

STRATEGIC PLAN 2017-2021



GIVE. ADVOCATE. VOLUNTEER.

LIVE UNITED



Approved by majority vote of the board of directors,
January 10, 2017



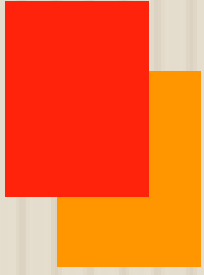
Our Mission Statement:

To build a stronger, healthier community by bringing the human, financial and strategic resources necessary to deliver measurable improvements and solutions to the critical health and human services facing the communities we serve.



Our Vision Statement:

To be the connecting link by (or through) which volunteers, resources, and agencies are united to promote and enhance the quality of life in our communities for those who need help.



Letter from Executive Director Michele Connelly

United Way of West Central Mississippi has been a trusted and respected organization in our community since 1953. We are chartered by the state of Mississippi as a 501(c)(3) nonprofit charitable organization. For over 60 years, we have focused on mobilizing the caring power of our community to make a difference in the lives of others. In order to build upon this tradition, we must remain authentic, transparent, stimulating, and courageous.

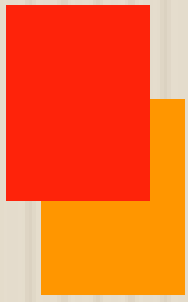
United Way of West Central Mississippi embarked on a comprehensive Strategic Planning process to ensure the continued success of addressing our community's needs in the areas of education, financial stability and health. It is an honor to call West Central Mississippi our home—a home that is only as strong as our foundation and when one of us lacks opportunity, it affects the well being of us all. The United Way of West Central Mississippi is called to ensure the strength of our foundation!



The Strategic Planning Committee outlined bold, but achievable goals for United Way of West Central Mississippi. To thrive in our community we must have a clear and unified understanding of what we stand for, what we plan to accomplish and how we will achieve this success. Our plan is a flexible, living document that outlines our direction for the next five years (2017-2021). We are committed to excellence and accountability for results that make measurable, lasting change in the lives of over 16,000 individuals per year. Together we've got what it takes to make this the best possible community for everyone. There is an amazing and contagious energy generated when we come together and it is this momentum that pushes us toward achieving our hopes and dreams for our community.

The plan we share in this document is about increasing our impact – reigniting the excitement and reward of belonging to something bigger than ourselves. Together, we have the power to create lasting change. We are excited about the work ahead and thankful for all the great partners who continue to support our efforts in strengthening our foundation. ***“Every great dream begins with a dreamer. Always remember, you have within you the strength, the patience and the passion to reach for the stars to change the world.” — Harriet Tubman***

Michele Connelly
Executive Director
United Way of West Central Mississippi

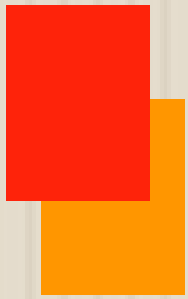


Commitment to Community



- To have a deep understanding of community needs and to address those needs using programming that creates lasting positive changes
- To steward community investments and grants in an effective, efficient and transparent manner
- To work collaboratively with public and private entities, and community organizations
- To report regularly to the community

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LIVE UNITED®



Core Values

Accountable: To be accountable, honorable, and transparent.

Integrity: Demonstrate integrity to our donors and those we serve.

Collaboration: United Way of West Central Mississippi engages all segments of our community.

Innovation: Create and support sustainable change in education, financial stability and health while continuing to address urgent and basic human care.





Process Summary

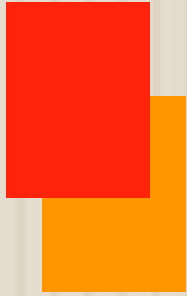
Our strategic planning process began with a review of the *UWWCM 2009-2014 Strategic Plan* (January, 2009) and *Community Impact: Focus Group Plans of Action* (June, 2013). The strategic planning committee determined that some adjustments to the *Community Impact: Focus Group Plans of Action* were needed. The United Way Worldwide Enterprise Wide Strategic Plan, as well as, strategic plans from two other United Way organizations of various sizes that are fully engaged in the community impact funding model were also reviewed. The committee used information from four community conversations as well as local and statewide research to identify four strategic objectives designed to transform United Way of West Central Mississippi from a fundraising organization into a collaborative organization that mobilizes businesses, community leaders, not-for-profit organizations, government agencies and communities to expand opportunities for people to succeed.

Strategic Planning Committee:

Paul Avery, Lori Burke, Mark Buys, Susie Calbert, Michele Connelly, Katie Ferrell, Linda Fondren, Ruby Green, Jennifer Grey, Ryan Lee, and Tim Reeves

Strategic Planning Meetings:

Monday, May 9, 2016
Monday, June 13, 2016
Tuesday, August 9, 2016
Monday, November 14, 2016



Where We Are

Strengths

1. Respectable reputation
2. Strong diverse board
3. Support of local business community

Weaknesses

1. Reduction in workforce
2. Insufficient funds to meet community needs
3. Business closings/sale

Opportunities

1. Expand communications and giving through mobile technologies
2. Develop deeper relationships with individual donors
3. Engage millennial generation with more volunteer opportunities

Threats

1. Decrease in campaign dollars
2. National and local economic conditions
3. Lack of awareness in younger population



EDUCATION

Goal: Help children and youth achieve their potential.

Target Issues:

- **Kindergarten readiness**-encourage early literacy development, build kindergarten readiness skills and work to make sure every child enters school ready to learn
- **Grade appropriate reading levels**-increase the number of children reading proficiently by the end of third grade
- **Graduation rate**-help ensure that more students stay on track to graduate high school

FINANCIAL STABILITY

Goal: Promote financial stability and independence for families and individuals.

Target Issues:

- **Financial literacy**- support financial literacy programs that educate individuals of the importance of obtaining and maintaining assets
- **Job training and readiness**-help low-wage, under-skilled workers prepare for self-sustaining jobs
- **Affordable housing**-help provide safe and affordable housing to low-income families

HEALTH

Goal: Educate community members on the importance of good health and make them aware of basic health and human services.

Target Issues:

- **Access to healthcare**—provide quality care to those lacking access to sufficient coverage
- **Prevention, management, and treatment**—help individuals achieve optimal physical, mental, developmental, emotional, and social health
- **Safe and independent living**—help aging clients and those with medical issues maintain safe, independent living or improve their quality of life

SUPPORT SERVICES

Goal: Support most basic needs of food, shelter and safety to individuals and families.

Target Issues:

- **Supplemental nutrition and feeding**-make nutritious food available to support the health and well-being of the chronic hungry
- **Disaster preparedness/relief**-coordinate with disaster relief organizations and local emergency planners to develop recovery plans and assist in providing unmet needs
- **Shelter for women and children experiencing domestic violence** – provide safe housing and basic needs for victims of domestic violence
- **Homeless prevention services** - assist children and families who are homeless or at risk of becoming homeless



Strategic Objectives

Objective 1

Achieve Community Impact

- Improve lives and make measureable changes in community conditions on specific target issues in the areas of Education, Financial Stability, Health and Support Services.

Objective 2

Develop Resources

- Grow, diversify and sustain long-term funding, increase engagement and strengthen donor relationships to support United Way's organizational objectives.

Objective 3

Build Community Awareness and Understanding

- Engage the community in United Way's work by strengthening the brand through effective communication.

Objective 4

Achieve Operational Excellence

- Enhance and incorporate on-going strategies to support community impact objectives, maintain reputation for accountability and efficiency, and ensure leadership





Achieve Community Impact: Objective 1 at-a-glance

Objective 1

Achieve Community Impact

Improve lives and make measureable changes in community conditions in specific target issues in the areas of Education, Financial Stability, Health and Support Services.

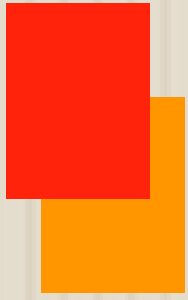
Initiatives:

1. Collect statistics and narratives that measure effectiveness, efficiency, and customer satisfaction to better market the overall accomplishments toward achieving the desired community impact.
2. Better utilize data from our partner agencies as it relates to our funded programs to develop large and attainable goals for policy changes and/or systems change in each of our focus areas.
3. Increase dialogue between United Way, our partner agencies, and our community, along with increasing awareness of our community's needs, successes and challenges.
4. Create and coordinate coalitions and/or auxiliaries that support and impact long term change in our community.

Responsible parties:

UWWCM Executive Director, Community Impact and Events
Coordinator and board of directors





Develop Resources: Objective 2 at-a-glance

Objective 2

Develop Resources

Grow, diversify and sustain long-term funding, increase engagement and strengthen donor relationships to support United Way's organizational objectives.

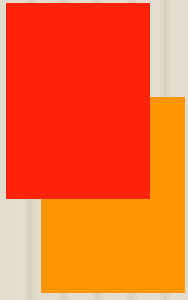
Initiatives:

1. Increase United Way donations by 4% each year while replacing each lost donor with an increase of 1.25 donors.
2. Develop a concrete and attainable goal to sustain CFC local donations despite the change in federal regulations by increasing the involvement of federal employees and better collaborating with their efforts to strengthen our community.
3. Enhance the relationship with new and current businesses and business leaders by developing deeper relationships with individual donors.
4. Develop a concrete and attainable plan to increase the number of returning donors.

Responsible parties:

UWWCM Executive Director and Director of Resource
Development, board of directors





Build Community Awareness and Understanding: Objective 3 at-a-glance

Objective 3

Build Community Awareness and Understanding

Engage the community in United Way's work by strengthening the brand through effective communication.

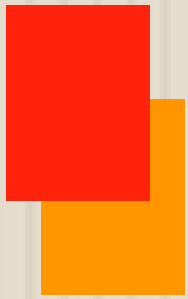
Initiatives:

1. Continue improving and better utilizing traditional, online, events, and in-person marketing to engage future and current donors.
2. Create individualized marketing plans for workplace campaigns designed to achieve awareness and understanding of the United Way vision, mission and initiatives.
3. Strengthen United Way's position as a community impact leader and convener achieving results in education, financial stability and health through targeted communication and advocacy.
4. Clarify a 'call to action' that appeals to millennials who want to support a cause rather than an organization.

Responsible parties:

UWWCM Executive Director, Director of Marketing and
Community Relations, board of directors





Achieve Operational Excellence: Objective 4 at-a-glance

Objective 4

Achieve Operational Excellence

Enhance and incorporate on going strategies to support community impact objectives, maintain reputation for accountability and efficiency, and ensure leadership development.

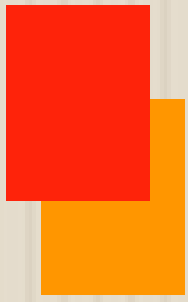
Initiatives:

1. Improve board engagement by actively educating board members in the work of the organization
2. Increase and invest in staff training and development
3. Ensure the sustainability of United Way's office space.
4. Continue to upgrade all technology to reflect the mission and vision of United Way of West Central Mississippi.

Responsible parties:

UWWCM Executive Director, Staff and Board of Directors





Transformation Graph

United Way of West Central Mississippi's Strategic Plan Transformation

From

To

Funder Agency



**Community Convener,
Advocate and Investor**

Transaction-Oriented



Relationship Focused

**Annual Workplace
Campaign**



Year-Round Engagement

**Success Measured
by Funds Raised**



**Success measured by
Community Impact,
New Donors, etc..**

**Mass Marketing Focused
on Workplace campaigns**



**Year-Round Targeted and
Personalized Communication**

**Limited Volunteer
Opportunities**



**Year-Round Meaningful
Volunteer Engagement**

**Limited Brand
Understanding**



Committed Brand Advocates



Closing Thoughts

We take pride in being the foundation that our community utilizes to establish building blocks that promote and enhance the quality of life. We invite you to join us as we lead critical conversations, inspire action and transform our community. Five years from now with this Strategic Plan fully implemented, more individuals will have tools to reach their full potential, become financially independent and know the importance of good health, while we continue to support the most basic needs of food, shelter and safety. Delivering the Strategic Plan will require focus, commitment and energy from the entire United Way community. When we work together to advance the common good, we will achieve the community change that we all desire and so many desperately need. **We are more than the fundraiser. We are the hand raisers and the game changers.**

