



**UNITED WE FIGHT.  
UNITED WE WIN.**

**LIVE UNITED**

# United Way of Horry County (UWHC) Community Impact Transition

December 10, 2020

United Way of  
Horry County  
[UnitedWayHorry.org](http://UnitedWayHorry.org)



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# What we currently do



## ACCESS TO HEALTH

Center for Counseling and Wellness  
Children's Recovery Center  
Classy Smiles  
Coastal Samaritan Counseling Center  
Family Outreach of Horry County  
Friendship Medical Center

Grand Strand Miracle League  
Horry County Disabilities and Special Needs  
Mobile Meals of the Grand Strand  
Neighbor to Neighbor  
Rape Crisis Center  
SOS Health Care

## EDUCATION

Boys and Girls Club of the Grand Strand  
Claire Chapin Epps YMCA  
Freedom Readers  
Reach Out and Read



## FINANCIAL STABILITY



A Father's Place  
American Red Cross, Eastern SC Chapter  
Churches Assisting People  
Family Justice Center  
Helping Hand of Myrtle Beach

New Directions of Horry County  
North Strand Helping Hand  
North Strand Housing Shelter  
South Strand Helping Hand

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# The “Community Investment” Strategy

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UWHC is currently operating as a “Community Chest” model



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# The problem

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Agencies are allowed to create their own outcomes, it is hard to measure the true impact



# The need for CHANGE!

To be **sustainable** for the future, UWHC must:

- Diversify funding
  - i.e. grants, individual donors
- Narrow down our focus areas
- Incorporate more internal programs/initiatives
- Show the TRUE impact that we are making in the community
- Serve as the coordinator for the community, identifying gaps and uniting partners to come together to work towards common issues



# United Way World Wide

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In the early 2000's, United Way Worldwide launched the Impact model

- Transformed United Ways from a fundraising model to an impact-based model
- Effectiveness is not measured by fundraised dollars, but by outcomes

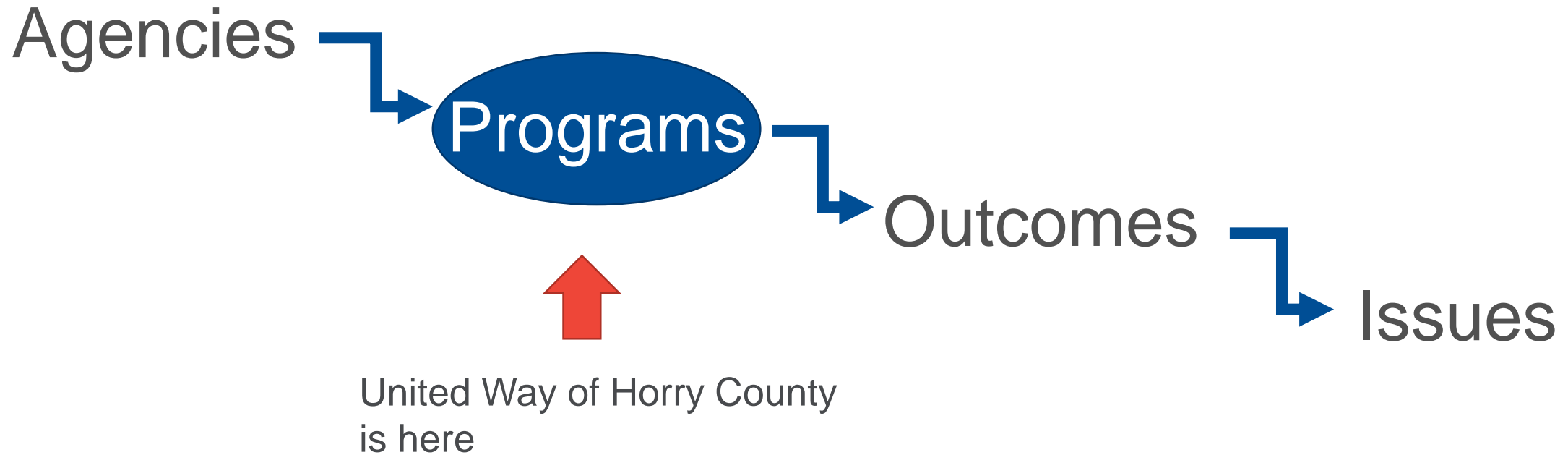
The 2008 recession was an economic downturn that greatly affected United Ways

- United Ways began implementation of the Impact model at this time

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# The Transition of United Way Funding



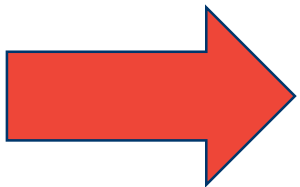
# Collective Impact Model

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UWHC is going to move from the community INVESTMENT model to the collective IMPACT model

The five conditions for a collective impact model are:

- ✓ Common agenda
- ✓ Shared measurement
- ✓ Partners across sectors working towards the same goal
- ✓ Continuous communication
- ✓ Backbone support





# What does Collective Impact look like at other United Ways?

Example: United Way of Anderson County

## Education

*Helping children and youth achieve their potential.*

- 1) School Readiness & Early Grade Reading
- 2) Meet 3<sup>rd</sup> grade reading level requirements
- 3) High School Graduation Rates

## Health

*Encouraging healthy lifestyles and environments.*

- 1) Mental & Behavioral Health (M.H.F.A., Domestic Violence)
- 2) Access to Care, (All types)
- 3) Healthy Lifestyles & Prevention (Diabetes, Asthma, Obesity)
- 4) Healthy Home Environments (Substance Abuse, Tobacco)

## Income

*Promoting financial stability, stable housing and independence.*

- 1) Stable Income, Gaining Employment
- 2) Affordable and Safe Housing
- 3) Long-term financial stability and independence

## Basic Needs

*Assisting individuals and families in meeting their basic needs.*

- 1) Food, Clothing, Utility and Rent Assistance
- 2) Emergency Shelter
- 3) Disaster Relief

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# Results Based Accountability (RBA)

## Population Accountability

about the well-being of

WHOLE POPULATIONS

For Cities – Counties – States – Nations

## Performance Accountability

about the well-being of

CLIENT POPULATIONS

For Programs – Agencies – Service Systems

# What does RBA look like?



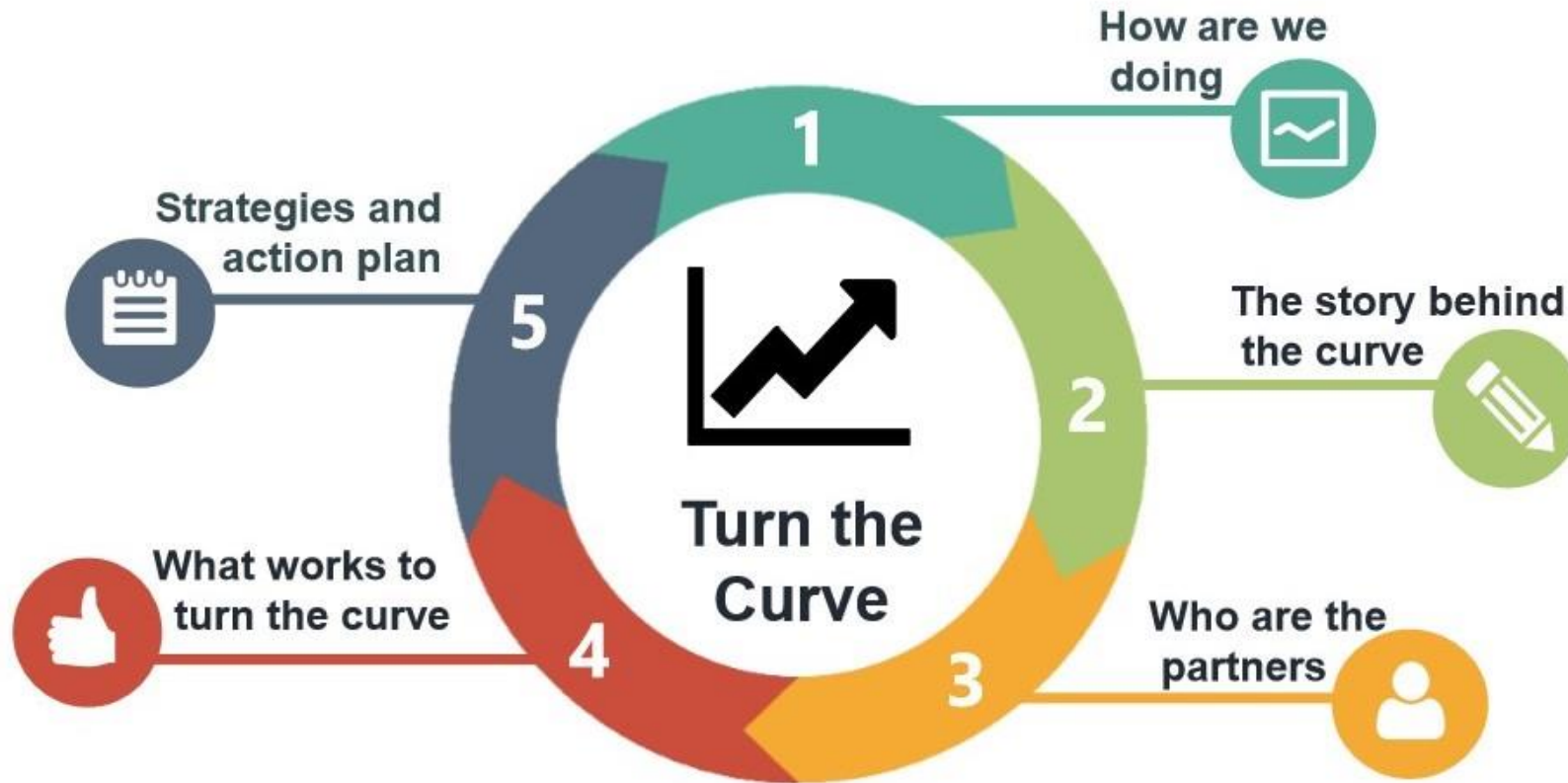
# Why use the RBA Logic Model?

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RBA improves the lives of children, families, and communities and the performance of programs because RBA:

- Gets from talk to action quickly
- Is a simple, common sense process that everyone can understand
- Helps groups to surface and challenge assumptions that can be barriers to innovation
- Builds collaboration and consensus
- Uses data and transparency to ensure accountability for both the wellbeing of children, families and communities and the performance of programs

# RBA “Turn the Curve” Template



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# Now to answer the question you all are thinking.....

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## HOW are we going to accomplish this???????

# The Plan (2021-2022)

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- ✓ **Step one:** Compose a Community Impact Task Force to help UWHC lead this transition (January 2021)
- ✓ **Step two:** Hold community conversations, conduct community needs assessment surveys, and secondary data to find the true needs in Horry County (February - June 2021)
- ✓ **Step three:** Gather data and let everyone (the public, donors, agencies, etc.) know what we learned (July - August 2021)
- ✓ **Step four:** Identify gaps in our community, determine our focus areas and partners, and implement RBA (ongoing)
- ✓ **Step five:** Have new collective impact model in place by 2023 funding cycle

# Step one: Community Impact Task Force

## Purpose:

To lead the development of the Community Impact Transition Plan and guide the UWHC's alignment of its operations, resources and efforts in a way to ensure a focus on delivering positive community impact and results in Horry County.

## Role and Responsibility:

- ✓ Review community data as presented to the Task Force and select issues on which to focus
- ✓ Define improvement goals for the selected issue areas, select measures and set targets
- ✓ Guide the development of specific community-wide strategies for achieving defined goals
- ✓ Recommend priorities among the issue areas
- ✓ Guide the process of ensure the United Way's operations, activities and funding efforts are aligned with and focused on the work of Community Impact

## Who will be included?

Issue area experts and representatives from the community, such as:

- DSS
- Horry County Schools
- CCU (Pub. Health/Research)
- Healthcare & Mental Health
- Faith Based Community
- DHEC
- Law Enforcement
- Community members & leaders
- UWHC Board members 😊



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# Step Two: Community Conversations

We will be following the Harwood Institute format for the Community Conversations:

- 10-15 conversations all around Horry County
- 8-15 participants at each one
- Will last anywhere from 90 minutes to two hours
- A moderator will guide the conversation (Waccamaw Community Foundation)



# Step Two: Community Needs Assessment Surveys

In addition to the community conversations, we will also be conducting community needs assessment surveys with the following groups (each group will have personalized questions that pertain to them):

- UWHC Donors
- Community Members
- Agency Executives
- Community Leaders



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# Step Three: Sharing Data

## PUBLIC KNOWLEDGE

MAJOR THEMES	ASPIRATIONS	BARRIERS	WHAT'S WORKING
<b>Employability of Workforce</b>	Lower unemployment rate.	Participants cited low skills, the economy, job loss, and a lack of opportunities for ex-offenders as barriers to employment.	There are many job training resources to help people in Racine County.
<b>Financially Stable Families</b>	Racine County residents can earn wages that allow them to provide for their families.	Many homes in our community are headed by single parents who are not able to bring in enough income to allow them to meet the needs of the family.	There has been an increase in job training opportunities and job fairs throughout the county.
<b>Community Resources</b>	A community where resources are available to families regardless of their income level.	Access to community resources and public benefits ceases before families are allowed to make enough money to sustain themselves. Benefits are cut almost immediately from those who make income gains.	Agencies are working more collaboratively to make sure Racine County residents have opportunities to access resources.

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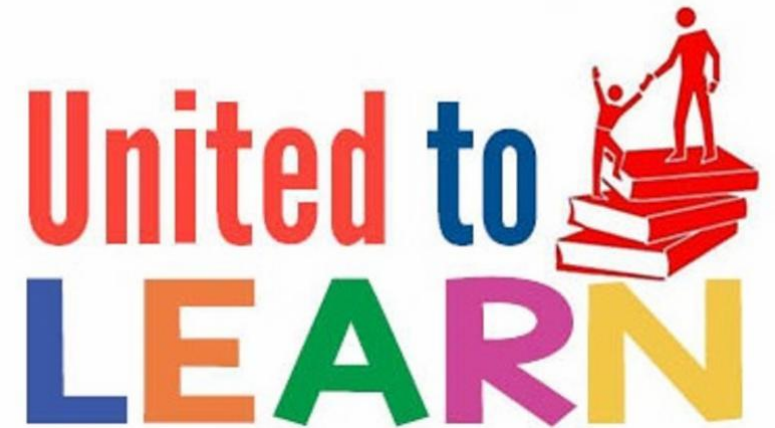
## Step Four: Identify gaps

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This research will also allow UWHC to identify gaps in the community and address the unmet needs by creating more internal initiatives. For example:

- Expanding United to Learn (mentor program in HCS)
- Funding a financial counselor to go to basic needs agencies
- Family Resource Centers

\*\*Research shows that United Ways with their own internal initiatives receive more grant funding and individual donations



# The Plan (2021-2022)

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# Step Five: Implement New Model

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## Focus area #1: **Health**

- One-two specific issues with a bold goal relating to the biggest health need

## Focus area #2: **Education**

- One-two specific issues with a bold goal relating to the biggest education need

## Focus area #3: **Financial Stability**

- One-two specific issues with a bold goal relating to the biggest financial stability need

## Focus area #4: **Basic Needs**

- Rent/utility assistance, food pantries, etc.

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# Let's Recap

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**Goal #1:** Identify the most pressing needs in Horry County

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## Let's Recap

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**Goal #2:** Mobilize resources and bring partners together to address the issues that are not being met

## Let's Recap

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**Goal #3:** Create RBA Logic Model shared measurements to measure the impact we (and the grantee agencies) will be making

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## Let's Recap

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**Goal #4:** Implement the new Collective Impact Model by the 2023 funding cycle (mid year 2022)

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# We must UNITE...

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...To make a true **IMPACT** in Horry County and be the **UNITING** force that drives the community to be better

LOCAL PEOPLE  
SUPPORTING  
LOCAL PEOPLE



United Way  
of Horry County

# Thank you Questions?

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