2024-2028 STRATEGIC PLAN



Our Mission:

We strengthen our community by providing service, support, and resources to make lives better.

Who We Serve:

The Upper Arkansas Area Council of Governments (UAACOG) serves as the Regional Convenor for Colorado Planning and Management Region 13 consisting of Chaffee, Custer, Fremont, and Lake Counties. With a Board of Directors consisting of elected officials from all member counties, we serve a combined population of 82,511 in an area of 3,673 square miles.

The purpose of the organization is to provide community services on a regional basis that are not practical or efficient to provide on an individual county or municipal basis.

WE MAKE LIVES BETTER

Our Priorities:

Outreach, marketing, and community education of our services allow a greater opportunity for equitable access to resources that make lives better.

Striving to develop, strengthen, and improve **purposeful partnerships** within our community enhances our ability to make lives better.

Supporting staff allows us to more effectively provide the service, support, and resources needed to make lives better.

Ensuring fiscal sustainability allows for more robust services, support, and resources to make lives better for generations to come.



Goals

Administration

Area Agency on Aging

OUTREACH, MARKETING, AND, COMMUNITY **EDUCATION**

Head Start

Housing

Upper Arkansas Area Development Corporation (UAADC)

By the end of year five, extend outreach for both Business Loan Fund (BLF) assistance and Enterprise Zone (EZ) tax credit benefits to all counties in the region for both businesses and non-profits.

Women, Infants, and Children (WIC)

By the end of year five, develop and disseminate a clear, consistent message that establishes the UAACOG as the organization that has the answers to regional issues.

By the end of year five, increase number of applications for enrollment submitted by 50%.

By the end of year five, implement a comprehensive outreach campaign that will result in a 25% increase in awareness and utilization of agency services.

By the end of year five, increase funder awareness and client utilization of housing programs and services outside of Fremont County by 25%.

By the end of year five, increase program awareness by 30% using year one as the baseline.

Goals

Administration

Area Agency on Aging

Head Start

PURPOSEFUL PARTNERSHIPS

Housing

Upper Arkansas Area Development Corporation (UAADC)

Women, Infants, and Children (WIC) In each of the counties served, maintain membership in one or more Economic Development Corporation, Chamber of Commerce, or similar organization and participate actively in their events.

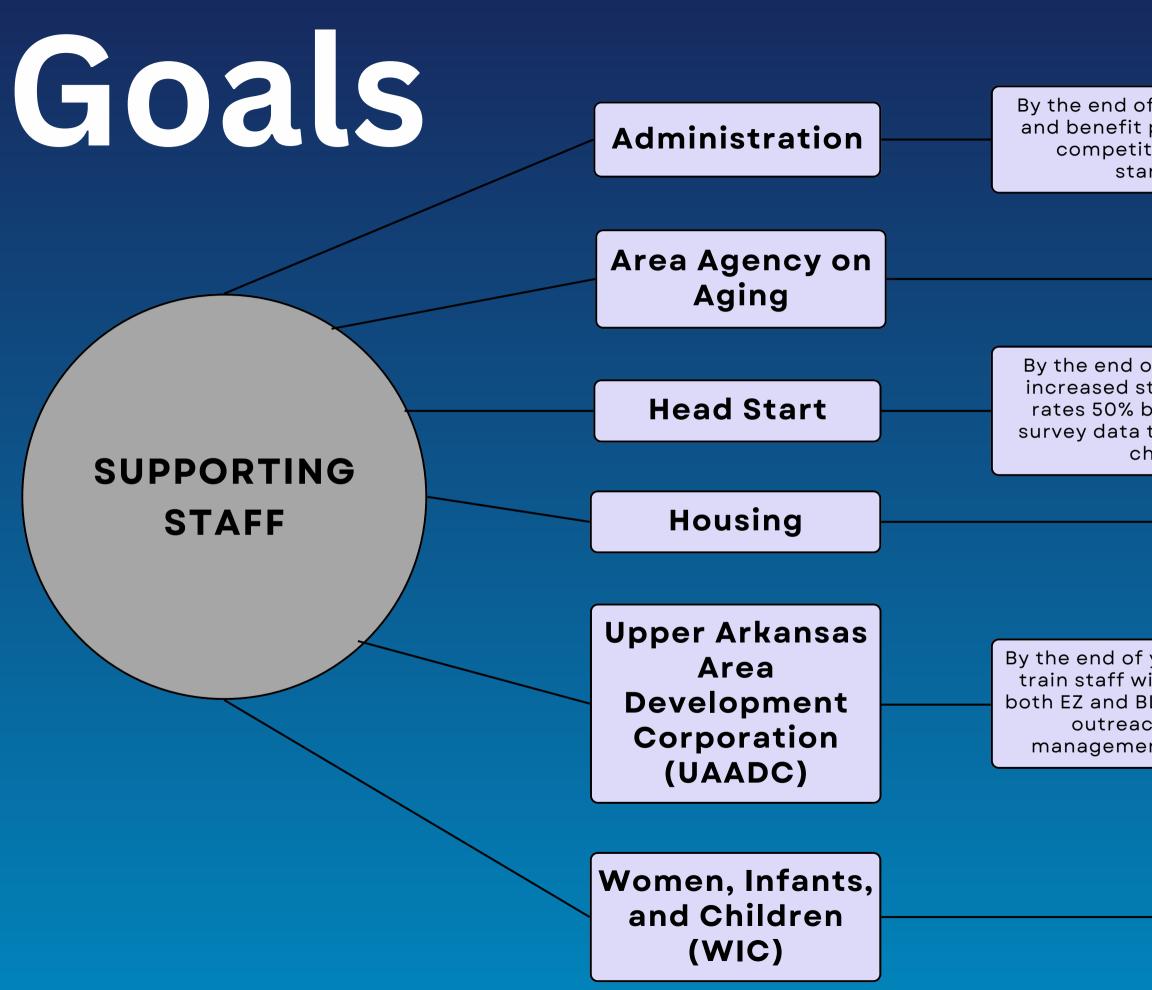
At least twice per year, host a program funder in a UAACOG facility. At least once per year, host a local and state or federal elected official in a UAACOG facility.

Establish and strengthen relationships with community partners to increase the number of referrals by 50% using year one as the baseline.

By the end of year five, develop formal transition documents between early childhood partners and school districts. By the end of year five, establish purposeful partnerships with at least five organizations, in each of our four counties, that will result in a 20% increase in the availability and accessibility of services for older adults in our region.

Build, strengthen, and expand relationships with six organizations in each of our four counties.

Establish and strengthen relationships with community partners to increase the number of referrals by 30% using year one as the baseline.



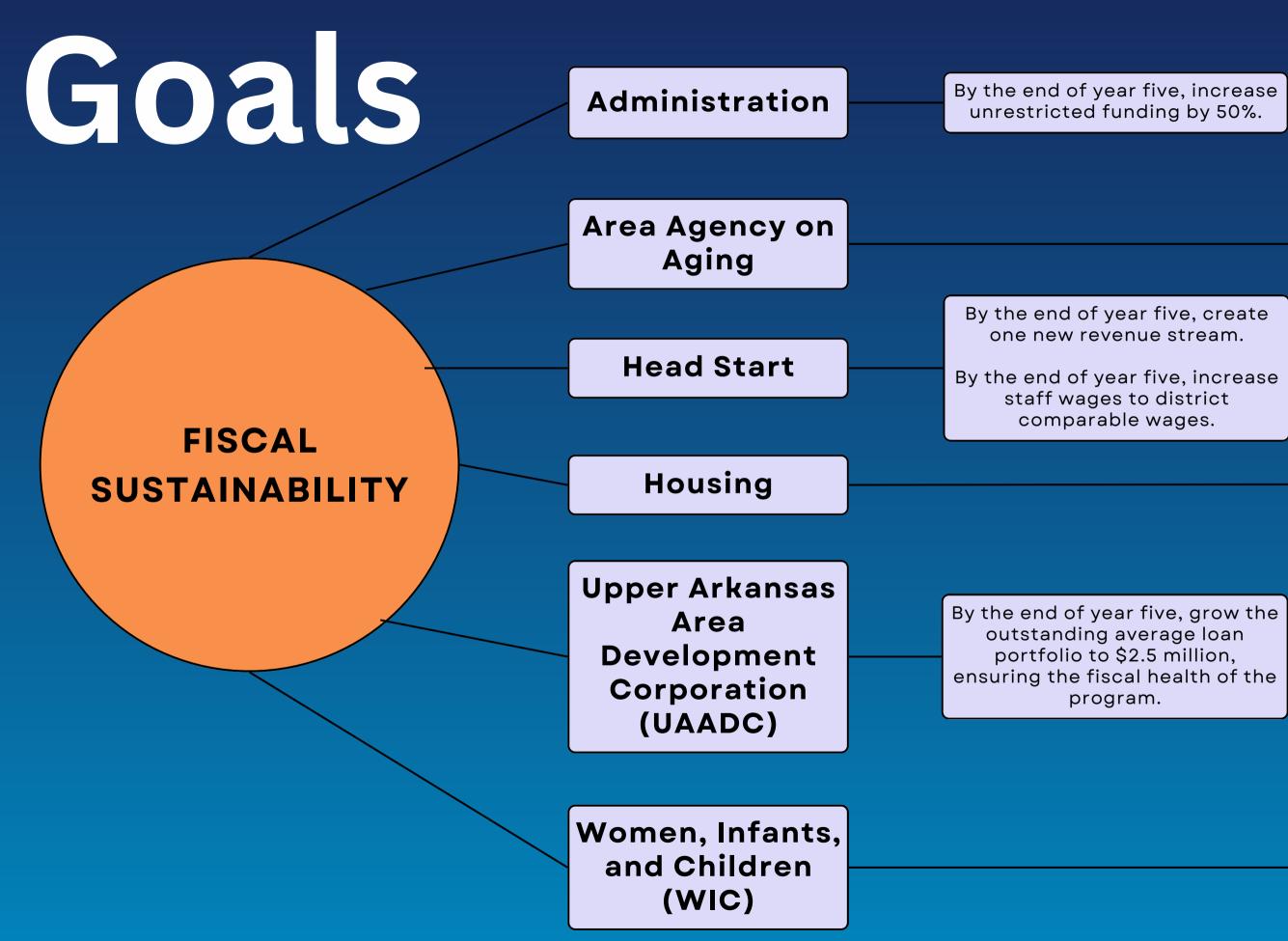
By the end of year five, salary and benefit packages will be competitive with area standards.

By the end of year five, have increased staff satisfaction rates 50% by utilizing staff survey data to drive program change. By the end of year five, implement a comprehensive staff support system that will result in increased job satisfaction, professional development, and retention rates among agency staff.

By the end of year five, create a process to increase staff retention and job satisfaction.

By the end of year five, hire and train staff with knowledge of both EZ and BLF administration, outreach, portfolio management, and lending.

By the end of year five, create a process to increase staff retention and job satisfaction.



By the end of year five, formalize a process for programmatic funding strategies.

By the end of year five, increase unrestricted funds by 100%.

By the end of year five, create one new revenue stream.

About UAACOG's Strategic Planning Process

UAACOG's 2024-2028 strategic planning process began in January 2023 and included: ten committee meetings, mission statement surveys to board members and staff, community partners focus groups in Fremont, Custer, Chaffee, and Lake Counties, and program-specific SWOT analyses and goal meetings.



We acknowledge that our mission is ambitious and our region is complex. UAACOG may modify tactics over the next five years as our region evolves and we learn from our community partners and move toward greater impact.

Committee Members

- Heather Evans, Executive Director
- Tom McConaghy, Area Agency on Aging Director
 - **Chris Henager, Head Start Director**
 - Max Hanson, Housing Director
 - Matthew Gower, Senior Services Coordinator
 - Laura Yost, Housing Counselor