

United Way of Lake County
Strategic Plan
November 2016

Executive Summary

United Way of Lake County

Strategic Plan

Executive Summary

After 94 years of service in Lake County, United Way of Lake County is prepared and ready to redefine itself. United Way recognizes many organizational and nonprofit marketplace challenges, including maintaining top of mind awareness, retaining donors, competing for share of voice and share of wallet, demonstrating impact, maintaining accountability and transparency, as well as serving as a convener that addresses community problems. With a long, distinguished history and considerable tradition, United Way has been a local mainstay that has worked to improve community conditions; but how we do this work must change if we are to remain a relevant force and advance the common good.

Under the leadership of UWLC board chair Gabe Rhoads, the board of directors commissioned a strategic plan to be spearheaded by the new UWLC President & CEO, Jennifer McCarty. UWLC Treasurer, Scot Park offered his services, pro bono, on behalf of his company, Symbria Advisory Services. With Jennifer's input, Scot prepared a multi-phase process outline. Upon completion of that effort, Scot and Jennifer identified the need for an oversight committee, and identified board members who would bring valuable skills to serve in this area. From that, the Strategic Planning Committee was formed, chaired by board member Tom Salpietra.

Tom and the committee worked through the phases of the outline, first communicating to the general Lake County community our planning efforts. The communication phase was critical to ensure that UWLC was transparent in our efforts and to ensure various, identified groups felt included in the organization's substantial changes on which we were about to embark. These identified groups included; UWLC's board of directors, partner agencies, schools, health care outlets, faith based organizations, company CEOs and leadership, donors, government officials, local media, and surrounding United Ways.

Upon completion of the communication phase, the committee moved into the gathering information phase, and on August 22, 2016, Scot Park on behalf of Symbria Advisory Services held a day-long workshop with staff, board members, chairs of the E&I committee and agency representatives. Outcomes and ideas from that workshop were heavily weighted as the staff entered the writing phase of the plan.

To make certain the plan is focused on UWLC's areas of effort, each department within the organization took responsibility for drafting a plan specific to their area of expertise. To ensure work was not done in silos, cross-department touchpoint meetings were held throughout the writing process so direction and information could be shared, and to foster collaboration between departments. United Way of Lake County's internal departments are: Resource Development (focus: fundraising,) Community Impact (focus: impact,) Marketing and Communications (focus: sharing our story,) and Finance and Operations (focus: budget management, financial stewardship, and compliance). [See staff organizational chart in appendix.]

During the writing process, UWLC's vision of becoming the entrusted champion that drives improved outcomes in our community by funding services that impact education, income and health was the benchmark that guided the development of the goals and objectives.

By October, our goals had been clearly determined and the staff set off to develop strategies and tactics that we believe will result in sweeping changes and results. The strategic goals for 2017-2019 are: **(1)** United Way of Lake County will: Grow its capacity for raising more funds and increasing revenue; increase the campaign at least 10% year over year, with the consideration of the economic climate and staffing size; cultivate new donors who will choose United Way as their way to give back on a long-term basis; establish a baseline of new, young and diverse investors and grow active participation, volunteerism and involvement in this next generation of United Way donors. **(2)** United Way of Lake County will strengthen and broaden its partnerships and outreach within the community to continue to grow its capacity for serving our community as a hub and trusted convener. **(3)** United Way of Lake County will increase its awareness and presence in our community. We must communicate market relevance and value so our customers can easily answer the question, "Why should I give to the United Way?" **(4)** United Way of Lake County will be accountable and transparent in all financial, grant making and operational matters. United Way of Lake County will strive to be a local model for best nonprofit management in full compliance with all local, state, federal and United Way Worldwide standards and requirements.

The following pages reflect our ambitious three-year organizational strategic plan. We think the implementation of this plan gives United Way of Lake County a brighter prospect for a future of continued service in helping people.

Strategic Planning Workshop Report

August 2016

United Way of Lake County

Strategic Planning Process

Workshop Review

The United Way of Lake County (UWLC) Strategic Planning Workshop review reflects the collaboration and months of pre-workshop efforts from UWLC Strategic Planning Committee, comprised of current board members and staff, as well as professional guidance from Symbria Advisory Services, led by current Executive Committee member, Scot Park.

The workshop was designed to gather feedback from many stakeholders, including current board members, E&I volunteers, staff and agency representatives. The Committee believed that engaging a variety of stakeholders familiar with UWLC would provide valuable information, leading to a deeper understanding of both future opportunities and challenges.

The day-long workshop yielded input, discussion and enthusiasm for the future of UWLC. But it was also an opportunity for UWLC to understand real challenges in how the organization is viewed by “non-inner circle” stakeholders and the stark challenges the organization faces over the next several years.

Thoughts, ideas and input from this workshop, were heavily weighted during the drafting of UWLC’s three-year strategic plan.

SWOT Analysis

POSITIVES

NEGATIVES

INTERNAL

STRENGTHS

- Among local area nonprofits, UWLC is viewed as the “strongest voice” in Lake County’s philanthropic efforts.
- A core asset of UWLC is its volunteer based process that guides funding and tracks return on investment.
- UWLC has key staff members with many years of experience and knowledge of the community comprising Lake County.
- UWLC is in the unique position of having broad knowledge regarding the needs of Lake County residents and the diverse agencies/programs that work to address those needs.
- UWLC has experienced substantial leadership turnover over the past year.
- UWLC has been serving Lake County’s health and human service needs for 94 years and represents a 129-year-old national brand.
- UWLC’s 2016 Campaign Cabinet is comprised of a historic high number of volunteers who are key influencers in Lake County.
- Twenty plus key stakeholders participated in today’s workshop – which proves the support and dedication volunteers have when working toward a successful organization.

WEAKNESSES

- UWLC was dependent on UWGC for one-third of its annual budget.
- UWLC has experienced a trend of high donor churn.
- UWLC is very reliant on strong relationships with key donors, made up of a few large companies/donors/employers.
- UWLC operates with a small staff.
- UWLC needs to make better use of available data when making “big” decisions.
- Program funding has remained relatively flat over the last several years.

EXTERNAL

OPPORTUNITIES

- UWLC is viewed by many community-based service agencies as uniquely positioned to understand changing community needs.
- 51% of individuals participating in the Needs Assessment said they do not earn enough income to donate to charity.
- In 2016, Lake County ranked 15 (vs 17 in 2014) of 88 counties for health outcomes. (Lower ranking is favorable.) [See link to data in appendix.]
- UWLC has 8 of 30 vacant board seats.
- “Give Where You Live” campaign has yet to generate any significant replacement revenue.
- UWLC has an opportunity to proactively position itself to identify and promote synergies by and between community-based service agencies.

THREATS

- Between 2010 and 2030, Lake County’s 60+ population is estimated to increase by 19,293 persons, a 37.5% increase over 2010. [See link to data in appendix.]
- Historically UWLC operating expenses are greater than 25% of revenue.
- UWLC is competing for charitable donations at a time when direct-to-agency giving is easily facilitated, and increasing.
- UWLC competes with the same agencies we fund.
- The function (value) of UWLC is not clearly understood by the community.
- Many individuals and/or organizations do not contribute to UWLC.

United Way of Lake County

Strategic Planning Process

Risk Assessment

While the strategic plan does provide a specific and measurable path to success of our identified goals, it is prudent to evaluate and identify potential external risks. The United Way of Lake County staff and volunteers are, at all times, aware of Lake County's social and economic climate, however unforeseen situations may arise that affect our efforts and our business. For the purpose of example, such risks may include, but not limited to:

- Companies with large corporate gifts and/or employee campaigns leave the county.
- National economic recessions.
- Dramatic change in workforce at larger Lake County based corporations.
- Negative Public Relations surrounding the United Way brand.
- Dramatic changes in national health care policies.
- Significant new nonprofit entries to the market.
- Corporate mergers or acquisitions.

While we do not anticipate any of these situations arising in the immediate future, it would be irresponsible for this organization not to acknowledge the possibility of such occurrences, and be poised to develop a plan to mitigate any possible negative impact to our business success.

Vision Statement:

United Way of Lake County will become the entrusted champion that drives improved outcomes in our community by funding services that impact education, income and health.

Strategic Goals

United Way of Lake County

Strategic Planning Process

Strategic Goals

Calendar Years 2017-2019

Strategic Goal #1 – United Way of Lake County will: Grow its capacity for raising more funds and increasing revenue; increase the campaign at least 10% year over year, with the consideration of the economic climate and staffing size; cultivate new donors who will choose United Way as their way to give back on a long-term basis; establish a baseline of new, young and diverse investors and grow active participation, volunteerism and involvement in this next generation of United Way donors.

Strategic Goal #2 – United Way of Lake County will strengthen and broaden its partnerships and outreach within the community to continue to grow its capacity for serving our community as a hub and trusted convener.

Strategic Goal #3 - United Way of Lake County will increase its awareness and presence in our community. We must communicate market relevance and value so our customers can easily answer the question, "Why should I give to the United Way?"

Strategic Goal #4 - United Way of Lake County will be accountable and transparent in all financial, grant making and operational matters. United Way of Lake County will strive to be a local model for best nonprofit management in full compliance with all local, state, federal and United Way Worldwide standards and requirements.

Resource Development

Community Impact

Marketing & Communications

**United Way of Lake County
2017-2019 Strategic Plan - Marketing and Communications**

September 2016 - Action Plan

Goal: The United Way of Lake County will increase its awareness and presence in our community. We must communicate market relevance and value so our customers can easily answer the question, "Why should I give to Untied Way of Lake County?"

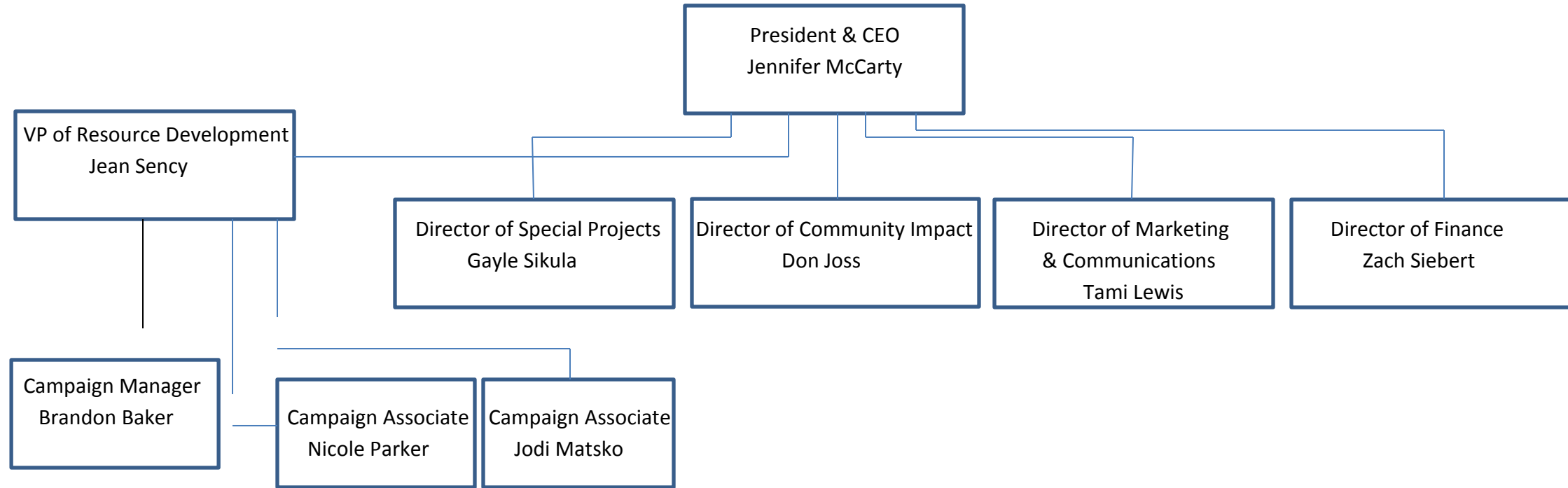
	Strategic Objective	Responsible Individuals	Metric	Target Completion Date											
				CY 2017				CY 2018				CY 2019			
				Mar 30	June 30	Sept. 30	Dec. 30	Mar 30	June 30	Sept. 30	Dec. 30	Mar 30	June 30	Sept. 30	Dec. 30
1	Marketing will establish a new "working" volunteer Marketing Committee comprised of members with diverse talents and skills that will assist in all aspects of UWLC's marketing & communications efforts.	TL	Y/N												
2	Marketing is conducting a baseline awareness research survey to measure current UWLC awareness levels.	TL	Y/N												
3	Marketing will conduct a 2nd Year Research Survey to Measure Impact of Communications Strategy & measure awareness level.	TL	Y/N												
4	Marketing will upgrade website to a more dynamic, up-to-date and user friendly style reflective of a progressive organization.	TL	Y/N												
5	Marketing will develop a year-round communications strategy.	TL	Y/N												
6	Marketing will work to utilize Lake County & Cleveland media outlets to communicate our messages & tell our stories.	TL	Y/N												
7	Marketing will work toward broadening the use of online technology for communication and donations	TL	Y/N												
8	Marketing & volunteer Marketing Committee members will work with the 3 identified advocacy groups to develop segmented demographic messaging	TL	Y/N												

	Strategic Objective	Responsible Individuals	Metric	Target Completion Date											
				CY 2017				CY 2018				CY 2019			
				Mar 30	June 30	Sept. 30	Dec. 30	Mar 30	June 30	Sept. 30	Dec. 30	Mar 30	June 30	Sept. 30	Dec. 30
9	Marketing will develop marketing materials targeting the 3 identified advocacy groups	TL	Y/N												
10	Marketing will work with staff leads to educate the 3 identified advocacy groups to ensure they are able to communicate UWLC's message correctly & concisely	TL	Y/N												
11	Marketing will work with Resource Development & Community Impact to develop messaging directed to identified donor audiences	TL	Y/N												
12	Marketing will develop & produce marketing plan to target commuters.	TL	Y/N												
13	Develop a campaign kickoff event run-of-show that promotes UWLC's work & helps the community understand what we do.	TL	Y/N												

Finance & Operations

Appendix

UWLC Staff Organizational Chart



SWOT Data Sources:

Final Report to the Lake County Board of Commissioners & Senior Citizens Advisory Panel; October 2015

<http://www.lakecountyohio.gov/Portals/4/SeniorReport/Lake%20County%20Report%20-%20FINAL%2010-16-2015.pdf>

County Health Rankings and Roadmaps

<http://www.countyhealthrankings.org/app/ohio/2016/rankings/lake/county/outcomes/overall/snapshot>