

## **United Way Strategic Plan Summary**

- GOAL 1** Increase community awareness of United Way through improved communication of vision and activities
- GOAL 2** Identify, secure and distribute resources throughout the community to achieve desired results of United Way's mission
- GOAL 3** Continually assessing the diverse needs of our community to achieve desired results of United Way's mission
- GOAL 4** To establish strong staff and volunteer leadership in order to facilitate, promote and enhance the work of United Way

United Way Strategic Plan  
TIMELINE  
2018-2020

<b>DUE</b>	<b>Task</b>	<b>Responsible Party</b>	
<b>2017</b>	Complete development of Marketing/Communications Plan	Marketing Committee	
	Assist in development of Marketing/Communication Plan with emphasis on new donors	Finance Committee	
<b>2018</b>	Implement new Marketing/Communication Plan	Marketing Committee	
	Increase grant writing	Finance Committee	
	Evaluate grading system (to improve financial responsibility via requirements of agencies)	Finance Committee	
	Begin identification of unmet needs	Resource/Inter-Agency Committee	
	Plan education program for agencies	Resource/Inter-Agency Committee	
	Begin assessment on staffing needs, job descriptions; salary scale	Executive Committee	
	Begin board member recruitment plan	Executive Committee	
	Assess objectives met in Year 1 of Strategic Plan	All Committees	
	<b>2019</b>	Implement new grading system	Finance Committee
		Assist with coordination to meet unmet need	Resource/Inter-Agency Committee
Conduct board development training program		Executive Committee	
	Assess objectives met in Year 2 of Strategic Plan	All Committees	
<b>2020</b>	Monitor unmet needs	Resource/Inter-Agency Committee	
	Assess objectives met in Year 3 of Strategic Plan	All Committees	
	Prepare next Strategic Plan	All Committees	

## United Way of Colquitt County - Strategic Plan 2018-2020

<b>MISSION:</b>	"To organize, coordinate and maximize the resources available to our diverse community to improve the quality of life."	
<b>VISION:</b>	"Caring people working together to improve the quality of life in Colquitt County"	
<b>VALUES:</b>	Service...Transparency...Respectable...Responsible...Accountable...Team Work...Cooperation...Inclusive...Dependability	
<b>GOAL #1</b>	The desired outcome; something to accomplish; BROAD	<b>Increase community awareness of United Way through improved communication of vision and activities</b>
<b>Objective</b>	Specific, Measurable, Attainable, Realistic & Timely (SMART)	<b>Develop a marketing plan for 12-month United Way presence which will increase tools and methods of communication</b>
<b>Who is Responsible?</b>	Assigned to which staff member, committee chair or volunteer	<b>Marketing Committee</b>
<b>Performance Measurements</b>	Quantifiable measurement to determine success & accountability	<b>a. Achieved Annual Goal (first measurement Dec 2018)</b> <b>b. Increased number of new donors</b>
<b>Timeline</b>	To be accomplished by what date	<b>By December 2017 - Complete development of Marketing/Communication Plan</b> <b>Early 2018 - Implement new Marketing/Communication Plan</b>

# ***United Way of Colquitt County - Strategic Plan 2018-2020***

## **GOAL 1      Increase community awareness of United Way through improved communication of vision**

### **Objectives:**

#### **1. Need for 12-month United Way presence; not just a presence during campaign**

- a) Have a BIG CHECK presentation throughout the year (with no mention of amount of check rather emphasis on what results are occurring due to UW funds)
- b) Begin "Agency Spotlight" to emphasize what's happening at UW agencies ---- this spotlight MUST address results that show impact of UW \$
- c) Develop and publish testimonials of outcomes due to giving of United Way donors

#### **2. Need to increase tools and methods of communication to educate and promote message of UW and agencies (i.e. more social media presence to increase interest in UW)**

- a) Improve awareness of giving on-line option
- b) Publish UW document showing \$ raised and \$ allocated

#### **3. Develop Marketing/communications plan**

- a) Consider publishing a UW calendar
- b) Encourage local mission such as a "Day of Action" in Colquitt County
- c) Implement promotional efforts according to newly developed marketing/communication plan

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<b>GOAL #2</b>	The desired outcome; something to accomplish; BROAD	<b>Identify, secure and distribute resources throughout the community to achieve desired results of United Way's mission</b>
<b>Objectives</b>	Specific, Measurable, Attainable, Realistic & Timely (SMART)	<ol style="list-style-type: none"> <li>1. Identify new fundraising methods and new donors</li> <li>2. Improve financial responsibility via requirements of UW agencies</li> <li>3. Move more UW agencies from dependence</li> </ol>
<b>Who is Responsible?</b>	Assigned to which staff member, committee chair or volunteer	<b>Finance Committee</b>
<b>Performance Measurements</b>	Quantifiable measurement to determine success & accountability	<ol style="list-style-type: none"> <li>a. Achieved Annual Goal</li> <li>b. Increased number of new donor</li> <li>c. Increased funding from grants</li> <li>d. Improved grading system for allocations</li> </ol>
<b>Timeline</b>	To be accomplished by what date	<p><b>By end of 2017 - Assist in development of Marketing/Communication Plan with purpose of reaching new donors;</b></p> <p><b>2018 - increase grant writing; Evaluate grading system</b></p> <p><b>Completed by June 2019 - Implement new grading system</b></p>

# United Way of Colquitt County - Strategic Plan 2018-2020

## **GOAL 2            Identify, secure and distribute resources throughout the community to achieve desired results of United Way's mission**

### **Objectives:**

#### **1. Identify new fundraising methods and new donors**

- a) Increase grant-writing
- b) Continue with community impact grants
- c) Work with marketing and communications committee to increase number of donors

#### **2. Improve financial responsibility by requiring all UW agencies to become fiscally responsible and accountable for funds received (need to assist agencies meet fiscal responsibilities)**

- a) Develop priority system to determine who receives funding
- b) Evaluate and develop grading system of agency to determine how funded; how funds are used; and accountability of funds
- c) Consider requirement of independent agency fundraiser

#### **3. Move agencies from absolute dependence on UW funds**

- a) Increase grant-writing
- b) Continue with community impact grants
- c) Consider requirement of independent agency fundraiser

# United Way of Colquitt County - Strategic Plan 2018-2020

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<b>GOAL #3</b>	The desired outcome; something to accomplish; BROAD	<b>Continually assessing the diverse needs of our community to achieve desired results of United Way's mission</b>
<b>Objectives</b>	Specific, Measurable, Attainable, Realistic & Timely (SMART)	<ol style="list-style-type: none"> <li>1. Identify and address unmet needs of the community</li> <li>2. Educate agencies on services provided; encourage collaboration, not duplication</li> <li>3. Continually monitor trends/issues that identify unmet community needs</li> </ol>
<b>Who is Responsible?</b>	Assigned to which staff member, committee chair or volunteer	<b>Resource and Inter-Agency Committee</b>
<b>Performance Measurements</b>	Quantifiable measurement to determine success & accountability	<ol style="list-style-type: none"> <li>a. Establishment of new or existing non-profit to address unmet need</li> <li>b. Creation of semi-annual inter-agency seminar</li> <li>c. Creation of report showing changing trends in community</li> </ol>
<b>Timeline</b>	To be accomplished by what date	<b>By end of 2018 - Begin identification of unmet needs; Plan education program for agencies;</b> <b>2019 - Assist with coordination to meet unmet need; 2020 - Monitor needs</b>

# United Way of Colquitt County - Strategic Plan 2018-2020

## **GOAL 3**                      **Continually assessing the diverse needs of our community to achieve desired results of United Way's mission**

### **Objectives:**

#### **1. Identify and address unmet needs of the community**

- a) Reviewing stats, research, trends and issues benefit UW's knowledge of community needs
- b) Encourage establishment of new or expansion of existing non-profit agency to address the unmet need
- c) Develop listing of priority of needs in community

#### **2. Educate agencies on all services provided in Colquitt County and encourage collaboration, not duplication.**

- a) Facilitate meetings of agencies coming together to cooperate and collaborate, not duplicate services
- b) Creation of semi-annual interagency seminars

#### **3. Continually monitor trends/issues that identify community needs that should be met.**

- a) Create report showing changing trends in Colquitt County
- b) Monitor research results and poverty studies to determine impact on Colquitt County



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<b>GOAL #4</b>	The desired outcome; something to accomplish; BROAD	<b>To establish strong staff and volunteer leadership in order to facilitate, promote and enhance the work of United Way</b>
<b>Objectives</b>	Specific, Measurable, Attainable, Realistic & Timely (SMART)	<ol style="list-style-type: none"> <li><b>1. Conduct comprehensive assessment to determine staffing needs of UW</b></li> <li><b>2. Develop appropriate job descriptions and salaries for staff</b></li> <li><b>3. Develop a plan to attract high potential community leaders willing to take an active role in UW</b></li> <li><b>4. Develop plan for board development training; create meaningful opportunities to increase effectiveness of Board</b></li> </ol>
<b>Who is Responsible?</b>	Assigned to which staff member, committee chair or volunteer	<b>Executive Committee</b>
<b>Performance Measurements</b>	Quantifiable measurement to determine success & accountability	<ol style="list-style-type: none"> <li><b>a. Completed assessment of staffing needs.</b></li> <li><b>b. Completed creation of job description and salary scale.</b></li> <li><b>c. Completed plan for recruitment of high potential leaders as Board members.</b></li> <li><b>d. Implementation of UW Board member training; Involved and effective UW Board members.</b></li> </ol>
<b>Timeline</b>	To be accomplished by what date	<b>By June 2018 - Begin assessment on staffing needs; job descriptions; salary scale; Begin board member recruitment plan</b> <b>2019 - Conduct Board Development Training program</b>

# United Way of Colquitt County - Strategic Plan 2018-2020

## **GOAL 4      To establish strong staff and volunteer leadership in order to facilitate, promote and enhance the work of United Way**

### **Objectives:**

#### **1. Conduct comprehensive assessment to determine staffing needs of UW**

- a) Consider Increase staff size - add part time support staff or part-time Assistant Director
- b) Consider funding full-time executive director position
- c) Demonstrate where staff generates a higher return of investment
- d) Consider interns to assist with work load

#### **2. Develop appropriate job descriptions and salaries for staff**

- a) Develop plan for funding more staff with adequate compensation
- b) Review current job description and see what modifications are necessary to meet UW needs

#### **3. Develop a plan to attract high potential community leaders who are willing to take an active role in UW**

- a) Identify new board members and leaders for future
- b) Identify ways to reach a younger market of volunteers and donors; make UW appealing to younger generation
- c) Assess size of UW Board and terms; rotating terms

#### **4. Research board development training offered by United Way and then create meaningful opportunities to increase the effectiveness of current and future Board members**

- a) Need for Board Development training
- b) Consider Leadership Development Grants for training (partner with civic clubs who may fund this type of training)
- c) Develop more active role of committees
- d) Build better non-profit boards of UW agencies
- e) Need for non-profit leadership training (i.e. Archway training)