,000. This includes operating expenses such as staffing, administrative costs, task force support, and programmatic expenses tied to the launch of major initiatives. Our fundraising strategy includes cultivating multi-year commitments from major donors while pursuing government and private grants and building long-term institutional partnerships.

Current and anticipated funding sources include:

- Beaver County Commissioners
- Private foundations and philanthropic donors
- State funding allocations
- Community partners and in-kind contributions
- Corporate support

Key Initiatives

Web/Mobile App

Career Days

Allocate Resources

Student-Led
Advisory Board

Career Guidance

Our Goal

To build a financially resilient, adaptable, and future-ready organization capable of responding to evolving community needs. As a pilot-driven and feedback-informed nonprofit, Flourish actively manages risks, including community resistance, economic fluctuations, and a competitive funding landscape, through transparent communication, inclusive engagement, and continuous learning.

Organizational Capacity

Flourish Beaver County is led by a full-time CEO and supported by a volunteer Board of Directors and subcommittees. Volunteer task forces serve as program incubators, drawing expertise from professionals across education, business, and health sectors. The organization is currently in the initial stages of scaling, with plans to expand internal capacity in operations, program management, and development. We are investing in infrastructure such as software platforms, professional branding, and formal documentation practices to support growth.

Sustainability and Risk Mitigation

Flourish Beaver County is implementing a forward-looking strategy to ensure long-term sustainability. Unique to our region, our model serves all Beaver County school districts, positioning us to deliver scalable solutions and adapt based on ongoing evaluation.

Our sustainability plan includes:

- Developing replicable programs with measurable impact that can expand across the county.
- Securing multi-year funding commitments from private foundations, public funders, and philanthropic partners.
- Building a strong donor stewardship program to cultivate lasting relationships and ensure long-term support.
- Leveraging outcome-driven data to demonstrate return on investment (ROI) and maintain transparency with funders and community stakeholders.
- Establishing endowments through targeted fundraising campaigns to provide perpetual support for Flourish's core programs.

With additional focus on:

- Diversifying revenue streams to reduce reliance on any single source of funding.
- Enhancing board engagement to strengthen governance, fundraising, and advocacy.
- Deepening partnerships with school districts, higher education institutions, employers, and civic leaders to reinforce shared ownership of outcomes.

Data-Driven Approach

Flourish is committed to being data-driven, leveraging our mobile app and partnerships with school districts to create a centralized county-wide database. Key metrics include post-secondary enrollment rates, student engagement levels, academic performance improvements, and career placement outcomes. Data will be made publicly available via our dashboard to ensure transparency.

Competitive Advantage

Flourish Beaver County's multi-district collaborative model is unprecedented in both structure and effectiveness. Unlike traditional educational initiatives that typically operate independently within isolated districts, Flourish actively integrates school districts, higher education institutions, industry leaders, and community providers into a coordinated regional network. This unified ecosystem strategically leverages collective expertise and resources to directly address systemic educational barriers and economic disparities. Our integrative approach enables the efficient piloting and scaling of impactful programs, creating a replicable blueprint for educational equity, economic vitality, and sustained community transformation. By intentionally bridging traditional silos, Flourish positions Beaver County as a forward-thinking leader and innovator on a national scale.

Appendices

The supplemental documents listed below can be provided upon request.

- Case for Support
- Task Force Informational Pages
- 2025 Budget
- Flourish Program Initiatives
- Programmatic Budgets

In Closing

Flourish Beaver County stands ready to redefine the educational and economic future of our region. Your partnership represents an opportunity to drive lasting, systemic change, ensuring all students have equitable access to the tools and opportunities necessary for meaningful success. Together, we can establish Beaver County as a hub of educational excellence and community vitality, actively replicating and adapting this transformative model to uplift communities facing similar challenges across the nation.



Board of Directors

Dr. Roger W. Davis – Board President
President, Community College of Beaver County

Dr. Joseph Guarino – Board Vice President
Superintendent, New Brighton Area School District

Matthew Dawson – Board Treasurer
Manager, WesBanco

Kelly Romasco – Board Secretary
Member, Ambridge Area School Board

Joshua Edenhofer
Administrator, Beaver County Children and Youth Services

Tony Guy
Beaver County Sheriff

Brian Hayden
CEO, Pennsylvania Cyber Charter

Dr. Cheryl L. King
Executive Director, Franklin Center of Beaver County

Mario N. Leone Jr.
Ambridge Borough Manager

Jack Manning
Beaver County Commissioner

Michelle Micija
Member, Freedom Area School Board

Dr. Robert H. Postupac
Superintendent, Western Beaver County School District

Tina Price-Genes
Executive Assistant, Beaver County District Attorney's Office

Nicole Rodgers
Counselor, Hopewell Area School District