



**UNITED WAY OF ELLIS COUNTY
SUPPORTING HUMAN SERVICE NEEDS**

STRATEGIC PLAN

Updated in a Board of Directors retreat October 10, 2008

Facilitated by Docking Institute:
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MISSION STATEMENT

The United Way of Ellis County positively impacts lives by channeling community resources.

VISION STATEMENT

The United Way of Ellis County will be the leading organization that collaboratively and proactively addresses human service needs, assesses social trends, identifies emerging community priorities, evaluates programming results, and communicates positive community change.

OPERATING PHILOSOPHY AND VALUES

The United Way of Ellis County recognizes that its resources flow from the citizens of its service area, that demands will exceed available resources, and that each individual holds a unique expectation of the role of philanthropy. Therefore, the United Way of Ellis County embraces the following philosophies and values:

- We balance the immediate human service needs of the community with shared community goals for social change through community impact initiatives.
- We recognize that giving, advocating, and volunteering are all part of living united.
- We combine the collective views of our donors with periodic assessments of community needs and trends.
- We practice open communication with donors and service providers.
- We practice fiscal responsibility and accountability and require our resource recipient member agencies to do likewise.
- We conduct ourselves with integrity, honesty, and respect.
- We inspire contributions without coercion.

SPECIFIC GOALS

The goals and their associated objectives below are generally meant to be achievable within a three-year planning horizon.

Resource Development

The United Way will show resource growth in giving, advocating, and volunteering. To meet this goal, the United Way of Ellis County will:

- Lead a well planned and organized annual campaign
 - Strive for at least a five percent annual growth
 - Develop loyal contributor business and individual donor relationships through continuous contacts to maintain and expand contribution levels
- Encourage fund raising and promotional efforts among human service providers
- Research and apply for grants appropriate to identified community needs
- Maintain a strong and active Board of Directors to take a lead role in Resource Development efforts
- Grow the volunteer base
 - Educate the community about volunteer needs
 - Board will lead by example
 - Partner with organizations like, but not limited to
 - HAYP
 - Tigers in Service
 - AARP
- Help funded organizations or programs to promote their missions
 - Educate about board governance and recruitment
 - Educate about succession planning

Improving Resource Allocation

Address current needs. Understand emerging human service needs and shared community goals for social change. To meet this goal, the United Way of Ellis County will:

- Gather information regarding the needs and trends of our community
 - Perform a tri-annual community assessment survey
 - Examine socio-demographic trends
- Develop and lead a team approach that promotes communication, cooperation, coordinated planning, and efficient resource distribution
 - Utilize the CARE Council structure to make annual funding recommendations and perform annual evaluations of member agencies
 - Offer Community Impact grants to address emerging community needs
 - Emergency grants will be used for immediate needs

- Continue utilizing the Community Impact team to leverage time, talent, and resources
- Continually clarify and redefine Community Impact priorities
 - Issue a clear RFP in Community Impact programming

Public Relations

Maintain a highly visible and positive image of United Way of Ellis County throughout the county. To meet this goal, the United Way of Ellis County will:

- Conduct a year-round public relations campaign to increase the community's knowledge of the United Way of Ellis County's role in both meeting current human service needs and optimizing the use of community resources
- Help funded organizations to promote awareness of their programs through marketing
- Involve the community in the Community Impact process and its benefits
- Emphasize the importance of advocating
- Praise the efforts of all volunteers who make a difference in our community through their work with United Way of Ellis County
- Revisit the UWEC's public policy-policy statement

United Way of Ellis County Continuance

Ensure continued leadership development. To meet this goal, the United Way of Ellis County will:

- Develop and implement a comprehensive board plan including
 - recruitment materials
 - orientation program
 - expectations for all members of the board of directors
- Increase racial and ethnic diversity of board members
- The Executive Committee will review the Strategic Plan and present revisions to the Board of Directors for consideration annually
 - Reconsider timing of review
- Establish and annually update a three (3) year work plan
- Evaluate internal processes
- Establish a task team to provide for and conduct a three-year evaluation of effectiveness of both the United Way of Ellis County
- Evaluate Executive Director and Board Members
 - Consider 360 degree review
 - Board needs