

2014-2016

Strategic Direction



APPROVED NOVEMBER 21, 2013

United
Way



United Way of Greater
Richmond & Petersburg

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A MESSAGE FROM THE PRESIDENT

Dear Friends:

I am both pleased and proud to introduce this strategic plan, which is deeply rooted in United Way of Greater Richmond and Petersburg's history and has grown organically from our previous strategic directions and organizational successes.

At the heart of this important document lies a newly articulated statement of purpose, updated core values and four key organizational objectives to drive us forward. It represents a truly collaborative process that incorporated input from board members, staff, volunteers, corporate partners and non-profit leaders.

The plan also embodies a thorough assessment of the environment in which we serve – both now and in the future. The strategic planning process included extensive analysis of the changing dynamics of service delivery, resource development and the competitive marketplace. As a community, we need to look for better ways to combine resources and work together to make lasting change. With this plan, United Way is poised to be at the forefront of community change, collaborating with others to focus on the root causes of our most pressing issues.

While the final document is a result of a great deal of care and forethought, it must be noted that we developed this plan with a strong sense of urgency and a push to be BOLD. If United Way of Greater Richmond and Petersburg is to continue to be a regional non-profit leader, we need to be able to adapt to a dynamic and ever changing environment. We will monitor progress using a scorecard to communicate to our stakeholders our progress as well as our course-corrections over time. Only by being constantly vigilant and making difficult decisions among competing priorities will we be able to achieve established goals.

I earnestly believe that this strategic plan will stand not only as a bold, first step to achieving the stated objectives but will serve as a dynamic roadmap for our United Way's journey to greater relevance, stronger relationships and ultimately greater opportunities for people in our region to lead successful lives.

We hope you will take the opportunity to read this plan and find ways to GIVE, ADVOCATE and VOLUNTEER with us to create greater opportunities for residents of our region.



Lynn Pharr
CEO



Purpose: United Way of Greater Richmond and Petersburg exists to mobilize people, multiply investments and maximize opportunities so people learn more, earn more and lead safe and healthy lives.

Our Core Values:

We create a culture of **SERVICE**. We give priority attention to those most in need and are committed to honest, truthful, ethical and transparent engagement.

We act with **INTEGRITY**. We conduct ourselves with the highest regard for fairness, trust and respect for others.

We demonstrate **COURAGEOUS LEADERSHIP**. We value strong leadership and act as a catalyst for promoting positive change in our community.

We commit to **EXCELLENCE** in all we do. We are dedicated to continuous improvement and innovation through experience, knowledge and data.

We hold ourselves to the highest standards of **ACCOUNTABILITY** for actions and results. We are conscientious stewards of resources entrusted to us, and we commit to delivering specific, defined results.

We **LIVE UNITED**. We provide a *united way* for people to come together because we believe that collaboration mobilizes community resources and leads to better outcomes.

We have a clear and compelling reason for our relevance in this community:

- We are an effective and strategic leader known for bringing individuals, organizations, and funders together to serve as a catalyst for change and achieving results on a community wide scale.
- We have the trust of thousands of donors who value the role we play in studying our community's issues and prioritizing how to allocate donor contributions.
- Over many years, we have developed a reputation as a strong convener around human service issues. We have brought the community together through efforts such as Smart Beginnings, Homeward, Age Wave, MetroCASH, and most recently, quality out of school time.

History

Since 1911, United Way of Greater Richmond and Petersburg has sought solutions by convening others to address community needs. Our approach and strategies have changed over the years, but our purpose has remained constant -- we exist to serve our community. For many years, we raised as much money as possible to support a myriad of human service agencies in our region. Our focus evolved in the 90's to funding partner agencies and programs that were held accountable for achieving outcomes. This new way of funding had a significant impact and effect in the community. Bolstered by national attention around accountability and return on investment, foundations and other local funders followed United Way's lead and soon outcome reporting became the norm. As time went by, we realized that community change requires more than funding programs; it also requires system level work. Homeward and Success By Six were incubated within United Way to address systemic issues involving homelessness and early childhood, respectively. This work required the development of different metrics, the need for collaboration and cooperation on public policy issues, and cross sector engagement and accountability. In short, United Way has been constantly evolving to meet the needs of our community.

Today, just as in 1911, we believe that we can meet the needs of our community by working together. Our call to mobilize, maximize and multiply the caring power of people to help solve our community's pressing issues has never been needed more than it is right now.

The Plan's Development: Volunteer Driven, Volunteer Led.

In April of 2013, the Board of Directors of United Way decided to develop a three year strategic plan. The process was led by a Strategic Planning Committee comprised of representatives from the board and senior staff. Over an eight month period, the Planning Committee reviewed national and local trends and other factors that could affect our organization. It also reviewed the structure of our organization and how we operate internally. Specifically, the process conducted by the Planning Committee and Scope View Strategic Advantage, the company we hired as a facilitator, included:

- Focus groups were convened consisting of the entire staff and many of our corporate partners and partner agencies to build a comprehensive strength, weaknesses, opportunities and threats analysis.
- Data was analyzed concerning national and local trends in philanthropy and how those trends impact the United Way system.
- Members of United Way committees focused on donor relations, finance, and community building helped develop the strategies and goals that form the basis of this plan.

This collective input has resulted in the development of a new purpose and set of strategic imperatives for the organization. It has defined United Way of Greater Richmond and Petersburg's "sweet spot" - our niche in the community; our unique value proposition.

STRATEGIC PLANNING COMMITTEE

Anthony Conte

Chair
Wells Fargo Bank

Maggi Beckstoffer

MBM Marketing

Robert Blake

Community Volunteer

Robert Crum

Richmond Regional Planning District
Commission

Judith Lundie Gill

Community Volunteer

Mark B. Goodwin

LeClair Ryan

Michael N. Herring

Richmond Commonwealth Attorney

Mark A. Householder

Principal Financial Group

Jonathan Leon

The Brink's Company

Cheryl Reeve Moore

The Federal Reserve Bank of Richmond

Amy P. Nisenson

The Mary Morton Parsons Foundation

Shannon L. Venable

Dominion Resources, Inc.

Gail Letts

Board Chair
C&F Bank

Channing Martin

Board Chair Elect
Williams Mullen

Staff support: Lynn Pharr, CEO; Laura Meloy, COO, Heath Niemeyer, CDO; Gail Harris, CIO; Heather Turbyne-Pollard, VP of Strategic Engagement and Joan Marable, Director of PR and Communications

Facilitation and Technical Support: Bill Millett, Scope View Strategic Advantage



THEORY OF CHANGE

The following Theory of Change compares past realities and structures about our mission, environment, internal operations and staffing against present day realities and trends. We must acknowledge the changing dynamics of our environment, both internal and external, if we are to achieve results and lead community change.

CORE FUNCTIONS	PAST REALITIES	TO	PRESENT REALITIES	FUTURE GOALS
Mission work of the organization	Raise money through an annual campaign. Make grants to a select number of partner agencies.	⇒	Mobilize community stakeholders and resources to address issues and create lasting change.	Measured community level improvements
Environment of the organization, society, customer & technology	High brand value, complex structure, company vs. individual focus	⇒	Changing demographics, waning trust of non-profits, need for simplicity and knowing individual donors.	High trust, multiple market segments engaged
Working strategies of organization	Annually –focused process, cyclical, efficiency (overhead), umbrella funding, transactional	⇒	Future focused, year round, innovative, strategic relationships, assessment, mobilization, evaluation, communication, convening.	Mobilizing framework creating results in Education, Income and Health
Competencies needed to achieve mission	Fundraising, finance, process, administration, business acumen, networking	⇒	All these PLUS: Visioning, community knowledge, relationship building, collaboration	Staff talent developed, aligned and retained
Value	Give one for all, payroll deduction, vehicle for philanthropic choice	⇒	Return on investment, results, quality, Corporate Social Responsibility alignment, connection to personal aspiration and value	Increase in Resources Under Management



STRATEGIC OBJECTIVES & PRIORITIES

Objective 1: Achieve Community Impact. Improve lives and make measurable community change on target issues in the areas of Education, Income and Health by convening, collaborating and/or investing resources.

Priorities:

Sharpen focus and performance of investments.
Align investments and strategies to create the most impactful mix to achieve results.
Commit to achieving impact through a data driven process incorporating proven strategies.
Innovate by soliciting new ways and partners to achieve results.

Goal 1: Create an *Innovation Fund* to move the needle on community level change on Education, Income and Health.

Goal 2: Implement a new Community Impact Agenda.

Objective 2: Develop Resources. Grow, diversify and sustain funding, increase engagement and strengthen donor relationships to support our impact agenda.

Priorities:

Retain employee and individual donors with a focus on leadership giving.
Connect our work to donor interests and aspirations.
Expand our affinity groups to include loyal donors and young leaders.
Build relationships to increase our grant and sponsorship dollars.
Secure and **structure** incentives to increase the average gift.
Engage stakeholders in volunteer opportunities aligned with our agenda.
Strengthen Women's Leadership giving and engagement.
Embrace changing technologies and trends in philanthropy.

Goal 1: Diversify and grow funding to support our Impact Agenda.

Goal 2: Strengthen donor relationships around Education, Income and Health.

Objective 3: Communicate with and engage the community in our work.

Priorities:

Differentiate United Way by illustrating our unique role in impacting individual and community change.
Intensify our presence in the community.
Inspire community engagement to give, advocate and volunteer through targeted communications.
Transform results into compelling messages.

Goal 1: Make our Impact Agenda and purpose easy to understand and relevant.

Objective 4: Integrate and align internal functions to support our purpose. Provide efficient management of operations while providing transparency and accountability to our community.

Priorities:

Ensure the right people are in the right positions and that resources are distributed appropriately.
Align and **integrate** systems and processes to support our purpose.
Develop relationship management skills, including the use of data via smart technology and institutionalized processes.
Inspire an organizational culture defined by teamwork, empowerment, accountability and future focused thinking.

Goal 1: Ensure accuracy, accountability & transparency in our operations & fiscal mgt.

Goal 2: Ensure that financial and human assets, policies and programs are maximized, efficient and effectively deployed.

Goal 3: Ensure the organization is volunteer governed, purpose driven and forward thinking.

STRATEGIC OBJECTIVES at-a-glance

Achieve Community Impact

Improve lives and make measurable community change on target issues in the areas of Education, Income and Health by convening, collaborating and/or investing resources aligned with the following outcomes:

- Children and youth succeed in school, work and life.
- Individuals and families have the resources, skills and opportunities to obtain and maintain financial stability.
- Individuals achieve and maintain health and wellness across their lifespan.

GOAL # 1	Create an <i>Innovation Fund</i> to “move the needle” on community level change on Education, Income and Health goals.	IN PROGRESS
TACTICS	<ul style="list-style-type: none"> • Develop, implement and receive Board approval for Fund policies and goals. • Ensure alignment with entire impact agenda. • Develop a comprehensive measurement system for the Fund that aligns with our agenda and receives Board approval. 	
MEASURE	<ul style="list-style-type: none"> • Invest a minimum of \$500,000 annually over the next three years. • Launch proposals for the Fund in fall 2014; implement funding in July 2015. 	

GOAL #2	Implement a new Community Impact Agenda.	IN PROGRESS
TACTICS	<ul style="list-style-type: none"> • Draft and implement a new Community Impact Agenda that includes Education, Income and Health goals, outcomes, strategies and approaches. • Develop a comprehensive measurement system to determine progress toward and achievement of goals. • Implement a new program investment model that is an open, competitive (zero based) process. • Engage with the work of existing community collaboratives and create new collaboratives as needed. 	
MEASURE	<ul style="list-style-type: none"> • New Community Impact Agenda, including United Way’s collaborative and convening roles and measurement system, drafted and Board approved by May 2014. • New program investment model Board approved and launched in Fall 2014 for funding beginning July 2015. 	



Develop Resources

Grow, diversify, and sustain funding; increase engagement and strengthen donor relationships to directly support our impact agenda.

GOAL #1	Diversify and grow funding to support our Impact Agenda.
TACTICS	<ul style="list-style-type: none"> • Grow channels to increase direct giving via traditional and electronic means. • Expand the current campaign to include everyone in our community. • Increase giving within current markets (workplace, corporate, foundations, Women’s Leadership, Tocqueville, leadership)
MEASURE	<ul style="list-style-type: none"> • Reduce annual churn rate from 38% to 32% over next three years • Increase in participation from 37% to 45% across markets. • Increase Resources under Management from 65% to 75%.

GOAL #2	Strengthen donor relationships around Education, Income and Health.
TACTICS	<ul style="list-style-type: none"> • Evaluate and develop a customer relationship management system to support our work. • Train all staff in donor relationship management and engagement based on the needs of constituents. • Enhance and increase volunteer engagement for individuals, affinity groups and companies. • Establish and enhance affinity groups (Women’s Leadership, Loyal Donors, and Young Leaders Society). • Thank all donors.
MEASURE	<ul style="list-style-type: none"> • 80% of all donors in the system will have all pertinent household/ personal information captured by June 30, 2015. • Develop a volunteer engagement plan by March 2014. • Thank 100% of donors annually. • Increase Resources under Management from 65% to 75%.

Communicate with and engage the community in our work.

GOAL #1	Make our Impact Agenda and purpose easy to understand and relevant.
TACTICS	<ul style="list-style-type: none"> • Create a message platform around our Impact Agenda and purpose and integrate it into all materials. • Segment and tailor communications (inform, ask, thank) to stakeholders’ interests and communication preferences. • Explore innovative and interactive communications. • Develop a marketing and communications/social media plan that highlights United Way’s work.
MEASURE	<ul style="list-style-type: none"> • Survey on attitude toward brand and understanding of United Way’s work January 1, 2015. • Increase in visibility and reach on key metrics established within communications plan (facebook “likes”, media placement, website visits and click through).

Integrate and align internal functions to support our purpose.

Provide efficient and transparent, forward thinking management of operations while providing accountability to our community.

GOAL #1	Ensure accuracy, accountability and transparency in our operations and fiscal management.
TACTICS	<ul style="list-style-type: none"> • Maintain sound fiscal management by investing wisely and managing prudently. • Eliminate dependency of reserve funding. • Ensure compliance with government regulations and United Way Worldwide standards. • Maintain strong internal controls. • Align organizational resources to support our mission and achieve desired goals and objectives. • Develop data driven budget planning and execution.
MEASURE	<ul style="list-style-type: none"> • Post and make available to the public financial reports, audits and 990's annually. • Maintain a clean annual audit. • Meet annual auditing and standards for membership in United Way Worldwide. • Conduct quarterly meetings of senior staff on budget planning and execution.

GOAL #2	Ensure that financial and human assets, policies and programs are maximized and are efficiently and effectively deployed.
TACTICS	<ul style="list-style-type: none"> • Develop a comprehensive employee performance evaluation process that directly aligns with the strategic plan. • Evaluate information systems now used by United Way and consider updates to the same or new technologies to support the strategic plan. • Evaluate benefits and compensation for all staff. • Conduct staff development and retention activities. • Develop a succession plan for key staff positions.
MEASURE	<ul style="list-style-type: none"> • Conduct annual performance evaluations. • Evaluate technologies prior to the budget process for 2014-2015. • Conduct quarterly activities and events for staff. • Evaluate annual benefits prior to the budget process for 2014-2015. • Written succession plan for key staff positions in place by July 2014.

GOAL #3	Ensure the organization is volunteer governed, purpose driven, reflective of the community and forward thinking.
TACTICS	<ul style="list-style-type: none"> • Develop a succession plan for volunteer leadership positions. • Create a Futures Committee to review progress on deliverables established by the strategic plan. • Develop a board self-assessment survey to identify strengths and areas for improvement among board members. • Ensure that diversity and inclusion are reflected in the demographics of our staff, board and volunteer members of our committees. • Establish a Task Force to evaluate the structure and current practices and procedures of the annual campaign.
MEASURE	<ul style="list-style-type: none"> • Written succession plan for volunteer leadership positions developed by July 2014. • Futures Committee meets in March 2014, with quarterly meetings thereafter. • Conduct an annual self-assessment survey of the board. • Conduct a demographic evaluation by March 2014 and thereafter present the results to the board for analysis. • Convene the Annual Campaign Task force by December, 2013 with a report to the board in April 2014.

TERMS AND DEFINITIONS

Annual Campaign Model: The traditional United Way campaign run within companies during the months of August through November where employees are asked to consider their participation and financial support of community needs.

Community Campaign: Moving beyond the traditional workplace campaign to a fundraising approach based on building relationships with donors that has year round interaction. This is outside the normal corporate arena with an emphasis on affinity groups and individuals.

Community Impact: Community Impact is an approach to improving lives that emphasizes community – level change. It calls for United Way to mobilize the time, talent and treasure of individuals and institutions to create lasting change in community conditions that improves lives.

Churn Rate: The percentage of donors who gave in the previous year but did not give in this year.

Loyal Donors: Donors who have given to United Way for ten years or longer. At this time, no distinction is made between the type of gift (designation versus a gift to the Community Action Fund) or in the amount of the gift.

Program Investment Model: Providing funding (investments) to effective, efficient programs, projects and initiatives or collaboratives is one key component to achieving community impact. Our **program investment model** will include the policies, procedures, responsibilities, timelines and other process details related to funding. The complete investment model will clarify investment policies and processes for program investments, investments in collaboratives, projects, initiatives, etc.

Resources Under Management: Undesignated funds to the United Way Community Fund or Impact areas. These funds are distributed through the Community Impact investment process and support a range of program partners in the impact areas of Education, Income and Health.

Strategic Collaboratives: A collaborative (aka coalition and collective impact initiative) is a joint effort of multiple individuals and organizations working together to accomplish a task or meet a common goal. Collaborative efforts maximize results across organizations, use joint approaches, mutually reinforcing activities and shared measurement.

Volunteer Management: Often seen as the gateway to the community, volunteering provides citizens with opportunities to become more involved in local issues and serving as a grassroots source of public relations and marketing. Volunteer management ensures community buy-in of an organization's mission, thereby strengthening its credibility in the eyes of the public.

Young Leaders Society: Many United Ways have established an affinity group for leadership givers in their 20's, 30's and 40's. The criterion for membership in such a group varies depending on the local United Way.

Zero-based Funding: Zero-based funding is an approach to program funding where consideration of every grant starts from a zero-base. The traditional approach to funding is based on an incremental funding model, where a previous funding level is known and new funding is adjusted incrementally up or down from that level.