



United Way of Colquitt County Three-Year Strategic Plan (2021-2023)

Introduction

The United Way of Colquitt County (UWCC) Board of Directors and strategic partners met on July 21, 2021, to identify strategic goals and priorities to guide their work over the next three years. Through the day-long retreat, many priority areas were identified that related directly to the overall effectiveness of the organization, its desire and capacity for growth, and its ability to meet the changing and evolving needs of the community and agencies it serves and supports. Some items of discussion were new to Board members, and other areas reflected long-standing needs of the organization that need to be addressed. As such, the outcomes of the day centered around immediate organizational priorities that will, in turn, impact the United Way of Colquitt County's ability to meet the growing needs of Colquitt County and its citizens.

Within that context, the facilitator has identified six strategic priorities for consideration and adoption by the Board. These strategic priorities reflect the Board's organizational and operational challenges, as well as focus on expanding the scope of work around United Way's traditional mission of promoting healthy lives, improving education, and achieving financial stability.

Strategic Priorities

The six strategic priorities for the United Way of Colquitt County, 2021-2023 are as follows:

1) Organizational Effectiveness, 2) External Impact, 3) Healthy Lives, 4) Access to Education, 5) Financial & Income Security, and 6) Equity & Empowerment.

Priority statements, which detail the importance and desired outcome for each strategic priority are listed below:

Organizational Effectiveness

United Way of Colquitt County seeks to enhance its organizational effectiveness and service to the larger non-profit sector by focusing on internal operations and expanded capacity of financial, physical and human resources.

External Impact

We believe that we can make the greatest impact in Colquitt County by re-envisioning our allocation process, improving relationships and support to our partner agencies, and demonstrating greater accountability and appreciation to our donors and investors.

Healthy Lives

Promoting healthy lives continues to be a strategic priority of the United Way of Colquitt County, but with a renewed definition of what it means to be a healthy and whole person. We desire to expand our focus on healthy lives in Colquitt County by supporting the growing needs within the mental and behavioral health sectors of our community.

Access to Education

Access to education is important for all ages of our community—from birth to our aging seniors. We believe it is important to serve those with educational needs where they are at all points in their life so that they can improve their own quality of life while also enhancing the quality of life for their families and all in our community.

Financial & Income Security

The United Way of Colquitt County promotes financial literacy and income security by supporting sustained investments in mutually aligned organizations, strategic partnerships, and through promoting education and training opportunities to promote individual and family-based economic welfare.

Equity & Empowerment

We live out our commitment to equity and empowerment for all citizens of Colquitt County by the strategic investments we make, the funding priorities we support, and the manner in which we serve our partner agencies so that they enrich and fulfill the lives of those living in minority, and often, underserved areas of our community.

[Three-Year Strategic Plan \(2021-2023\)](#)

The Three-Year Strategic Plan , 2021-2023, for the United Way of Colquitt County is presented below. Again, the action strategies were either identified through discussion during the July 2021 Board Retreat or are facilitator recommendations based on the deliberation of participants that day.



**United Way of Colquitt County
Three-Year Strategic Plan (2021-2023)**

Priority 1: Organizational Effectiveness

Goal	Strategy	Implementation Window				Accountability Contact
		2021	2022	2023	Beyond	
1.1 Enhance organizational effectiveness and productivity towards fulfilling the UWCC mission	1.1.1 Establish a bylaws committee to review/update operating policies and board engagement	X			X	Barbara Grogan; Anne Swartzentruber; Caroline Horne
	1.1.2 Evaluate effectiveness and current need of all existing programs	X	X			Executive Director; Special Committee
	1.1.3 Transition Habitat Houses to another property management arrangement; remove UWCC as property manager	X	X			UWCC Board
	1.1.4 Review and evaluate existing committee structure to best respond to current and future organizational needs/priorities	X	X			Special Committee; Executive Director
	1.1.5 Establish co-chair leadership structure to provide additional layer of accountability and follow-through		X			UWCC Board
	1.1.6 Adapt and adjust UWCC Board meeting agendas to allow for educational opportunities and	X	X			Executive Director

	discussion of organizational needs/priorities					
1.2 Actively work to prepare and position United Way to undertake a successful \$1 Million campaign	1.2.1 Conduct campaign feasibility assessment		X			UWCC Board
	1.2.2 Develop a financial strategy to prepare for organizational growth; establish a reserve fund and related investment policies		X			Executive Committee
1.3 Establish United Way as a first-class operations center for the non-profit sector of Colquitt County	1.3.1 Identify new office space that reflects the strength, influence and desired perception of UWCC	X	X			UWCC Board
	1.3.2 Establish a Resource/Non-Profit Development Center/Incubator		X	X		UWCC Board; Executive Director
1.4 Increase responsiveness and ability to serve donors, constituents and partner agencies through expanded staff capacity	1.4.1 Ensure UWCC staff remain well-trained in executive functions as well as on issue-based needs facing the community and partner agencies	X	X	X	X	UWCC Board
	1.4.2 Expand staff capacity by hiring an additional full-time staff member to serve UWCC needs; could be marketing/outreached-focused position, TBD		X			UWCC Board
	1.4.3 Explore opportunities to provide adequate benefits to UWCC staff; consider umbrella policy for NPO community, as feasible		X			Executive Committee
1.5 Improve Board productivity and effectiveness in providing leadership and sustainability to UWCC	1.5.1 Implement comprehensive onboarding process for new Board members to include a New Board Member Orientation, training		X			Executive Director; Executive Committee

	session, and new member “checklist”					
	1.5.2 Target new Board members based on skills, talents, resources, and assets they can bring to UWCC	X	X	X	X	Executive Director; UWCC Board
	1.5.3 Develop a potential Board member database based on skills and assets		X	X	X	Executive Director
	1.5.4 Ensure that UWCC Board represents the diversity of the community and the constituent groups served		X	X	X	UWCC Board
	1.5.5 Ensure that UWCC Board members remain well-trained in areas related to UWCC mission and in board dynamics, as needed	X	X	X	X	UWCC Board; Executive Director

Priority 2: External Impact

Goal	Strategy	Implementation Window				Accountability Contact
		2021	2022	2023	Beyond	
2.1 Maximize funding investment by aligning UWCC priorities with data-driven decisions based on current and future community needs and resource gaps	2.1.1 Conduct community needs assessment on a regular basis (perhaps on 3-year cycle aligned with strategic plan)	X	X		X	Exec. Director; UWCC Board; Archway Partnership
	2.1.2 Develop funding strategies in response to community needs assessment		X	X	X	Exec. Director; UWCC Board
2.2 Improve the allocation process to best invest and serve as good stewards of United Way resources	2.2.1 Evaluate/update allocation process to incorporate a mechanism/policy to decline agencies that do not align with UWCC mission	X			X	Special Committee; Executive Director
	2.2.2 Review/revisit the application process to streamline efforts and align desired outcomes; combine meetings/review where feasible, etc.	X	X			Special Committee; Executive Director
	2.2.3 Implement a pre-requisite meeting for partner agencies to ensure greater success during the allocation process		X	X	X	Executive Director; Allocations Committee
	2.2.4 Establish partner agency updates to be given by agency directors at UWCC Board meetings		X	X	X	Executive Director
	2.2.5 Review agency agreements to provide for greater accountability to UWCC and recognition of UWCC support		X			Executive Director

	2.2.6 Identify Board members to serve as direct liaisons/mentors to partner agencies throughout the year		X	X	X	UWCC Board
	2.2.7 Implement evaluation process to determine effectiveness of process and utilization of UWCC funds		X	X	X	Executive Director
	2.2.8 Implement fundraising/campaign calendar for all NPOs in Colquitt		X			Executive Director; Chamber; Archway Partnership
2.2 Enable partner agencies to operate at their highest capacity and better serve their own constituent base	2.2.1 Support regional efforts to establish a "211 system"	X	X			Executive Director; UWCC Board
	2.2.2 Host "Training Week" for local NPOs to include non-profit management training (ELPNO, non-profit series, leadership/executive coaching, and financial management, etc.)		X	X	X	Executive Director; UWCC Board
2.3 Enhance donor relations and outreach	2.3.1 Expand existing donor appreciation event to create new energy, momentum for UWCC		X	X	X	Executive Director; UWCC Staff; UWCC Executive Committee
	2.3.2 Educate current/potential donors regarding the differences between "corporate" United Way and UWCC		X	X	X	Executive Director; Campaign Committee
	2.3.3 Establish and maintain a comprehensive donor management strategy		X	X	X	Executive Director; UWCC Board

	2.3.4 Implement new donor appreciation campaign		X	X		UWCC Board
	2.3.5 Develop donor development and sustainable strategy; focus on “next generation” of donors		X			Campaign Committee; Executive Director
2.4 Increase external communications and awareness of United Way impact and programs	2.4.1 Develop “Invest Local” campaign to increase awareness that contributions remain local and impact those in Colquitt County		X			Executive Director; UWCC Board
	2.4.2 implement marketing effort about what UWCC supports and what it does not		X			Executive Director; UWCC Board

Priority 3: Healthy Lives

Goal	Strategy	Implementation Window				Accountability Contact
		2021	2022	2023	Beyond	
3.1 Raise awareness of issues related to mental and behavioral health as part of overall health and community well-being	3.1.1 Develop awareness/education opportunities, employer series or luncheon to break down stigma of mental health and how it relates to workforce development	X	X	X	X	UWCC; Executive Director; Chamber; MCCDA; Employers/HR Professionals; Turning Point, etc.
3.2 Provide support and assistance to agencies where goals around mental health align	3.2.1 Develop campaign/outreach initiative to target partner agencies that provide mental health services/support to apply during the allocation process		X	X	X	Executive Director; Allocations Committee
	3.2.2 Establish target objectives for supporting mental health agencies; such as allocating \$10,000 over three (3) years		X	X	X	UWCC Board
3.3 Facilitate greater access to healthcare resources in Colquitt County for those in need	3.3.1 Explore ride-share, transportation options and related costs	X	X			UWCC Board
	3.3.2 Establish "Doctors on Demand" app		X	X		Executive Director; Local Practitioners

Priority 4: Access to Education

Goal	Strategy	Implementation Window				Accountability Contact
		2021	2022	2023	Beyond	
4.1 Increase access to education and educational resources for all ages	4.1.1 Host adult education/resource fair to demonstrate resources available		X	X	X	Executive Director; SRTC
.	4.1.2 Re-envision/repurpose the Community Impact Grant process to provide grants for special programs		X			Executive Director; Special Committee
	4.1.3 Bridge adult literacy gaps for seniors by hosting classes at senior centers, nursing homes, etc.		X	X		UWCC Board; Executive Director
	4.1.4 Continue to improve educational outcomes for Colquitt County youth by supporting existing education priorities and youth programming	X	X	X	X	UWCC Board
4.2 Support migrant education, particularly need related to English as a second language	4.2.1 Host education classes (English, financial literacy) at migrant camps after the workday		X	X	X	Juan Martinez; Retired educators
	4.2.2 Identify teachers who are willing to help serve in a volunteer capacity; provide financial incentive, if/as needed		X	X	X	UWCC Board; Executive Director

Priority 5: Financial & Income Security

Goal	Strategy	Implementation Window				Accountability Contact
		2021	2022	2023	Beyond	
5.1 Improve the financial literacy of Colquitt County's underserved populations to enhance their quality of life	5.1.1 Host financial literacy and financial planning workshops targeted constituency groups		X	X	X	UWCC; Local Banks
	5.1.2 Explore connectivity to financial literacy programs and education (FACS, CCHS, C.E. Gray)		X			Danielle, Barbara Grogan; Lisa Zeanah; Tommie Beth Willis
5.2 Improve the economic welfare of families and children in Colquitt County	5.2.1 Support food banks and clothing banks/drives for families		X	X	X	UWCC Board
	5.2.2 Continue support of YES!	X	X	X	X	UWCC Board
	5.2.3 Bring back 3-day poverty workshops (Ruby Payne)		X	X	X	UWCC Board
	5.2.4 Purchase curriculum for Leadership of Tomorrow (Grades 8-12)	X				UWCC Board

Priority 6: Equity & Empowerment

Goal	Strategy	Implementation Window				Accountability Contact
		2021	2022	2023	Beyond	
6.1 Recognize Colquitt County's changing cultural and social norms	6.1.1 Adapt funding strategies/messaging in recognition of community needs		X			UWCC Board
6.2 Enhance support to minority and underserved areas of our community	6.2.1 Continue to support Leadership Legends	X	X	X	X	UWCC Board
	6.2.2 Actively promote UWCC's efforts with Leadership Legends so that constituent groups are aware	X	X			Executive Director
	6.2.3 Identify opportunities to support/engage with the Hispanic community directly	X	X	X	X	Executive Director; DE&I Committee
6.3 Embrace diversity, equity and inclusion as part an intentional part of our work and impact in the community	6.3.1 Ensure that UWCC Board represents the diversity of the community and the constituent groups served	X	X	X	X	UWCC Board; Executive Director
	6.3.2 Review/update UWCC's DE&I statement to better reflect local priorities; ex. PCOM, Columbus United Way, etc.	X				UWCC Board
	6.3.3 Establish DE&I Committee/Advisory Board to provide leadership to such efforts	X				UWCC Board
	6.3.4 Explore opportunities to restart ABC Grant with renewed focus	X	X			Executive Director; UWCC Board
	6.3.5 Incorporate DE&I priorities/measures into the allocation process; determine impact		X	X	X	Executive Director

6.4 Promote social and economic empowerment and racial parity throughout Colquitt County	6.4.1 Host DE&I workshops for the non-profit community and other employers to understand the importance, needs, etc.		X	X	X	UWCC Board; Executive Director; DE&I Committee; Chamber; MCCDA
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