

# 2019 - 2021 STRATEGIC PLAN



United Way  
of Southwest Michigan

*bold = priority strategy*

## OUR GOALS

## OUR OBJECTIVES

## OUR STRATEGIES

Promote a culture that fosters **organizational excellence**

- Increase retention of key positions to 90% for a three-year period
- Attain employee engagement and satisfaction rates of 90%
- Increase board engagement to 100%
- Maintain appropriate and adequate technology and facilities to support organizational operations
- Ensure fiscal accountability and responsibility

- Implement a high performing employee program**
- Establish a diversity and inclusion plan
- Establish a process to review and revise all organizational policies and practices, and ensure that staff are properly educated on them
- Implement a high performing board program**
- Build a plan to strengthen commitment to fiscal responsibility and planning across all departments
- Create a network security plan and business continuity plan
- Create a multi-year technology and facilities utilization plan

Achieve measurable **impact** on the issues that are most important to communities

- 90% of the projected outcomes/outputs will be achieved through our funded partners and programs
- Our collective impact partners will meet 90% of their stated results
- 10 community agencies and 400 community members will engage in advocacy efforts

- Create a turning outward plan to identify the most important needs in the community
- Create an advocacy plan that creates an intersection of the impact agenda and the turning outward results
- Develop the 2021-2024 Agenda for Change, in stronger coordination with partners, that identifies clearer impact products**
- Execute 2018-2021 Agenda for Change, with emphasis on expanding and enhancing collective impact partnerships
- Develop a measurement plan that is consistent and efficient for partners, United Way, and volunteers that provides quality and meaningful information

Maximize **engagement** with and awareness of United Way in our service area

- Increase % of donors who would recommend donating to United Way to others by 10% annually
- Increase percentage of donors who volunteer to 25%
- Increase percentage of volunteers who donate to 50%
- Double our social media followers across all platforms
- Increase the general population's trust in UWSM by 10%

- Create comprehensive marketing and communications plan to build awareness of brand and work, especially in communities outside of population centers
- Develop mechanisms for two-way communication and feedback to increase individual engagement and interaction**
- Create year-round volunteer engagement plan to increase and deepen corporate and individual relationships

Maximize **revenue** from a variety of sources to sustain and grow our impact in the community

- Reduce Whirlpool % of campaign by 6%
- Reduce churn by 20%
- Attain 1500 leadership givers
- Attain 28 Tocqueville members
- Increase sponsorship and grant revenue to \$150,000
- Provide needed major gifts to accomplish impact work
- Increase number of donors by 1000

- Implement a year-round relationship building model that focuses on prioritized segmentation, communication tracking, and staff ownership
- Create a plan for new revenue development**
- Expand and enhance leadership giving strategies to motivate people to give at leadership levels
- Expand and enhance volunteer structure and utilization to improve capacity and results

## **Mission**

To improve lives  
by mobilizing the caring power of communities  
to advance the common good

## **Positioning Statement**

We believe that providing a quality individual experience based on where people currently are will enable us to grow our work and create greater impact. Therefore the personalized needs of our audiences must always be top-of-mind as we plan, strategize, and execute to achieve our mission.