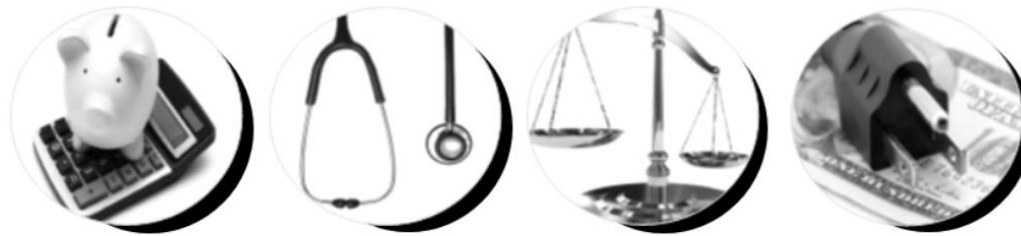




GEORGIA WATCH



three-year strategic plan
2022 - 2024



Vision

Equity and justice for all Georgia consumers.

Mission

To protect and inform Georgia consumers so all Georgians prosper, and their communities thrive.

Organizational Values

We believe:

To achieve our vision, equity must be a shared value among all Georgians.

Georgians should thrive wherever they choose to live.

Justice means all communities know and assert their rights.

To succeed, Georgia Watch must be a relentless advocate for all Georgia consumers.

Priority Impact Areas

Georgia Watch focuses on the issues we know have a significant impact on consumers' economic security and quality of life. Problems impacting quality of life are interconnected; solutions must be holistic.



Consumer Energy

We advocate on behalf of residential and small business customers before the Public Service Commission (PSC) and at the State Capitol. We raise public awareness of PSC proceedings and other energy issues impacting our state's environment, economy and ratepayers' pocketbooks with a particular focus on assisting lower-income consumers who are particularly burdened by the high cost of utilities.



Healthcare Access

We seek to ensure and expand access to safe, quality, affordable healthcare for all Georgians. We offer direct assistance through our toll-free help line, educational resources and workshops. We encourage the adoption of hospital policies that benefit vulnerable consumers, produce in-depth policy reports, raise awareness through the media, convene stakeholders to forge partnerships for change and promote policy solutions to achieve health equity.



Financial Protection

We focus on ensuring laws are in place to protect consumers' financial wellbeing, such as preventing predatory lending, and on opening doors to the financial mainstream. We assist consumers with their financial literacy by teaching the importance of bank accounts and credit ratings, effective ways to avoid becoming a victim of identity theft and fraud, proactive approaches to financial management, and avoidance of predatory lending products that often lead to additional debt. We particularly work to help disenfranchised communities gain access to financial products and services to close opportunity gaps and promote economic mobility.



Access to Civil Justice

We work to protect the right to trial by jury and promote access to the courts for all Georgians. At the state and federal levels, we oppose laws that place limits on access to the civil justice system, cap damages, expand the use of mandatory arbitration, and limit class action lawsuits. We file amicus briefs in important Georgia appellate court cases that impact consumers' access to civil justice. We also inform the public about important judicial decisions that may affect consumer rights.

Strategic Plan 2022-2024 Goals & Strategies

Goal 1:

Goal 1: Conditions in place to effect policy change in Georgia Watch's 2022-2024 priority impact areas that benefit Georgia's consumers.

Strategies for Goal 1:

1. Build a connected network of advocates capable of effecting policy change.
2. Regularly inform partners, policymakers, and community-based organizations (CBOs) about our work to increase the number of them coming to us around consumer protection issues.
3. Build strong partnerships in all regions of the state through our statewide coalition model.
4. Leverage our strong partnerships to engage communities and raise awareness of consumer issues.
5. Educate CBOs and consumers around the state about advocacy and encourage them to engage in advocacy.

Goal 2: Policy change in Georgia Watch's 2022-2024 priority impact areas to reduce the high cost of poverty and eliminate disparities based on race or location in the state.

Strategies for Goal 2:

1. Conduct research, gather data, and collect stories from consumers to identify and demonstrate policies and practices that unfairly result in higher costs of poverty.
2. Conduct research, gather data, and collect stories from consumers to identify and demonstrate policies and practices that disparately impact consumers because of their race or where they live.
3. Develop legislative recommendations to eliminate policies and practices that contribute to the high cost of poverty and the disparate impacts tied to race and place.
4. Produce a comprehensive policy report outlining the policies and practices that we recommend changing to reduce the high cost of poverty and eliminate disparate impacts tied to race and place.
5. Engage and mobilize partners, policymakers, CBOs, and communities in support of these policy recommendations.

Goal 3: Increased 1) recognition of equity as a shared value and 2) justice afforded all Georgia consumers.

Strategies for Goal 3:

1. Create conditions necessary to facilitate understanding of the factors that disparately impact low-wealth communities, communities of color, and rural communities by sharing stories and promoting dialogue.
2. Educate state leaders, policymakers, and regulators so they recognize and embrace their role in bringing about change.
3. Engage partners, CBOs, communities and policymakers in conversations about shared values.
4. Educate consumers about their rights and how to assert them.

Goal 4: Organizational capacity required to expand impact of Georgia Watch per 2022-2024 Strategic Plan.

Strategies for Goal 4:

1. Create, adopt, and follow a comprehensive development plan to help the organization meet the resource needs outlined in our strategic plan.
2. Expand the staff size to at least five.
3. Produce and implement a comprehensive communications plan to support our mission.
4. Develop and maintain an active board of directors with increased demographic diversity, expanded expertise, improved governance capability, and representation from throughout the state.



Goal #1: Conditions in place to effect policy change in Georgia Watch's 2022-2024 priority impact areas to benefit Georgia's consumers.

| Strategies | Tactics | Metrics | Resources |
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| <p><u>Strategies</u></p> <ul style="list-style-type: none"> • Build a connected network of advocates capable of effecting policy change • Regularly inform partners, policymakers, and community-based organizations (CBOs) about our work to increase the number of them coming to us around consumer protection issues • Build strong partnerships in all regions of the state through our statewide coalition model • Leverage our strong partnerships to engage communities and raise awareness of consumer issues • Educate CBOs and consumers around the state about advocacy and encourage them to engage in advocacy | <p><u>Tactics</u></p> <ul style="list-style-type: none"> • Author and distribute policy reports • Send monthly newsletters and timely calls to action to our network of contacts • Host educational forums and conduct advocacy trainings • Communicate our research and policy recommendations directly with legislators and policymakers • Lead our statewide financial protection coalition to proactively engage partner organizations throughout the state and increase grassroots advocacy efforts to stop predatory lending in Georgia • Lead our statewide community health worker advocacy coalition to encourage and support the creation of a statewide certification program for community health workers in Georgia • Participate in others' coalitions, initiatives and task forces (Health Advocates, Cover Georgia, Energy Efficiency for All, Bank On Atlanta, Atlanta Wealth Building Initiative, HouseATL Task Force) to build relationships with partners and share information about our work • Activate a speaker's bureau of volunteers that can carry key messages to diverse audiences throughout the state. Recruit and train at least 5 speaker's bureau volunteers by December 31, 2018. Promote the speaker's bureau availability to civic and community groups throughout the state, | <p><u>Metrics</u></p> <ul style="list-style-type: none"> • Number of policy reports distributed • Number of partners receiving our monthly newsletters and calls to action • Number of state legislators and policymakers receiving information about Georgia Watch's priority impact areas <ul style="list-style-type: none"> ◦ One-on-one meetings with legislators ◦ Convenings and forums to share our findings with policymakers • Number of legislators supporting Georgia Watch's policy recommendations <ul style="list-style-type: none"> ◦ Data gathered by Georgia Watch • Number of policies implemented or changed • Number of partner organizations engaged in our coalitions • Number of coalition partners collecting and sharing stories • Number of coalition partners engaging with their elected | <p><u>Resource Needs</u></p> <ul style="list-style-type: none"> • Dedicated outreach and communications staff person • Staff capacity and funding support for staff time to lead coalitions • Lobbyist to engage legislators and other policymakers • Staff person overseeing volunteer management |



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| | <p>with a traditional and social media launch no later than February 1, 2019.</p> <ul style="list-style-type: none"> • Develop a volunteer structure to support the work of the organization <ul style="list-style-type: none"> ○ By December 2018, identify all work to be done by volunteers and create position descriptions for the volunteer work | <p>officials or local policymakers</p> <ul style="list-style-type: none"> • Number of regional meetings organized and hosted by Georgia Watch • Number of advocacy trainings organized and conducted by Georgia Watch • Number of coalition partners sharing advocacy messages on social media • Number of coalition partners talking with the media or submitting op-eds • Number of active volunteers | |
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Goal #2: Policy change in Georgia Watch's 2022-2024 priority impact areas to reduce the high cost of poverty and eliminate disparities based on race or location in the state.

| Strategies | Tactics | Metrics | Resources |
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| <p><u>Strategies</u></p> <ul style="list-style-type: none"> • Leverage relationships with coalitions (Community Health Worker Advocacy Coalition, Georgia Financial Protection Coalition, etc.) to conduct research, gather data, and collect stories from consumers to identify and demonstrate policies and practices that unfairly result in higher costs of poverty • Leverage relationships with coalitions (Community Health Worker Advocacy Coalition, Georgia Financial Protection Coalition, etc.) to conduct research, gather data, and collect stories from consumers to identify and demonstrate policies and practices that disparately impact consumers because of their race or where they live • Develop legislative recommendations to eliminate policies and practices that contribute to the high cost of poverty and the disparate impacts tied to race and place • Produce a comprehensive policy report outlining the policies and practices that we recommend changing to reduce the high cost of poverty and eliminate disparate impacts tied to race and place • Engage and mobilize partners, policymakers, CBOs, and communities in support of these policy recommendations | <p><u>Tactics</u></p> <ul style="list-style-type: none"> • Collect stories through our coalition partners • Send regular communications and advocacy opportunities to our coalition partners • Reach specific target audiences (elected officials, policymakers, individual consumers, fellow advocates, funders) with information on our issues and effective messages that inspire action <p><u>Financial Protection & Economic Mobility</u></p> <ul style="list-style-type: none"> • Provide access to the financial mainstream and increase economic opportunity for urban and rural Georgians in lower-income communities of color that have historically lacked access to bricks and mortar banks and capital for entrepreneurs. • Continue to support the full launch of the City's Bank On Atlanta program, which will provide improved banking access for residents and small businesses in areas of the City that are underserved by traditional banks and credit unions. • Work with our partners in the Atlanta Wealth Building Initiative (AWBI) to spur local action to support Black-owned businesses in SW Atlanta on the BeltLine's Westside Trail. <p><u>Healthcare Access and Affordability</u></p> <ul style="list-style-type: none"> • Advocate for policies that reduce health disparities in communities of color | <p><u>Metrics</u></p> <ul style="list-style-type: none"> • Number of stories collected to highlight our policy recommendations • Number of comprehensive policy reports with legislative recommendations distributed • Number of laws passed or policies implemented in Georgia each year that reduce the high costs of poverty and reduce disparities based on race and place • Number of residents who attend a Bank On Atlanta information session • Number of small business owners who attend a Bank On Atlanta training series. • Number of Black small business owners and entrepreneurs (young adults) in Southwest and West Atlanta identified and engaged by the AWBI. • Expansion of the CHW workforce via a statewide training and certification | <p><u>Resource Needs</u></p> <p>Staff with policy and research expertise</p> <p>Printing</p> <p>Staff with grassroots outreach and engagement expertise</p> |



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| | <p>and rural Georgia by advocating for the following: expansion of the Community Health Worker profession to promote the use of community health workers to provide culturally fluent care; expanded use of telehealth; and hospital investment in community benefits.</p> <ul style="list-style-type: none"> • Advocate for policies that increase access to affordable insurance coverage, particularly for lower-income Georgians. • Advocate for policies that increase access, reduce costs, improve transparency, and advance quality in healthcare. <p><u>Reducing the Energy Burden</u></p> <ul style="list-style-type: none"> • Advocate for corporate and government investments in energy efficiency programs and making those programs available to low-income residents. • Continue to advocate for protections for residential ratepayers from higher Plant Vogtle costs. <p><u>Civil Justice</u></p> <ul style="list-style-type: none"> • Advocate for policies that enable consumers to have their day in court and obtain appropriate damages when they are harmed. | <ul style="list-style-type: none"> • Increased capacity of CHWs to engage in legislative and policy advocacy | |
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Goal #3: Increased 1) recognition of equity as a shared value and 2) justice afforded to all Georgia consumers.

| Strategies | Tactics | Metrics | Resources |
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| <p><u>Strategies</u></p> <ul style="list-style-type: none"> • Create conditions necessary to facilitate understanding of the factors that disparately impact low-wealth communities, communities of color, and rural communities by sharing stories and promoting dialogue • Educate state leaders, policymakers, and regulators so they recognize and embrace their role in bringing about change • Engage partners, CBOs, communities and policymakers in conversations about shared values • Educate consumers about their rights and how to assert them | <p><u>Tactics</u></p> <ul style="list-style-type: none"> • Host regional educational forums and convenings throughout the state on our issues <p><u>Financial Protection & Economic Mobility</u></p> <ul style="list-style-type: none"> • Reduce use of alternative financial services through consumer education. • Provide strategic planning support and policy education for lower-income residents in urban and rural Georgia advocating for equitable development of their communities. <p><u>Healthcare Access and Affordability</u></p> <ul style="list-style-type: none"> • Develop resources that increase health literacy for the uninsured and underinsured. <p><u>Reducing the Energy Burden</u></p> <ul style="list-style-type: none"> • Educate consumers on how to save money on their power bills. <p><u>Civil Justice</u></p> <ul style="list-style-type: none"> • Educate consumers about arbitration agreements and language in contracts that can impede their access to civil justice. | <p><u>Metrics</u></p> <ul style="list-style-type: none"> • Number of educational workshops conducted • Number of educational resources distributed • Number of trainers trained throughout Georgia by Georgia Watch on financial literacy topics • Number of consumers (both urban and rural) educated on our priority impact areas • Fewer consumers using alternative financial services | <p><u>Resources Needed</u></p> <ul style="list-style-type: none"> • Support for development of educational resources and workshops • Printing • Staff travel budget • Venue rental and refreshment budget for forums |



Goal #4: Organizational capacity required to expand impact of Georgia Watch per 2022-2024 Strategic Plan.

| Strategies | Tactics | Metrics | Resources |
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| <ul style="list-style-type: none"> • Create, adopt, and follow a comprehensive development plan to help the organization meet the resource needs outlined in our Strategic Plan • Expand the staff size to at least five • Produce and implement a comprehensive communications plan to support our mission • Develop and maintain an active board of directors with increased demographic diversity, expanded expertise, improved governance capability, and representation from throughout the state. | <p><u>Tactics for development plan</u></p> <ul style="list-style-type: none"> • Work with a consultant to create a development plan that includes messaging frameworks and campaign strategies for cultivating new donors to help the organization meet the resource goals outlined in the strategic plan, by December 2018. • Demonstrate the need for additional staff to funders who support implementation of our strategic plan. <p><u>Tactics for communications plan</u></p> <ul style="list-style-type: none"> • Invest in technology that supports achievement of organizational goals. Acquire additional databases, analytics, and communications tools. • By February 2019, revamp the website to include key messages, calls to action, and highlights of Georgia Watch's work and successes. • By February 2019, create an infographic that showcases Georgia Watch's priorities, data points, and accomplishments. Update at least annually. • Keep website Resources page updated and continually promote our resources through social media and general media placements. • Continue to activate social media engagement by promoting shares by followers on Instagram, Facebook and Twitter. Utilize Facebook paid boosts to reach additional (potential) supporters. • Maintain a toll-free consumer hotline to answer consumer questions, capture consumer stories, and provide direction. <p><u>Tactics for board development</u></p> <ul style="list-style-type: none"> • Activate the board's skills and contacts to support the organization. | <p><u>Development metrics</u></p> <ul style="list-style-type: none"> • Increase in unrestricted revenue; the number of new donors; funding from individuals; funding from corporate and business donors, and funding from grants. • Sufficient annual revenue to maintain a staff of five <p><u>Communications metrics</u></p> <ul style="list-style-type: none"> • Increase media placements • Increase social media shares • Increase engagement through our direct e-mail • Increase website visitors <p><u>Board metrics</u></p> <ul style="list-style-type: none"> • Racial, ethnic & geographic diversity of the Board of Directors • Number of active, engaged members of the Board of Directors • Number of attendees brought to annual reception by current Board members | <p><u>Resource Needs</u></p> <ul style="list-style-type: none"> • Dedicated outreach and communications staff person • Dedicated development staff person • Training for board on effective governance |



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| | <ul style="list-style-type: none"> • Define measurable expectations of board service, including board meeting attendance, access to networks, personal giving, and committee service. • Assure diverse board representation from a variety of backgrounds, skills, race/ethnicity, gender, and geographic locations in Georgia. • Establish a workable committee structure to support the strategic plan, with each committee chaired by a board member and populated by board and non-board members. • Develop the capacity of the board through education, training, and support. • Enable the board to govern, provide oversight, support fundraising, and continue to be effective ambassadors for Georgia Watch. • Utilize technology for board member communications. | <ul style="list-style-type: none"> • Number of sponsorships and donations secured by Board members | |
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