



2022-2025

Strategic Impact Plan



A Blueprint for Generational Change

United Way has a historic role in addressing basic needs in our community. While we will always fill that role, we are focusing new work to create generational change. Our goal with generational change is to break cycles of crisis and empower people to build their own path to success.

When you give to United Way, you're helping more than just one cause. You're a driving force in helping our community take a look at the whole picture, closing gaps and finding solutions together.

We may come from different backgrounds and different walks of life, but we are all working toward the same goals. We all want to live in a thriving community where people look out for each other, where we all feel connected, and where children can succeed in school and adults can find good jobs.

This Strategic Impact Plan is a blueprint that shows how, over the next three years, United Way will deploy and leverage our Scott gift and our annual Community Impact Fund to create generational change through creating opportunity for youth and families, seeding innovation, and improving equity in care.

Join us in making a meaningful difference in our community, for our community. Let's create change that will benefit us all — as well as the generations that come after us.



01: Forge strong education foundations in literacy and STEM for children

02: Build pathways of economic opportunity for youth

03: Help families permanently exit cycles of crisis and poverty



of children in Orangeburg County do not meet English language expectations by the third grade.

In South Carolina,
16%
of Black men have a bachelor's degree compared to 33% of white males.



of children in South Carolina live in households with parents who lack stable employment.

How we will create change:

Help children build a strong foundation academically and emotionally.

- Expand the Midlands Reading Consortium (MRC) program curriculum to include Science, Technology, Engineering and Math (STEM).
- Support social and emotional learning programs that contribute to resiliency along with programs such as affordable childcare, afterschool programs, and social interventions both in and out of school with children and caregivers.

How we will create change:

We will be seeking funding to create opportunities for young people of color to explore career paths and dream.

- UWM seeks to launch Young Men United (YMU). YMU is a workforce-development initiative which creates barrier-free pathways for young men of color to their academic and career dreams.
- YMU will initially serve 40 young men scaling to 200 per year over six years.

How we will create change:

Implement a Two-Generation model to increase income and improve housing stability.

- Help parents improve workforce skills to obtain better paying jobs, reduce barriers such as lingering legal issues, and sustain long-term housing stability in safe neighborhoods.
- Children are enrolled in tutoring, after-school, and summer programs to ensure their social and emotional development.




04: Increase options for stable, affordable housing



05: Improve our community's connectedness and caring



06: Cultivate equity in care and opportunities

**THE MIDLANDS LACKS
AN ESTIMATED
50,000
units
of affordable housing.**

**UNITED WAY'S 2-1-1
10,000
calls are placed to
211 each year
in the Midlands.**

**WELLPARTNERS
PROVIDED
1,112
pairs of eyeglasses in the
past year.**

How we will create change:

The needs span from people living in unstable or doubled-up housing to young professionals seeking rentals, and rural areas face especially wide gaps in affordability and availability.

- One-time seed funding will be available to increase local capacity to develop new housing projects, capital costs, and to help launch new innovative programs to address systems barriers such as eviction mediation and heirs property.

How we will create change:

Through our Community Assessment, we heard the longing for connectedness and a sense of vibrancy.

- Amplify our Volunteer Center to become the Midlands hub to connect to the community.
- During the Assessment's community conversations, we heard the need for increased awareness of resources.*
- Expand the awareness of 211, United Way's free, 24/7 hotline and online searchable database of community resources.

How we will create change:

WellPartners, an LLC owned by United Way of the Midlands, consists of free dental clinics serving adults and children located in Richland and Lexington counties, plus a free adult eye care located in Richland County.

- Make WellPartners sustainable for the community and grow services, with evaluated outcomes, to meet the needs of our vulnerable clients.

Background & Methodology

United Way of the Midlands (UWM) is pleased to offer the 2022 Strategic Impact Plan for our work over the next three years, leading to our 100-year anniversary in 2025. Opportunities in this Plan will support the work of our local non-profit community, initiatives of UWM, and collaborative work with community leaders and partners.

We have been proud to collaborate with community partners during the last two years of the pandemic to continue to deliver quality programs, address critical needs and create pathways for resiliency and success. This Plan will launch our efforts to create opportunity, seed innovation, and cultivate equity across our six counties. Thank you to our partners, volunteers, and donors for your dedication in walking alongside us in this work.

United Way of the Midlands Background

We provide address critical health and human services needs in Calhoun, Fairfield, Lexington, Newberry, Richland, and Orangeburg counties. United Way of the Midlands focuses on helping provide a strong safety net, space for non-profit collaboration, and pathways to resiliency. More than 30,000 donors support United Way, and we work with 69 Community Impact Partners. Our annual impact on the Midlands is over \$20 million serving nearly 100,000 people last year.

Our Work

UWM deploys community resources through:

- Operating direct programs, including a free dental and eye clinic and literacy tutoring program
- Coordinating community systems such as our role as leader of the local homeless coalition
- Funding programs through our Community Impact Partners

Annual Impact Fund Investments

UWM offers competitive funding through

our Impact Fund to community partners focused on building resiliency and providing safety net services. Resiliency grants build long-term results through work such as early childhood interventions, social and emotional supports for youth, and workforce development for adults. Safety net grants support work such as emergency financial assistance, sheltering programs, and food insecurity.

These community grants are to advance the collective impact of our work and intended to support the overall Impact Plan. While UWM has typically focused more on supporting basic needs and safety net funding, and we will continue this work supporting adults and families experiencing a crisis, we are seeking a greater balance to reflect our goal to address root causes rather than one-time assistance. As we shift this focus in coming years, our funding will be more directed to partners that align with this vision of moving people beyond revolving doors of crisis assistance to paths of stability and success.

The MacKenzie Scott Gift

In late 2020, UWM was the recipient of a generous \$10 million gift from MacKenzie Scott, a well-known philanthropist known for her well-researched approach of unrestricted gifts to create community change based on local needs and the spirit of inspiring innovation.

UWM formed a Scott Committee comprised of community leaders to make recommendations for the Gift, including how to leverage and deepen our impact in the community by attracting new community investments. The Scott Committee quickly deployed resources to support housing and history preservation and set out to develop a full plan for the resources.

Within the first few months of receiving the Gift, UWM's Scott Committee supported immediate project needs to preserve affordable housing (gifts to Edisto Habitat for Humanity and Homeworks) plus an award to the Brookland Lakeview Empowerment Center to develop their museum to preserve the history and

understanding of the state's last segregated school, and the incredible accomplishments of its students and facility.

The Committee also supported UWM capacity improvements including creating a sustainability and growth plan for WellPartners, UWM's free dental and eye clinic, and investment in UWM's revenue growth through a new fundraising analysis and support to sustain our current work and consider growth and significant investments in affordable housing.

Assessment of Community Needs

In 2021, UWM completed a new Community Assessment. This was the first scan of community needs and aspirations in several years. The Assessment process used data in our focus areas of health, education, and financial stability plus a series of community conversations to include the voice our of residents that live and work in our six counties, please who receive services, and agencies who deliver programs.

The Assessment showed systems-level needs such as deeper collaboration among the non-profit sector, improved community voice and collaboration in local government policy making, and the effects of the pandemic on community engagement and overall well-being. The Assessment also highlighted the deep need for affordable housing, workforce development, and support for children and families such as childcare, youth development programs, and career exploration. Other needs included mental health supports due to the Pandemic, fresh food access, transportation, and supports for home repair.

Finally, UWM will explore new ways to support our more rural communities through non-profit capacity building, increased funding for rural serving community projects, and enhanced local presence and leadership. UWM's 2021 Community Assessment can be found at www.uway.org