

COMMUNITY GAME PLAN



United Way of Hall County

ORGANIZING FOR IMPACT

In April 2017, more than 250 community members came together to discuss both the great attributes and challenges of our community and to analyze the gaps in services for those in our community experiencing poverty. This Community Gaps Analysis was initiated by the United Way of Hall County board of directors and was professionally facilitated by the Learning Supports division of the Scholastic Education Group and Dr. Merrienne Dyer, former superintendent of the Gainesville City School System.

While this event was our first public gathering to collectively study the needs of our community, the discussion began in our board room years earlier and spread to the offices of community leaders where we asked, “What is our community’s most daunting social crisis and how can we unite to move the needle?” Through these discussions and our Community Gaps Analysis, we heard different concerns and challenges, but one overarching need that touched everyone - poverty.

The mission of United Way is to **unite** people, organizations and resources **to improve lives** in Hall County. In order to address poverty, we knew that we could not do this alone; that we must unite. Together, we can solve problems larger than any one of us can solve alone. We set out to convene a working group of residents, community leaders and subject matter experts to examine research and community assets and determine sustainable, long-range, community-level goals in our focus areas of education, financial stability and health to, ultimately, eliminate poverty in Hall County.

The research began with a two-pronged approach - ONE HALL and The Compass Center. We joined efforts with a group of caring and passionate members of our community called Gainesville United Against Poverty. This group had gained consensus about “the community we want to be” and that became the heartbeat of our actions to address poverty from a strategic level. We evolved our group into ONE HALL and enlisted the experts in our community to lead the way as we began to envision a Hall County without poverty. We met each month that year in five focus areas: Adequate Affordable Housing, Hunger Alleviation, Comprehensive Health and Wellness for All Ages, Accessible Education for All Ages and Economic Possibilities for All. We met to gather details on existing resources and to hear from the clients themselves. We met to develop a collective vision.

Simultaneously, United Way opened The Compass Center, a one-stop resource navigation center aimed to help residents navigate existing resources in our community to address multi-dimensional needs. We knew that before we could create a model to address poverty, we must first understand the reality of our population experiencing poverty and the agencies working to help them. This collaborative effort was made possible by an in-kind donation of office space by the North Georgia Community Foundation. With this space, along with the incredible generosity of time from six volunteers and one United Way staffer, we were able to open the doors of The Compass Center on March 1, 2017.

A year later, in March 2018, the board engaged the University of Georgia Fanning Institute to study Hall County data and the many local factors that contribute to poverty. We took this data to our ONE HALL committee experts that were now merged into three focus areas of Education, Financial Stability and Health.

This document is the culmination of the collective research, experience and expertise of local leaders willing to come to the table for the common good of us all. We desire to restore dignity to those struggling to make ends meet and to break the cycle of generational poverty. We believe that the opposite of poverty is not wealth - but peace, and that when we reach out a hand to one, we influence the condition of all.

The following pages outline a long-range plan to align our collaborative efforts to position our community for effective collective impact.

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UNDERSTANDING THE LEVELS OF POVERTY

Extremely poor, very poor, poor/low-income and self-sufficient are terms used in plans and discussions about moving out of poverty. The chart below indicates the levels of poverty in Hall County.



Extremely Poor

\$0 - \$25,000 (family of 4)

Less than 100% of federal poverty level.

Struggling or unable to afford very basic needs including food, housing, clothing, transportation, healthcare.

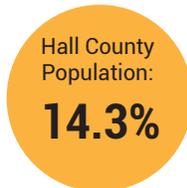


Very Poor/Low-Income

\$25,001 - \$45,000 (family of 4)

100% - 184% of federal poverty level.

Likely employed; income does not cover the basic household necessities, and often requires public assistance support.

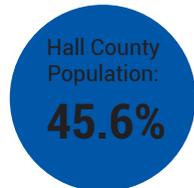


Financially Burdened

\$45,001 - \$60,000 (family of 4)

185% - 249% of federal poverty level.

Likely employed with a higher wage; income does not cover the basic household necessities, but most public assistance support is not available at this level.



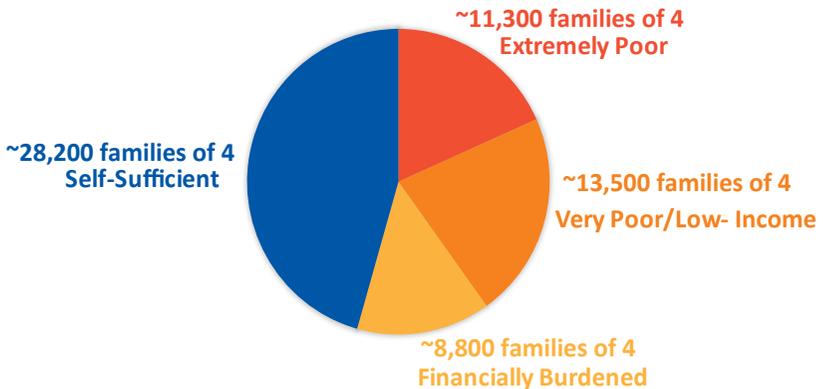
Self-Sufficient

\$60,000+ (family of 4)

250% and above federal poverty level.

Reached economic success; no longer need public assistance or family support.

Hall County Population



*2016 Federal Poverty Guideline; Census Reporter, ACS 2016 1-year, Household Income in the past 12 months

WHY SHOULD POVERTY MATTER TO YOU?

Hall County, Georgia, is a thriving community with a rich history of caring for those in need. A place for families to grow and prosper with great economic opportunity, yet many struggle to make ends meet. With a population estimated at 200,000 and continuing to grow, **54%** of that population is financially burdened, **earning \$60,000 or less as a family of four**. With the scale tipped toward poverty, our community will experience reduced buying power and tax revenues, and **ultimately less economic growth**.

In addition,

- Children in poor families are 4x as likely to be in poor/fair health.
- Households below the poverty level experience 2x the rate of violent crimes.
- Children in poor families hear 30 million fewer words by the age of 3 than their affluent peers, leaving them behind before they even enter kindergarten.
- Students in low-income families are 4x more likely to drop out of high school than students from higher-income families.
- 3 out of 5 young adults who go on to post-secondary training do not complete the training, leaving them with debt and 38% less earning potential than their peers who completed post-secondary training.

Together, we can change what's possible...

In the following pages, we outline the **unique challenges** in Hall County. We lay out **a vision for our future** and **strategies** to achieve that vision to ultimately create pathways out of poverty. These community-level shared goals will align our collective efforts to **FUND, ADVOCATE, COLLABORATE** and **EDUCATE**.

Education

Our challenges:

70% of children entering kindergarten in our community are not demonstrating reading readiness.

GCSS 2017 G-Kids Readiness Check

70% of students in Hall County are not reading proficiently by 3rd grade.

Georgia Kids Count, Georgia Family Connection Partnership

25% of low-income students do not graduate on time, compared to 10% of non-low-income students.

Johns Hopkins University, 2018

58% of Georgia students have not completed education or training beyond high school.

Governor's Office of Student Achievement

Our aspiration is that all residents of Hall County will have opportunities to learn in order to help them achieve their potential.

70%

of children entering kindergarten in our community are not demonstrating reading readiness.

GCSS 2017 G-Kids Readiness Check question "Track words left to right, top to bottom and page to page"

We envision a future where...

We envision a future where children enter kindergarten ready to learn. We seek to address barriers to early literacy success.

Key Indicators we seek to address...

61% of low-income homes have no books.
(Get Georgia Reading Campaign for Grade Level Reading)

Children living in low-income families have a vocabulary of 525 words compared to 1,116 words for children living in middle-income families.

(*The Power of Language Nurtrition for Children's Brain Development, Health, and Future Academic Achievement" Journal of Pediatric Health Care July-August, 2017)

Language deficits occur in 4 out of 5 children with emotional and behavioral disorders.

(Journal of the Council for Exceptional Children [2014])

Strategies to achieve our vision...

FUND:

- Literacy programs that focus on early Language Nutrition and development.
- Programs that address barriers to early literacy success.

ADVOCATE:

- Support community efforts to model reading and improve access to books for families in low-income housing.

COLLABORATE:

- Collaborate with educational institutions and community-based agencies to exchange ideas, leverage resources and drive collective action.
- Create volunteer and business engagement opportunities that develop early literacy and improve Language Nutrition.

EDUCATE:

- Use social media and public engagements to promote reading aloud 15 minutes every day from birth to 5 years old.
- Lead Early Literacy Awareness Campaign to promote parent engagement and leadership in early education.

70%

of students in Hall County are not reading proficiently by 3rd grade.

Georgia Family Connection Partnership, Georgia Kids Count, Hall County Profile of a Child, Family and Community Well-Being, Children Succeeding in School Indicators

**We envision
a future
where...**

We envision a future where all children are reading proficiently on grade level by 3rd grade, a leading predictor of high school graduation and health outcomes. We seek to partner with educational institutions and community-based organizations to ensure all students are on a path to read to learn by 3rd grade.

**Key
Indicators
we seek
to address...**

Family stressors brought about from the stress of poverty are linked to impaired learning ability.

(Clancy Blair of New York University and the ECLS-B)

Children from low-income families fall behind in their reading proficiency by as much as two months during the summer. The achievement gap produced by summer learning loss grows over the years until it is nearly insurmountable.

(Annie E. Casey Foundation, "Early Warning Confirmed: A Research Update on Third Grade Reading")

Chronic absence has a negative effect on academic performance, especially among students from low-income families.

(Annie E. Casey Foundation, "Early Warning Confirmed: A Research Update on Third Grade Reading")

Strategies to achieve our vision...

FUND:

- Programs that reduce summer learning loss and chronic absenteeism.
- Opportunities that reduce the stress of poverty and neglect for students and families.

ADVOCATE:

- Support community efforts to improve reading proficiency in critical years of Kindergarten through 3rd grade before the transition from learning to read to reading to learn.

COLLABORATE:

- Create volunteer and business engagement opportunities that build awareness and support reading proficiency by 3rd grade.

EDUCATE:

- Develop understanding of the importance of reading from birth to achieve reading proficiency by 3rd grade.

25%

of low-income students do not graduate on time, compared to 10% of non-low-income students.

DePaoli, J., Balfanz, R., Atwell, M. and Bridgeland, J. (2018). Building a Grad Nation: Progress and Challenge in Raising High School Graduation Rates. Civic Enterprises and the Everyone Graduates Center at Johns Hopkins University.

We envision a future where...

We envision a future where all teens graduate. We seek to support at-risk students to overcome external barriers to school success.

Key Indicators we seek to address...

A mother's education level is directly correlated to her child's education level, with only 2% of children whose mother did not graduate from high school going on to graduate from high school on time versus 40% of those whose mother graduated from high school on time.

(Foundation for Child Development: Mother's Education and Children's Outcomes: How Dual-Generation Programs Offer Increased Opportunities for America's Families)

Abuse, witnessing violence, being bullied and homelessness are leading causes of students not graduating on time.

(America's Promise Alliance "Don't Call Them Dropouts")

In Georgia, only 11% of youth in foster care graduate high school.

(National Working Group on Foster Care and Education. Fostering Success in Education: National Factsheet on the Educational Outcomes of Children in Foster Care)

Strategies to achieve our vision...

FUND:

- Programs that assist at-risk students to complete their high school education.
- Opportunities that reduce the incidence of homelessness, abuse, bullying and violence to high school students.
- Programs to increase the earning potential and educational attainment of parents.

ADVOCATE:

- Support community efforts to improve services to at-risk students and their families through mentoring and family support.

COLLABORATE:

- Collaborate with Hall County and Gainesville City school systems to offer wraparound support services to students and their families.

EDUCATE:

- Improve student awareness of existing support systems to address external barriers to school success.

58%

of students have not completed education or training beyond high school.

Governor's Office of Student Achievement
High School Outcomes Dashboard.

**We envision
a future
where...**

We envision a future where youth are prepared for the workforce. We seek to support young adults in achieving self-sufficiency.

**Key
Indicators
we seek
to address...**

60% of jobs in 2025 will require some higher education.
(Complete College Georgia, <https://completega.org>)

Within 10 years, a new graduate who completes at least an associate's degree will earn, on average, \$15,600 more a year than someone who did not complete high school.

(Alliance for Excellent Education's "The Graduation Effect" with support from State Farm)

58% of young adults who graduate and go on to post-secondary training do not complete the training, leaving them with debt and 38% less earning potential than their peers who completed post-secondary training.

(Governor's Office of Student Achievement High School Outcomes Dashboard)

Strategies to achieve our vision...

FUND:

- Programs that provide college and career preparation to fulfill the workforce needs of our community.
- Opportunities that prepare students for career pathways and financial stability.

ADVOCATE:

- Support community efforts that reduce the cost of student debt related to post-secondary education.

COLLABORATE:

- Create volunteer and business engagement opportunities that help to prepare students for the workforce through internships, apprenticeships, certifications and mentoring.

EDUCATE:

- Programs to educate parents about career planning and preparing students for post-secondary completion and the workforce.

Health

Our challenges:

Life expectancy is 10-15 years less for someone in poverty.

The Association Between Income and Life Expectancy in the United States, 2001-2014

28% of the Hall County population has limited access to stores with fresh fruits and vegetables.

Hall County Vision 2030 Healthcare Consortium, Children's Health Snapshot

Population to mental health provider ratio in Hall County is 1350:1 compared to 330:1 for top U.S. performers.

County Health Rankings, 2018

Households below the poverty level experience 2x the rate of violent crimes as high-income households.

Household Poverty and Nonfatal Violent Victimization

Our aspiration is that all residents of Hall County are healthy and safe.

Life expectancy is **10-15** years less for someone in poverty.

The Association Between Income and Life Expectancy in the United States, 2001-2014

We envision a future where...

We envision a future where everyone has opportunity to be healthy and active. We seek to support at-risk populations to address health disparity in our community.

Key Indicators we seek to address...

Socioeconomic factors such as income, wealth, and education are fundamental causes of a wide range of health outcomes

(“How Are Income and Wealth Linked to Health and Longevity?” April 2015 Urban Institute)

Children in poor families are approximately 4x as likely to be in poor or fair health as children in families with incomes at or above 400% of the federal poverty level (\$97,200+ for a family of 4).

(“Socioeconomic Disparities in Health in the United States: What the Patterns Tell Us.” American Journal of Public Health)

Strategies to achieve our vision...

FUND:

- Programs that improve health through access to medication, healthy food, health education and primary and specialty care.

ADVOCATE:

- Engage in community initiatives that address the social determinants of health such as inadequate housing, transportation, language barriers and addiction.
- Encourage wellness programs in worksites across the community.

COLLABORATE:

- Collaborate with key health institutions and community-based organizations to exchange ideas, leverage resources and drive collective action.
- Commit to work with systems to reduce disparities in health and its determinants that adversely affect excluded or marginalized groups.

EDUCATE:

- Improve access to health education and preventive care.
- Educate at-risk populations about available programming and services to support health equity.

28%

of the Hall County population has limited access to stores that have fresh fruits and vegetables.

Hall County Vision 2030 Healthcare Consortium, Children's Health Snapshot

We envision a future where...

We envision a future where families have access to healthy fruits and vegetables. We seek to eliminate barriers to healthy food and choices.

Key Indicators we seek to address...

In the U.S., hunger isn't caused by a lack of food, but rather the prevalence of poverty.

("Maternal and Child Undernutrition: Consequences for Adult Health and Human Capital"
US National Library of Medicine National Institutes of Health Jan. 26 2008)

Hunger is also a cause of poverty by causing poor health, low levels of energy, and reductions in mental functioning. Hunger can lead to even greater poverty by reducing people's ability to work and learn, leading to even greater hunger.

("Maternal and Child Undernutrition: Consequences for Adult Health and Human Capital"
US National Library of Medicine National Institutes of Health Jan. 26 2008)

Strategies to achieve our vision...

FUND:

- Programs that improve availability and accessibility of healthy food choices.
- Initiatives that make healthy food options enticing and affordable.

ADVOCATE:

- Support community efforts that encourage client involvement and choice when accessing food.

COLLABORATE:

- Collaborate with neighborhoods in food deserts to exchange ideas, leverage resources and drive collective action.
- Create volunteer and business engagement opportunities that make healthy food choices available to all.

EDUCATE:

- Educational opportunities for how to make eating healthy easy, affordable and delicious.
- Nutritional education on the medical benefits of healthy eating.

Population to
mental health provider
ratio in Hall County is

1350:1

compared to 330:1
for top U.S. performers.

Population to Mental Health Provider Ratios, County Health Rankings, 2018

**We envision
a future
where...**

We envision a future where behavioral health needs are recognized and treated. We seek to increase knowledge of and access to behavioral health services.

**Key
Indicators
we seek
to address....**

The Hall County suicide rate is 13.1 per 100,000 compared to the State benchmark of 11.9. (National Vital Statistics System)

Drug overdoses and mental health issues are often co-related. Hall County had 78 drug overdose deaths per 100,000 population compared to the overall rate of 13 for the same period in Georgia. (County Health Rankings: 2014-2016)

Unmet mental health needs lead to absenteeism at work and missed school for students.

Low educational attainment, poverty, unemployment, high-risk behaviors and isolation are all factors that contribute to substance abuse. (The Rural Health Information Hub)

Strategies to achieve our vision...

FUND:

- Programs that improve access to mental and behavioral health services.
- Programs that raise awareness of and intervention in unhealthy behaviors.

ADVOCATE:

- Support community efforts to encourage education and understanding of mental health needs.

COLLABORATE:

- Collaborate with stakeholders to convene a coalition of community partners engaged in developing a strategy to address mental and behavioral health needs in Hall County.

EDUCATE:

- Educate at-risk populations about available programming and services to support mental and behavioral health.
- Improve access to mental and behavioral health services and preventive education.

Households below the poverty level experience **2X** the rate of violent crimes as high-income households.

Erika Harrell, Ph.D., and Lynn Langton, Ph.D., BJS Statisticians, Marcus Berzofsky, Dr.P.H., Lance Couzens, and Hope Smiley-McDonald, Ph.D., RTI International "Household Poverty and Nonfatal Violent Victimization"

**We envision
a future
where...**

We envision a future where instances of abuse and neglect are identified, addressed and prevented. We seek to sustain a safety net of community resources for survivors of abuse and neglect to address complex trauma.

**Key
Indicators
we seek
to address....**

Children from families with annual incomes below \$15,000 were over 22x more likely to experience maltreatment than children from families whose income exceeded \$30,000.

(Third National Incidence Study of Child Abuse and Neglect)

The crime rate is highest in lower-income areas of Hall County.

(FBI Uniformed Crime Reporting - zip code analysis bestplaces.net)

Strategies to achieve our vision...

FUND:

- Programs that prevent and address abuse and neglect.
- Services that address the effects of abuse and neglect and client engagement to complete recommended courses of treatment.

ADVOCATE:

- Be a voice for the survivors of abuse such as rape, domestic violence, sexual abuse and neglect who may otherwise suffer in silence.
- Support local law enforcement in engagement opportunities with high-risk neighborhoods.

COLLABORATE:

- Collaborate with key service providers to create a comprehensive listing of resources in Hall County.
- Create volunteer and business engagement opportunities that build awareness and create safe environments for all residents.

EDUCATE:

- Support increased awareness of healthy relationships and safety plans.

Financial Stability

Our challenges:

43.2% of Hall County households are rent-cost-burdened, spending over 30% of their income on housing.

Harvard University, Joint Center for Housing Studies

54% of Hall County families are financially burdened.

2016 Federal Poverty Guideline, Census Reporter

3,303 households in Hall County have no vehicle.

U.S. Census Bureau Comparative Housing Characteristics, 2012-2016

40% of the Hall County population struggles to meet their basic needs such as food, clothing, shelter and healthcare.

2016 Federal Poverty Guideline, Census Reporter

Our aspiration is that all residents of Hall County have opportunities to meet their basic needs and achieve self-sufficiency.

43.2 %

of Hall County households
are rent-cost-burdened,
spending over 30% of
their income on housing.

Joint Center for Housing Studies of Harvard University,
Renter Cost Burdens, Metropolitan and Micropolitan Areas

**We envision
a future
where...**

We envision a future where housing is available for all families. We seek to create solutions that support adequate, affordable and available housing for those 250% of the federal poverty guideline (\$60,000 for a family of 4) and below.

**Key
Indicators
we seek
to address...**

A household must earn ~\$35,500 annually or \$17.53/hour in order to afford a two-bedroom Fair Market Rent apartment of \$892 without paying more than 30% of income on housing.

(U.S. Department of Housing and Urban Development)

\$377/month is affordable rent for someone earning minimum wage of \$7.25/hour.

(National Low Income Housing Coalition - assuming 40-hour work week, 52 weeks per year.)

Strategies to achieve our vision...

FUND:

- Transitional housing (non-permanent) solutions that provide assistance to access housing.

ADVOCATE:

- Support solutions that provide quality housing for rent of \$892/month or less.
- Develop understanding of housing needs and identify and engage landlords for mutually beneficial solutions.
- Advocate for public-private partnerships to address housing affordability and availability.

COLLABORATE:

- Convene key educational institutions and community-based agencies to exchange ideas, leverage resources and drive collective action.
- Create business engagement opportunities for creative and collaborative housing solutions.

EDUCATE:

- Available housing listing to be created through shared information among subsidized, income-restricted, income-based voucher and private rental housing.

54%

of Hall County families are financially burdened.

2016 Federal Poverty Guideline;
Census Reporter, ACS 2016 1-year,
Household Income in the past 12 months

**We envision
a future
where...**

We envision a future where families are supported to achieve financial stability. We seek to create opportunities for families to become self-sufficient through budgeting, debt management and increased earning potential.

**Key
Indicators
we seek
to address...**

To create pathways out of poverty, one must establish financial stability. Keys to financial stability include:

- earning a self-sufficient income
- improving credit score to 650+
- paying 40% or less of monthly expenses to debt services
- savings of at least one month of living expenses

There are many barriers to obtaining a self-sufficient income such as child-care affordability and availability, transportation to employment and lack of education or certification.

Strategies to achieve our vision...

FUND:

- Financial literacy programs that work with clients beyond the classroom to establish financial stability.
- Support services offered on a sliding scale to improve access for low-income clients.

ADVOCATE:

- Job training and workforce development to achieve greater earning potential.
- Advocate against predatory lending practices.

COLLABORATE:

- Convene financial institutions and key stakeholders to leverage opportunities for financial stability by removing barriers.
- Support job opportunities that provide a living wage for qualified candidates.

EDUCATE:

- Increase opportunities for job training and work-ready certifications.

3,303

households in Hall County have no vehicle.

U.S. Census Bureau, Comparative Housing Characteristics, 2012-2016 American Community Survey 5-Year Estimates

**We envision
a future
where...**

We envision a future where systems of transportation are in place to ensure access to school, food, healthcare and other critical needs. We advocate for public-private partnership solutions to address transportation needs.

**Key
Indicators
we seek
to address...**

The majority of non-profit service providers in Hall County say inadequate transportation is a barrier to services and client success.

As unemployment rates fall, there is greater need for low-income individuals to be included in the labor pool, but in many cases, lack of transportation creates a barrier to employment.

<https://www.businessinsider.com/lack-of-transport-is-a-major-obstacle-to-employment-for-americas-poor-2018-1>

Families with limited transportation lack access to services such as education opportunities, food pantries, childcare and summer learning supports.

Strategies to achieve our vision...

FUND:

- Programs that improve employer/employee connectivity.
- Solutions that improve access to transportation.

ADVOCATE:

- Expanded service area and service hours of public transportation.
- Partnership to create a commuter bus service to attract workers from areas outside of existing public transit reach.
- Exploration of multiple forms of transportation options and opportunities.

COLLABORATE:

- Convene key public, private and community-based agencies to exchange ideas, leverage resources and drive collective action to enhance transportation options.
- Seek public-private partnerships to improve workforce accessibility through expanded transit.

EDUCATE:

- Improve public awareness of environmental benefits and increased socialization provided by public transit options.

40% of the Hall County population struggles to meet their basic needs such as food, clothing, shelter and safety.

2016 Federal Poverty Guideline; Census Reporter, ACS 2016 1-year, Household Income in the past 12 months

**We envision
a future
where...**

We envision a future where everyone has access to food, shelter, clothing and a sense of security. We seek to create a network of emergency assistance for our most vulnerable and at-risk population.

**Key
Indicators
we seek
to address...**

There are 587 identified homeless school-age children in the Gainesville City and Hall County school systems.
(McKinney-Vento data capture August 2018)

Hall County homeless adult counts outnumber the 87 total emergency shelter and transitional housing beds available.
(Georgia Department of Community Affairs, 2017 Report on Homelessness)

The Gainesville Housing Authority has a 3-5 year waiting list made up of 700+ families.
(Gainesville Housing Authority August 2018)

If unaddressed, the underlying issues of poverty can lead to child maltreatment and unnecessary child removal from the home.
(Dale, 2014 Addressing the Underlying Issue of Poverty in Child-Neglect Cases)

Strategies to achieve our vision...

FUND:

- Programs that provide emergency assistance for food, shelter, clothing and safety.
- Opportunities that restore dignity to clients as they move from emergency need to self-sufficiency.
- Programs that provide children opportunity for a safe and loving home.

ADVOCATE:

- Never do for someone what they can do for themselves and encourage clients to be active participants in their own survival.
- The opposite of poverty is not wealth; it is peace. We advocate for stability and self-sufficiency at all income levels.

COLLABORATE:

- Create a collaborative network of services to provide complete wraparound support of our most vulnerable citizens.
- Seek opportunities for unified effort to be replicated across the community and not duplicated.

EDUCATE:

- Educate clients and volunteers about the value of restoring dignity to those experiencing need.

CHANGE WON'T HAPPEN WITHOUT YOU

We must all work together to move our neighbors out of poverty. We could all work independently and then compare our results, but that is not the most efficient and effective strategy. Instead, we plan to put this Community Game Plan into action through collective impact.

Collective impact is the commitment of a group of individuals from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration.

Successful collective impact initiatives have five conditions that together produce true alignment and lead to powerful results: a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication and a backbone support organization. (Stanford Social Innovation Review)

As we move to the implementation phase of this important work, it will be essential to continually diversify and broaden our leadership. United Way is committed to working with others to staff, resource and provide oversight of this effort. Through ONE HALL, committees have been formed to support the work of each focus area in this plan. ONE HALL will continue to welcome new community members interested in creating pathways out of poverty.



YOU CAN GIVE.

Host a workplace giving campaign.

Join the United Way Legacy Society by including United Way in your will.

Become a corporate sponsor.

Make a donation at unitedwayhallcounty.org/donate

YOU CAN ADVOCATE.

Attend ONE HALL meetings.

(unitedwayhallcounty.org/onehall for meeting details)

Share United Way social media posts and join the conversation.

Have a conversation that matters with your friends and family.

YOU CAN VOLUNTEER.

Serve on a local non-profit board.

Become a mentor.

Volunteer with your co-workers through United Way.

Be a game changer!

To learn more, contact:

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Northeast Georgia Health System

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Branch Manager
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Andy Kalinauskas

President
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Director of Student Services
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Phillippa Lewis Moss

Director of Community Services
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John Pace

Chief Financial Officer
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Jay Parrish

Deputy Chief
City of Gainesville Police Department

Brandee Thomas

Executive Director
My Sister's Place

Keith Whitaker

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Joy Griffin, Ex-Officio

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Northeast Georgia Health System

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