

2013-2017 United Way of Lincoln and Lancaster County Strategic Plan



Strategic Plan 2013-2017

Community Impact

Benchmark: Achieve an 87% Graduation Rate by 2016

Raising and Distributing Funds

Goals

- Achieve \$8.5M Annual Campaign
- Obtain 70% Resources Under Management (RUM)
- Distribute \$4.1M
- United Way "Fund" 40% Crisis
- United Way "Fund" 60% Youth
- Raise \$2M for United Way Foundation (planned and outright gifts combined)

Strategies

- Create Emerging Leaders Initiative within the Community Impact framework
- Establish a retiree program to reduce donor attrition
- Prioritize and direct funding for 2014-2016
 - ▶ Prioritize funding/volunteer engagement to achieve the High School Graduation Benchmark
 - ▶ Implement funding priorities for the Fund, Community Impact, Women's Leadership Council, and Emerging Leaders
- Form annual and planned giving programs for the Foundation
- Add to the capacity of the Women's Leadership Council to strengthen Community Impact
- Explore Corporate Initiative for targeted giving/volunteer engagement
- Produce a comprehensive plan to acquire new campaign accounts
- Develop a Tocqueville giving plan to increase membership to 75
- Build upon the strength of Leadership giving (as percentage of campaign)
 - ▶ 2013 – 37% ▶ 2016 – 41%
 - ▶ 2014 – 39% ▶ 2017 – 42%
 - ▶ 2015 – 40%

Convening and Partnering for Impact

Goals

- Identify and convene the community around a "Crisis" benchmark
- Convene and leverage partnerships to achieve the 87% graduation rate
- Build upon United Way's unique position as a community impact leader to solve human service issues

Strategies

- Engage affinity groups, agencies, corporations, faith-based organizations, government, and Lincoln Public Schools to achieve the 87% graduate rate
- Through the Community Index Advisory Committee (United Way, Lincoln Community Foundation, Woods Charitable Fund, Lincoln Chamber of Commerce, and others) leverage funds to address identified issues
- Examine and refocus current partnerships to align with the United Way Mission
- Convene affinity groups to identify initiatives for funding and volunteer engagement to achieve community impact
- Identify and convene groups around three key community issues
- Continue to develop/maintain five to seven community partnerships to achieve impact including the following groups: Homeless Coalition, Data Tracking Committee, Community Index, Community Learning Centers, and Funders Group

Cultivating Deeper Constituent Relationships

Goals

- Develop a comprehensive volunteer/donor engagement model that enhances the United Way experience
- Grow the number of opportunities for workplace volunteers
- Develop a program to educate, engage, and recognize key constituents

Strategies

- Explore the best way to manage a volunteer component to assist companies and individuals to best connect to the needs in our community
- On a quarterly basis, assess and promote volunteer opportunities to achieve Community Impact
- Engage members of the United Way board and committees regarding community issues
- Enhance the loyal contributor program

Building Community Awareness and Understanding

Goals

- Increase awareness and understanding of United Way by 10% annually as measured by a constituent survey
- Build awareness and understanding of United Way's Community Impact Agenda, partnerships, and results to drive sustainable positive change

Strategies

- Establish a bi-annual, segmented constituent survey
- Annually evaluate the effectiveness of our marketing, communications, and advertising
- Create an annual, targeted communications plan designed to achieve awareness and understanding based on goals established for each high-priority constituent segment
- Increase brand visibility in the community, beyond the traditional campaign reach, by creating, implementing, and measuring external visibility to increase understanding and support of United Way

Maintaining Trust and Accountability

Goals

- Maintain the highest standards of integrity, fiscal accountability, and professionalism in all activities
- Optimize staffing structure, capacity, and composition to align with United Way's strategic direction, while maintaining efficient and accountable operations
- Update and adhere to best practices for non-profits

Strategies

- Maintain sound governance and fiscal management practices
- Maintain high accountability and transparency
- Align annual expenditures to support strategic goals
- Evaluate annually the organization's operating efficiencies
- Establish new financial investments where appropriate to support strategic goals



Strategic Planning Sponsor



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Strategic Plan

2013-2017

MISSION

To improve lives by mobilizing the caring power of the Lincoln and Lancaster County community.

VISION

United Way of Lincoln and Lancaster County will be the organization that inspires and engages all citizens to support and solve human service needs.

LIVE UNITED

