

United Way of Staunton, Augusta County & Waynesboro

STRATEGIC PLAN

2022-2025



United Way of
Staunton, Augusta
County & Waynesboro



**United Way of
Staunton, Augusta
County & Waynesboro**

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Dear Valued Members of the SAW Community,

We are thrilled to present to you the 2022-2025 Strategic Plan for the United Way of Staunton, Augusta County & Waynesboro. This plan is the result of thoughtful planning and intentional discussions that brought our community together to help guide the future of your local United Way.

We are excited for the opportunities for positive and sustainable impact that United Way SAW can make in our community and we invite you to join us in this work. We believe that through enhancing health, financial stability, education; and by serving as a community connector, United Way SAW will provide opportunities so that all of our community members may thrive.

Thank you for your commitment to this work through your support of United Way of Staunton, Augusta County & Waynesboro.

Sincerely,

Wayne Huffman
2021-2022 Board Chair

Kristi Williams, CFRE
President/CEO



VISION

A large group of diverse people, including men and women of various ages and ethnicities, are posed for a group photo. They are all wearing dark-colored t-shirts with the words "LIVE UNITED" printed on them in white. They are standing in front of a light-colored house with white siding and windows. The scene is outdoors with trees in the background. The image is semi-transparent, serving as a background for the text.

A **connected** community with
equitable opportunities
for all to **thrive**.

MISSION

We **unite** organizations, people, ideas, and resources to make a **sustainable impact** in our community.



VALUES

We work towards our mission
by valuing:
integrity
inclusivity
stewardship
relationships



EQUITY, DIVERSITY, AND INCLUSION STATEMENT OF PRINCIPLE

The United Way of Staunton, Augusta County & Waynesboro (UWSAW) strives to support the health, education, and financial stability of every person in our community. UWSAW acknowledges inequities in socioeconomic status, race and ethnicity work to marginalize entire populations of people. Our efforts are committed to building an organization and community which are sustainable, resilient, and inclusive for everyone.

We value the visible and invisible qualities that make each person who they are.

We welcome every person and the unique perspective and experience they contribute to advance our mission for the health, education, and financial stability of every person in our community.

We believe that each UWSAW community member, donor, volunteer, advocate, and employee must have equal access to helping to solve community problems.

We work with public and private partners to co-create solutions that ensure everyone has the resources, support, opportunities and networks they need to thrive.

We strive to dismantle disparities and include equity, diversity, and inclusion practices in every aspect of our daily work within our organization and our community.

We oppose all forms of racism and ethnic discrimination.

We commit to embracing equity, diversity, and inclusion for and with every person to create more equitable communities.

LIVE UNITED®

GOALS

The United Way of Staunton, Augusta County & Waynesboro has four key strategic goal areas for the next three years.

HEALTH

Support the mental and physical health needs of ALICE households in the SAW Community.

EDUCATION

Enhance education in the SAW area by focusing on literacy, early childhood education, and school readiness.

FINANCIAL STABILITY

Assist with the immediate and long-term financial needs of ALICE households.

CONNECTOR

Serve as a connector and convener for people and resources.

GOALS & STRATEGIES

HEALTH

Support the mental and physical health needs of ALICE households in the SAW Community.



STRATEGIES

- Identify service, navigational, and informational gaps related to health.
- Determine appropriate resources and stakeholders to bridge health gaps.
- Secure funding to employ appropriate resources and stakeholders to meet the health needs of the community.



GOALS & STRATEGIES

EDUCATION

Enhance education in the SAW area by focusing on literacy, early childhood education, and school readiness.



STRATEGIES

- Implement the strategies of Virginia Early Childhood Foundation's Ready Regions Blue Ridge.
- Support Preschool Coordinated Enrollment through Go2Grow SAW.
- Provide every three-and four-year-old child in SAW the opportunity to participate in the Dolly Parton Imagination Library program.
- Organize an annual school supply drive (Stuff the Bus) to help ALICE families prepare for the start of school.
- Advocate to stakeholders and local businesses for increased affordable childcare options.



GOALS & STRATEGIES

FINANCIAL STABILITY

Assist with the immediate and long-term financial needs of ALICE households.



STRATEGIES

- Remove transportation as a barrier for employment for ALICE families.
- Support organizations and programs that address housing needs in the community.
- Facilitate an income tax assistance program (Valley VITA) to provide no-cost tax preparation for households with an income of \$57k or less.
- Provide direct resources to community members with an immediate need.



GOALS & STRATEGIES

CONNECTOR

Serve as a connector and convener for people and resources.



STRATEGIES

- Create and expand awareness of available community resources.
- Foster a positive experience for donors, volunteers, community members, and community organizations.
- Create an intentional space to connect community members from different backgrounds, to build trust and understanding of diversity, equity, and inclusion.
- Host a Community Investment Grant Program.
- Bring awareness to the community regarding the ALICE Population.



ALICE



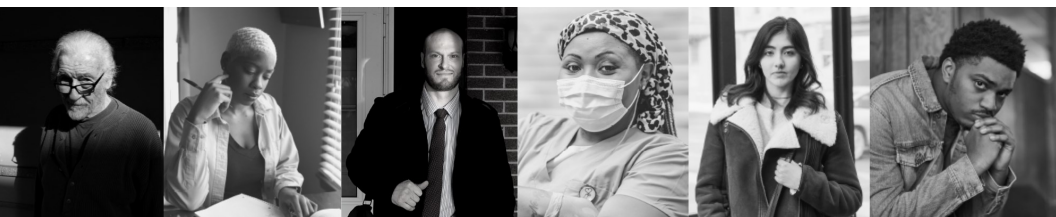
ALICE, an acronym for Asset Limited, Income Constrained, Employed, is a way of defining and understanding the struggles of households that earn above the Federal Poverty Level, but not enough to maintain a bare-bones household budget.

For far too many families, the cost of living outpaces what they earn. These households struggle to manage even their most basic needs—housing, food, transportation, child care, health care, and necessary technology.

When funds run short, cash-strapped households are forced to make impossible choices, such as deciding between quality child care or paying the rent; filling a prescription or fixing the car. These short-term decisions have long-term consequences not only for ALICE families, but for all of us.

We see ALICE every day in the SAW Region. On average 41% of our neighbors live below the ALICE threshold. That equates to 19,910 households who are below the ALICE threshold in Staunton, Waynesboro, and Augusta County combined.

For additional information on ALICE in our Community, please visit: unitedwaysaw.org/united-alice



LEADERSHIP

2021-2022

UWSAW

Board

of Directors

Wayne Huffman, McKee Foods, Board Chair

Margaret Hersh, DuPont Community Credit Union, Immediate Past Chair

Jeff Burgener, NIBCO, Chair-Elect

Mary Pavlovskaya, F&M Bank, Treasurer

Doug Shifflett, Augusta County Public Schools, Executive Committee Member

April Casey, Hollister Incorporated

Morgan Kate, Hershey Chocolate of Virginia

Dan O'Connor, Augusta Health

Mandi Smith, TimberlakeSmith

Courtney Thompson, Greater Augusta Regional Chamber of Commerce

Amanda Warren, Staunton City Schools

Stakeholder

Group

Participants

Bruce Blair, Mental Health America of Augusta

Dwight Johnson, Past UWSAW Board Chair

Kendra Jones Carter, Waynesboro Public Schools

Anna Leavitt, CAPSAW

Aubree Moore, Virginia Department of Health

AnhThu Nguyen, Shenandoah LGBTQ Center

Ashley Rhodenizer, Shenandoah Valley Head Start

Angelina Stamm, Target Distribution Center

Dan Sullivan, Enroll Virginia

Dave Urso, Blue Ridge Community College

UWSAW

Staff

Kristi Williams, President/CEO

Samantha Bosserman, Director of Community Impact

Maria Moore, Director of School Readiness

Deirdre Kellner, Go2Grow SAW Navigator

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**United Way of
Staunton, Augusta
County & Waynesboro**