





United Way of
Southwestern Pennsylvania

2017-2020 STRATEGIC PLAN WESTMORELAND, FAYETTE & S. ARMSTRONG COUNTIES

MISSION: United Way of Southwestern Pennsylvania is a change agent and efficient community fundraiser that improves lives by addressing critical community needs.

To achieve our mission, our local United Way has established key goals and strategies in four core areas of emphasis:

- GOALS:**
- **Community Impact**
 - **Volunteer Engagement**
 - **Resource Development**
 - **Regional Capacity**

GOALS	STRATEGIES	TACTICS
 <p>Improve the lives of 120,000 local people a year.</p>	<p>Implement our revised Health Focus Area Impact Strategies, to improve the health of older adults and people with disabilities.</p>	<ul style="list-style-type: none"> • Use program outcome data to drive responsible funding. • Engage stakeholders in funding decisions and evaluations. • Encourage and incentivize collaborations to deliver community level results. • Support education initiatives and programs that assist single mothers and veterans. • Use community data to develop innovative solutions to community issues. • Communicate investment results to stakeholders and the community.
	<p>Support programs that increase financial stability and maintain the community safety net; conduct income-focused community assessment and develop the income RFP in 2017.</p>	
	<p>Support quality pre-K and early literacy programs; conduct education-focused community assessment and develop the education RFP in 2018.</p>	
 <p>Engage 1,500 volunteers in 15,000 hours of service each year.</p>	<p>Engage current donors and community leaders in the community needs assessment process and partner program evaluation.</p>	<ul style="list-style-type: none"> • Provide family volunteer opportunities. • Develop a volunteer engagement plan that moves volunteers to deeper levels of commitment. • Recruit local leaders to serve on the Local Operating Board. • Engage Local Operating Board members through more frequent, less formal gatherings. • Recruit younger and more diverse representation to the Local Operating Board.
	<p>Develop and implement a millennial engagement plan to attract the next generation of community change agents.</p>	
	<p>Provide a full range of large and small Day of Caring events to engage campaign partners and the community at large.</p>	

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<p>Increase total campaign revenue by 2% annually.</p> 	<p>Raise \$850,000 in foundation funding each year of the plan.</p>	<ul style="list-style-type: none"> • Recruit new corporate partners, mid-size and smaller companies. • Inspire competition among local corporate leadership. • Encourage current leadership donors to grow giving. • Expand participation in the EITC program.
	<p>Raise \$3,672,000, \$3,746,000 and \$3,821,000 in total local resources over the next three years.</p>	<ul style="list-style-type: none"> • Continue to engage retirees of corporate partners. • Cultivate planned giving opportunities. • Develop a clear, concise United Way value proposition. • Engage new partners in supporting United Way initiative funding.
	<p>Expand affinity group membership, including Tocqueville Society, Women's Leadership Council and Next Generation.</p>	<ul style="list-style-type: none"> • Provide several options for engaging companies and donors in United Way work. • Expand the cabinet and board members' engagement in campaign.

<p>Enhance our local work by tapping into the capacity of our regional organization.</p> 	<p>Adopt framework of select successful impact and campaign initiatives developed in Pittsburgh.</p>	<ul style="list-style-type: none"> • Combine Tocqueville Societies across the region. • Develop consistent program and campaign branding across the organization.
	<p>Coordinate and integrate affinity group efforts.</p>	<ul style="list-style-type: none"> • Coordinate campaign activities for corporate partners across our service area. • Broadly utilize regional communications and marketing to strengthen our brand.
	<p>Join the digital pledge platform U Pledge for Good.</p>	<ul style="list-style-type: none"> • Recruit corporate leaders to serve on the Board of Directors and local leaders to serve on the Local Operating Board.
	<p>Develop and implement a regional volunteer engagement plan.</p>	<ul style="list-style-type: none"> • Support the overall organization strategic plan.