AGENDA FOR CHANGE
STRATEGIC PLAN 2022 - 2025

- Executive Summary 2022-2025 Strategic Plan
- Five Key Goals and Plan Process
- Evaluation and Gratitude
EXECUTIVE SUMMARY 2022-2025 STRATEGIC PLAN

Our agenda for change is rooted in equity and develops strategies and initiatives that will help everyone in this community thrive. Our strategic plan pushes us to create and catalyze deeper community partnership, adopt community-centric fundraising principles, and to always center people first.

United Way of Washtenaw County’s (UWWC) strength lies in community convening and collaboration. We are boundary-spanners who work across sectors to engage individuals, business, nonprofits, government agencies and community groups to realize meaningful change in our county.

Our new strategic plan invests in solutions that challenge the status quo and create new ways to work as an organization. Our intent is to dismantle the historical patterns of structural inequities that pose ongoing barriers for all people to flourish.

We have planned changes in the way we connect with our volunteers and donors through community-centric fundraising, how an equity lens shifts the way resources are invested, and how we strengthen people of color led nonprofits in local neighborhoods.

We invite you to participate and work with us on the strategies and actions described within this plan, as the power of the United Way lies within all of us. Our resilience, persistence and optimistic belief in that we can do better together lays the groundwork for this plan to take us towards our goal that by 2030 our zip codes no longer predict our opportunity in life.

COMMUNITY CONTEXT:

United Way of Washtenaw County has a 100-year history, serves a county of 358,000, and focuses specifically on issues related to poverty and racial inequity. Poverty and racial inequity continue to systemically exclude 31% of our community (ALICE report, 2019); with a 12% poverty rate and an additional 19% of the population struggling to meet their basic needs.

Threats to our mission include the persistent social injustice illustrated in intolerance and hate across America, a seismic shift in our business model with declining workplace campaigns, and internal and external pressures to reduce duplication of services and address the effects of poverty, racism and trauma on our community.

OUR VALUES:

- EQUITY
- CARING
- INTEGRITY
- VOLUNTEERISM
- INCLUSIVENESS
- COMMUNITY

OUR MISSION:

WE CONNECT PEOPLE, RESOURCES AND ORGANIZATIONS TOGETHER TO CREATE A THRIVING COMMUNITY FOR EVERYONE.

OUR VISION:

AN EQUITABLE COMMUNITY WHERE OPPORTUNITY IS NOT LIMITED AND EVERY MEMBER REACHES THEIR FULL POTENTIAL.

YOUR ZIP CODE NO LONGER PREDICTS YOUR OPPORTUNITY IN LIFE

- Life expectancy, regardless of race, ethnicity or income level, is the same across all populations and communities
- Achievement gaps between races and ethnicities are eliminated
- Everyone in our community has safe, comfortable and affordable housing
- Members use their power and privilege to end poverty in our county
- Poverty is not intergenerational. If it exists, it is intermittent and brief
- Everyone is able to thrive and experience a life of joy, purpose and rest.

BY THE YEAR 2030 WE ASPIRE TO LIVE IN A COMMUNITY WHERE
FIVE KEY GOALS AND PLAN PROCESS

COMMUNITY IMPACT

Goal 1: Poverty, racism, and trauma are connected. They are intersectional. Together they cause problems in our community. UWWC wants to stop these problems and heal the harm they have caused.

GIVE

Goal 2: Our community needs resources like people and money to be strong. We will stay strong when we maintain these resources within our community. UWWC believes in equity, so our community should be the center of our fundraising efforts.

ADVOCATE

Goal 3: Poverty, racism, and trauma cannot be stopped without big changes to the way government, businesses, and organizations work. UWWC works to make these changes happen.

VOLUNTEER

Goal 4: Justice and equity in a community happens when people in the community take action. UWWC inspires all people to take action using their time, passion, and talent.

OPERATIONS

Goal 5: UWWC needs to look at new ways to do things that will increase equity in our organization.

UWWC partnered with Washtenaw Literacy to generate a high-level overview of our strategic goals that uses plain language so that our focus areas and future direction are more easily understood by community members.

STRATEGIC PLAN DEVELOPMENT PROCESS:

This plan was completed over a six month period between September 2021 and February 2022 and was guided by:

• Environmental scan to understand current conditions in Washtenaw County and how that might affect UWWC’s mission advancement. Completed by reviewing locally produced reports and relevant secondary data (e.g. census, health department, opportunity index) on current community conditions.

• Engaging community members via a strategic planning committee and in-depth survey to understand perceptions of UWWC’s current work and desired future role of UWWC in Washtenaw County.

• Internal assessment that engaged our team to understand strengths, growth areas, climate and culture.

• Revisiting our mission, vision, values and equity statements. Both our equity statement and vision were revised based on current conditions and desired future direction.

• Goal Development using secondary data, community survey feedback, team feedback, and strategic planning committee advice to develop goals, and identified how those goals will be reached (strategies, objectives, responsibilities and timelines).

• Endorsement by the strategic planning committee, UWWC’s board of directors, and team members stand behind this plan.

GIVE + ADVOCATE + VOLUNTEER + OPERATIONS = COMMUNITY IMPACT
EVALUATION AND GRATITUDE

EVALUATION OF THE PLAN ON AN ON-GOING BASIS:

- Key Performance Indicators dashboard
- Staff assessments
- Community feedback
- Surveys

RESOURCES REVIEWED:

Scientists for Social Progress (SSP) plan comparisons
Relational Capacity Assessment for United Way of Washtenaw County, TCC group
UWWC stakeholder community survey
iSa DEI Survey
SSP board and staff survey
Washtenaw County Opportunity Index
Ann Arbor Area Community Foundation Aging Systems Report
ALICE Report
United Way Worldwide strategic plan best practices
Equity Vision Statement

Visit uwgive.org/strategic-plan for the links to these reports.

The plan development also included valuable community feedback sessions, a nonprofit town hall, and several meetings with a strategic planning and equity advisory committee, the UWWC Board of Directors and the UWWC team.

WE WANT TO CENTER OUR GRATITUDE FOR THOSE INVOLVED IN CREATING THIS PLAN:

Dr. Portia Hemphill and Scientists for Social Progress

Strategic Planning and Equity Advisory Committee:
Rich Chang-CoChair, Yodit Mesfin-Johnson-CoChair, Alize Asberry-Payne, Jasmine Banks, Amanda Carlisle, Roxanne Chan, Maryellen Ferro, Jason Frenzel, Jennifer Haines, Bridget Herrmann, Valerie Kennings, Charo Ledon, Markell Lewis Miller, Willie Powell, Eric Reed, Ebony Robinson, Laura Seyfried, Pam Smith, Susan Smith

United Way of Washtenaw County Board of Directors:
Justin Bagdady, Eric Bakker, Rich Chang, Tony Denton, Greg Dill, Majorie Dixon, Gilbert Eberly, Cindy Elliott, Cecilia Fileti, Derrick Jackson, Diane Keller, Jeff Kennedy, Nicole Kontoyo, Linda Koos, Gloria Llamas, Megan Mazurek, Yodit Mesfin-Johnson, Mia Milton, Mike Rein, Brandon Tucker

United Way of Washtenaw County Team:
Sophia Adams, Rella Bitner, Madeline Garcia, Bridget Herrmann, Jaime Hoffman, Val Kennings, Toni Longton, Ebony Robinson, Naomi Rondon-Begazo, Pam Smith, Susan Smith, Ben Thompson, Deanna Utsler

Thanks to Washtenaw Literacy who took our original goals as written and rewrote them at a reading level for most people, in an effort to make our work more equitable and accessible.

Cover art created by Yen Azzaro, a local artist, illustrator and graphic recorder. The cover illustration highlights our community's landmarks; areas for education, leisure and learning. In alignment with the United Way of Washtenaw County's Vision, I wanted to create an image of access, opportunity, and joy.

#unitedforequity