

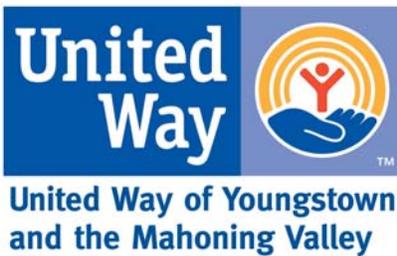
**United
Way**



**United Way of Youngstown
and the Mahoning Valley**

STRATEGIC PLAN 2015-2018

Adopted: January 2015

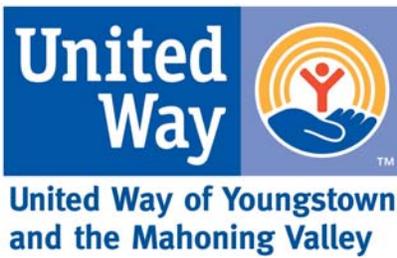


MISSION STATEMENT

Our United Way is the catalyst and driving force for collaborative, sustainable community impact.

VISION STATEMENT

United Way will be recognized for measurable impact, systemic change, changing lives, and be the top nonprofit of choice among donors.



STRATEGIC AREA: COLLABORATION/ COMMUNITY IMPACT

GOAL:

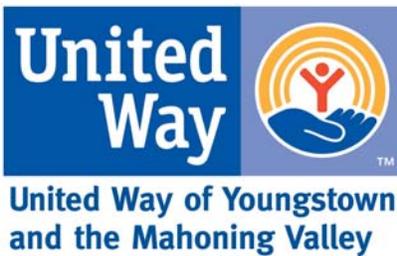
Develop partnerships to address community-wide problems.

OBJECTIVE:

Develop measurable results demonstrating the value of collaboration and collective impact in the community.

Strategies:

1. Convene community organizations and stakeholders to identify specific community issues to address needed services.
2. Partner with willing community organizations and stakeholders to create innovative programs to address the identified needs.
3. Develop tools with measurable benchmarks to identify progress and impact.
4. Identify and recognize the organizations collaborating, and publicize the impact and results of the programming.



STRATEGIC AREA: IMPACT MODEL

GOAL:

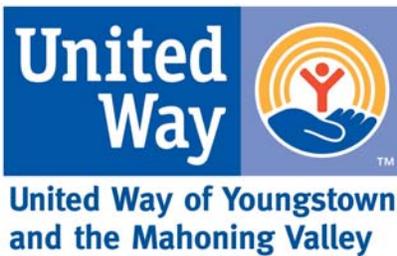
Provide a collaborative community program addressing the multiple needs in pre-K children and beyond and their families.

OBJECTIVE:

Identify a community partner, develop and implement a pilot, and demonstrate success.

Strategies:

1. Research successful after-six programs, collect the data, identify possible partners, and choose willing partners to pilot the program.
2. Identify and develop the program model to address the identified needs holistically.
3. Identify specific benchmarks to measure impact (literacy, truancy, attendance, tardiness).
4. Designate a percentage of funding towards the pilot program.
5. Explore developing incentive funding for the pilot impact program and providing a community match.
6. Develop the parameters for evaluation, and report out the results of the pilot program at six-month intervals.



STRATEGIC AREA: DONOR ATTRACTION

GOAL:

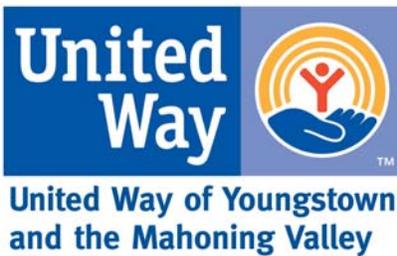
Become the top choice for community giving by making a measurable impact in the valley.

OBJECTIVE:

Recruit, retain, and sustain donors within the community.

Strategies:

1. Develop a communication plan with a consistent marketing message providing an ongoing education to stakeholders and broader community.
2. Increase personal contact with leadership givers, educating them about the impact model.
3. Conduct one-on-one meetings with campaign coordinators to identify problems and match them with experienced coordinators.
4. Educate the stakeholders and consistently communicate about the changes in funding strategies.
5. Engage, develop, and increase the donor base to attract new potential givers.



STRATEGIC AREA: MARKETING AND EDUCATION

GOAL:

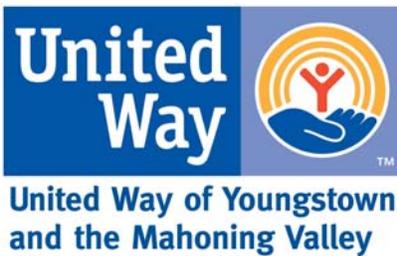
Increase community awareness of the results and impact of United Way that sets UW apart from other community funders.

OBJECTIVE:

Heighten community awareness, increase giving, and develop specific measures for marketing impact.

Strategies:

1. Provide a consistent message of United Way's impact through the use of TV, radio, print, billboards and social media.
2. Evaluate the use of commercials and the best time of year to run them.
3. Publicize programs and results in various media outlets on a quarterly basis.
4. Designate a higher percentage of funding toward marketing efforts, and evaluate the results.
5. Utilize the radio talk show venue to publicize our efforts and results.
6. Continue the direct mail campaign; consider requesting funds specific to the impact model.
7. Explore co-sponsoring a Chamber information event regarding United Way's contributions to the community.
8. Continue updating the United Way website, adding the impact model.
9. Consider developing a volunteer speakers bureau to speak about the impact model to community organizations, companies, and community groups such as Kiwanis, Lions, Rotary, etc.



STRATEGIC AREA: STAFF DEVELOPMENT

GOAL:

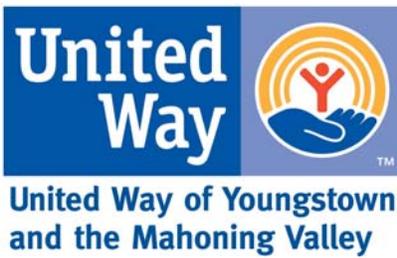
Recruit, retain and develop staff.

OBJECTIVE:

Increase staff capacity and clarify job expectations.

Strategies:

1. Invest in staff's professional development and leadership skills through supporting conference attendance and membership in community groups.
2. Explore providing non-traditional incentives such as flex time, comp time, etc.
3. Change policies where necessary to provide non-traditional incentives.
4. Fund specific areas of staff development such as marketing, leadership, and education.
5. Budget for staff development proactively rather than reactively.
6. Provide orientation for new staff, and assign a staff mentor during the first six months of employment.
7. Developed mixed committees of staff, Board, and volunteers to inspire relationships and networking.



STRATEGIC AREA: FOUNDATION RELATIONSHIPS

GOAL:

Develop collaborative partnerships with local foundations.

OBJECTIVE:

Maintain and increase the funding base.

Strategies:

1. Explore and develop new foundation opportunities while maintaining current relationships.
2. Develop new sources of revenue through small, family-based foundations, and grant writing.
3. Explore hiring a contracted grant writer for specific opportunities.
4. Explore hiring a contracted grant writer for specific opportunities.
5. Explore grant possibilities and new funding opportunities related to the impact model.