

**LIVE UNITED**



United Way of Monmouth  
and Ocean Counties

## **Strategic Plan 2017 – 2020**

### ***Overarching strategies/themes:***

- *Clarifying and energizing mission, vision, and community impact.*
- *Creating a culture of philanthropy among all stakeholders.*
- *Integrating organizational functions post-merger.*

**Mission – United Way of Monmouth and Ocean Counties mobilizes donors, volunteers and community partners to improve the lives of youth and their families.**

**Vision - Every child is successful, every family is financially stable, and every community we serve is stronger.**

## Introduction

United Way of Monmouth and Ocean Counties is at a critical point in its evolution. After a year of post-merger integration activities, the organization is poised to leverage the combined scale and resources of the predecessor organizations to better serve the lives of youth and their families in our communities.

Along with this opportunity comes challenges.

- Corporate giving programs have been in a steady decline for the past decade, creating the need to reinvent our resource development model.
- The demand for services continues to increase. In the Monmouth and Ocean county region, over one in three families fall into the “ALICE” designation – asset limited, income constrained, employed. These are working families who are above the poverty level but cannot afford to live in our communities.
- The ability of our government to provide support for ALICE families continues to be constrained. This is not an issue of politics; it is an issue of economics. The Federal Budget devotes 59 cents of every dollar on entitlement programs. Adding defense spending and interest on the federal debt accounts for a total of 81 cents of every dollar.
- The future of work is changing, quickly and dramatically. Technological advances such as robotics, additive manufacturing (3D printing), and artificial intelligence will have profound impacts on jobs at every level. Some estimates have 40 percent of all jobs being impacted within the next 15 years.

Based on these facts, UWMOC’s board has embarked on a three-year strategic plan, creating a clear vision, assessing opportunities and threats, and agreeing on priorities in five crucial areas: impact, partnerships, infrastructure, governance, and financial sustainability. This plan creates a foundation for guiding resource development, allocation, and stewardship.

The plan created a new mission and vision statement that focuses our work on improving the lives of youth and their families directly related to these challenges. Our impact work outlined in this plan targets not only the challenges of today, but prepares the youth of our community to be successful in the future.

This strategic plan was developed under the guidance of a board/staff team with help from the Support Center (a nonprofit management services organization), with eight meetings between February and September 2017. Research included key informant interviews; completion of the online Core Capacity Assessment Tool; staff interviews; review of fundraising trends; recommended practices from BoardSource; and input from the Community Impact, Resource Development, and Governance Committees. The

mission, vision, and values were refreshed to reflect the updated and inspiring message the board and staff leadership want to project into the community.

This plan will drive community impact work, board engagement, staff organization, fundraising strategies, and communications with key stakeholder groups each year from 2018 to 2020. The board is committed to reviewing progress towards plan objectives, updating the plan as the internal and external conditions change.

The Strategic Plan will drive transformation in many areas as illustrated in the following table:

Current State	Future State
Multiple Investment models	Focused community investment strategy that achieves greater long term impact
Convener role focused on community impact work	The valued convener and thought leader for solving community problems
Important community investments based on current financial position	Substantial community investments through significant increase in philanthropic partners
Newly merged organization	Benefits of merger realized resulting in an efficient and effective organization that is a magnet for nonprofit talent
Solid governance body	An exceptional governance body that leads an exceptional organization

## **Goal I. Provide effective collaborative initiatives benefitting youth and their families within Monmouth and Ocean counties.**

### **Objective A. Increase the number of pre-kindergarten children who are academically, developmentally, and social-emotionally prepared to succeed when they enter school each year.**

Baseline: Will include Kindergarten readiness assessment and developmental milestones prior to and after program implementation.

Responsibility: Vice President of Community Impact, Education Subcommittee, Community Impact Committee.

#### **Activities:**

- a) Identify and select research-based strategies and approaches.
- b) Conduct a gap analysis and service inventory.
- c) Select a limited number of lower- and middle-income communities and schools to focus on for impact.
- d) Determine and implement a holistic resource investment strategy to achieve the objective including funding, awareness, training, advocacy, volunteer and in-kind support.
- e) Select funded and leveraged partners.
- f) Convene collaborative efforts to achieve the objective and build partnerships.
  - i. Determine roles and responsibilities.
  - ii. Identify a primary contact with each partner and agree on preferred communication methods and frequency.
  - iii. Develop a mutually agreeable budget each year supporting interventions.
- g) Complete a baseline data analysis and ongoing assessments using standardized metrics, and create a summary of program outputs and outcomes annually.

### **Objective B. Increase the number of students who are reading and succeeding by the end of third grade each year.**

Baseline: Will include school-based reading level assessments prior to and after program implementation.

Responsibility: Vice President of Community Impact, Education Subcommittee, Community Impact Committee.

#### **Activities:**

- a) Identify and select research-based strategies and approaches.
- b) Conduct a gap analysis and service inventory.
- c) Select a limited number of lower- and middle-income communities and schools to focus on for impact.
- d) Determine and implement a holistic resource investment strategy to achieve the objective including funding, awareness, training, advocacy, volunteer and in-kind support.
- e) Select funded and leveraged partners.
- f) Convene collaborative efforts to achieve the objective and build partnerships.
  - i. Determine roles and responsibilities.
  - ii. Identify a primary contact with each partner and agree on preferred communication methods and frequency.
  - iii. Develop a mutually agreeable budget each year supporting interventions.
- g) Complete a baseline data analysis and ongoing assessments using standardized metrics, and create summary report of program outputs and outcomes annually.

**Objective C. Increase the number of students who are prepared for career or college (self-sufficiency) after high school.**

Baseline: 9% of Monmouth County and 11% of Ocean County youth ages 16 to 24 are neither working nor enrolled in school.

Responsibility: Vice President of Community Impact, Education Subcommittee, Community Impact Committee.

**Activities:**

- a) Identify and select research-based strategies and approaches.
- b) Conduct a gap analysis and service inventory.
- c) Select a limited number of lower- and middle-income communities and schools to focus on for impact.
- d) Determine and implement a holistic resource investment strategy to achieve the objective including funding, awareness, training, advocacy, volunteer and in-kind support.
- e) Select funded and leveraged partners.
- f) Convene collaborative efforts to achieve the objective and build partnerships.
  - i. Determine roles and responsibilities.

- ii. Identify a primary contact with each partner and agree on preferred communication methods and frequency.
  - iii. Develop a mutually agreeable budget each year supporting interventions.
- g) Complete a baseline data analysis and ongoing assessments using standardized metrics, and create a summary of program outputs and outcomes annually.

**Objective D. Expand the number of households who increase their income and financial capability and stability.**

Baseline: An estimated one third of Monmouth and Ocean County household earnings are at or below the ALICE threshold.

Responsibility: Vice President of Community Impact, Financial Success Center Collaborative, Community Impact Committee.

**Activities:**

- a) Increase capacity, expand services and outreach of the Financial Success Center at the Freehold Raceway Mall, and expand access to services to Ocean County.
- b) Conduct a gap analysis and service inventory and determine specific subpopulations and related services.
- c) Determine and implement a holistic resource investment strategy to achieve the objective including funding, awareness, training, advocacy, volunteer and in-kind support.
- d) Select funded and leveraged partners.
- e) Convene collaborative efforts to achieve the objective and build partnerships.
  - i. Determine roles and responsibilities.
  - ii. Identify a primary contact with each partner and agree on preferred communication methods and frequency.
- f) Develop a mutually agreeable budget each year supporting interventions.
- g) Utilize a common database system to track results and determine success.
- h) Create a summary of program outputs and outcomes.

**Objective E. Increase the number of volunteers with meaningful community opportunities by July 2019.**

Baseline: Online volunteer portal: 320 volunteer opportunities listed, 19,700 views, 227 agencies registered, 18 days of action/caring, 1,070 volunteers.

Responsibility: Director of Volunteer Engagement.

**Activities:**

- a) Investigate developing incentives for successful volunteer matches to be reported to UWMOC.
- b) Increase volunteer opportunities that are tied directly to UWMOC's mission and vision.
- c) Develop volunteer opportunities for revenue target groups in collaboration with Resource Development staff.
- d) Increase nonprofit volunteer management support via training on use of the online system to create a more impactful volunteer experience actively using the Volunteer Center interface.
- e) Develop strategies to keep the online system updated.
- f) Investigate instituting a fee schedule for corporate Days of Action.

**Objective F. Build advocacy capacity for federal, state, and local policies, including those impacting the nonprofit sector.**

Baseline: Board Advocacy Committee is not active. United Way Worldwide has substantial advocacy resources that are not being used. UWMOC's voice in advocacy can be influential to make positive legislative and administrative changes in line with our community impact work.

Responsibility: Board Chair, Advocacy Chair, President & CEO.

**Activities:**

- a) Develop a 'charge' and 'purpose' for a board Advocacy Committee.
- b) Identify leadership with an interest and knowledge of nonprofit advocacy.
- c) Develop an annual advocacy plan based on recommendations from UWW and community investment areas.
- d) Provide tools for board members to easily support advocacy priorities.

## **Goal II. Enhance the new, merged United Way's position as a community partner, change agent, convener, and recognized expert in the nonprofit community.**

### **Objective A. Expand United Way's community leadership role through program partnerships, conference participation, and community convening.**

Baseline: Merger of Monmouth and Ocean Counties requires adjusted priorities, partners, program activities, and communication strategies.

Responsibility: President & CEO, Vice President of Community Impact, Board Chair, Director of Marketing and Communications.

#### **Activities:**

- a) Reinforce the regional Monmouth/Ocean perspective through mission-related projects/programs and communications to partners, donors, and other stakeholders.
- b) Define, strengthen, document, and promote UWMOC's role as a convener and its community impact/outcomes.
- c) Maintain leadership role on Monmouth and Ocean County Human Services Councils.
- d) Continue board membership in organizations related to UWMOC's mission.
- e) Highlight leveraged community impact as a direct result of community collaborations.
- f) UWMOC staff to attend conferences related to their area of expertise as needed.

### **Objective B. Create and implement a marketing plan to increase United Way visibility to drive community awareness and understanding of United Way's mission and vision to build greater engagements.**

Baseline: Key informants and staff note that the community is not clear about UWMOC's mission and key programs.

Responsibility: Director of Marketing and Communications, Vice President of community Impact.

#### **Activities:**

- a) Revise and enhance all promotional materials, the website, annual report, and other media to reinforce the merged entity, mission, and vision.
- b) Increase communication and feedback loops with program partners.

- c) Increase board and staff leadership's ability to communicate mission, vision, and community impact with donors, partners, and community stakeholders.
- d) Cultivate relationships with local media and expand local media coverage.
- e) Reflect mission statement in branding and all communications – mobilizing donors, volunteers, and community partners.

### **Goal III. Capitalize on the scale generated by the merger to create an infrastructure that integrates organizational functions and enhances effectiveness and efficiency.**

#### **Objective A. Increase the use of technology to support programs and fundraising.**

Baseline: Current fundraising software platform has more potential than is currently used.

Responsibility: Director of Development, CFO.

##### **Activities:**

- a) Increase staff proficiency in maximizing use of the ANDAR software platform.
- b) Increase staff skills in social media to drive community awareness and engagement.
- c) Harness technology to enhance the donor experience.
- d) Increase/improve outcome data from Volunteer Center.
- e) Integrate the technology with Goal II, Objective B to increase community awareness.

#### **Objective B. Empower staff and increase involvement in decision making.**

Baseline: The CCAT assessment noted this area as in need of attention.

Responsibility: President & CEO.

##### **Activities:**

- a) Re-energize staff meetings with collaboratively developed agendas, time for brainstorming, and strategic data-driven discussions.
- b) Decide how the merged entity will do business going forward in key functional areas with a clear vision towards outcome.
- c) Increase staff understanding and management of departmental budgets.
- d) Encourage staff to reflect on their work and the processes they use to perform their jobs.

#### **Objective C. Clarify job titles, responsibilities, and reporting structure post-merger.**

Baseline: Job descriptions/reporting relationships have not been updated and there is not a performance review system in place.

Responsibility: President & CEO.

##### **Activities:**

- a) Update all titles, job descriptions, and reporting relationships.
- b) Clarify division of responsibility in Resource Development department.
- c) Implement annual staff performance assessments, metric goals and tactics to successfully reach these goals.

**Objective D. Reinforce and energize recognition of the value of staff contributions.**

Baseline: Staff can benefit from more frequent feedback and positive reinforcement.

Responsibility: President & CEO.

**Activities:**

- a) Promote constructive feedback by regularly checking in with staff.
- b) Expand the number of ways staff performance is rewarded.
- c) Give staff positive feedback more frequently.
- d) Increase leader's and manager's conflict resolution skills.
- e) Increase manager's coaching, mentoring, and training skills.
- f) Support staff in their professional development goals.

**Objective E. Ensure office space is adequate and conducive to creating a positive team culture.**

Baseline: UWMOC currently maintains two offices, with one lease ending within one year.

Responsibility: President and CEO.

**Activities:**

- a) Determine staff proximity needs based on functions.
- b) Determine overall office space needs based on number of staff, reporting relationships, IT set up, meeting and conference space needs, and storage.
- c) As office leases come up for renewal, evaluate pros and cons of renewing with an eye toward integrating staff into one office.

## **Goal IV. Create a governance structure that inspires a greater devotion of the board to commit time, treasure, and talent to UWMOC.**

### **Objective A. Conduct strategic planning every 3 years and evaluate plan progress at least quarterly.**

Baseline: The 2017-2020 Strategic Plan is the first one since the merger.

Responsibility: Board of Directors.

#### **Activities:**

- a) Executive Committee ensures quarterly board Strategic Plan reviews identifying challenging areas and successes.
- b) The board updates the plan as the internal and external environment changes.
- c) Both the board and the President & CEO are held accountable for accomplishments of objectives.
- d) Ensure that committees integrate Strategic Plan objectives in their annual work plans.
- e) Integrate specific Strategic Plan objectives into the President & CEO and Board Chair self-evaluations.

### **Objective B. Develop an emergency and regular succession plan for the President & CEO**

Baseline: There are no succession plans.

Responsibility: Executive Committee.

#### **Activities:**

- a) Assign Executive Committee to research templates, including UWW resources, and choose the most appropriate one for UWMOC to work from.
- b) Plan for possible financial implications of executive turnover.
- c) Present plans to the full board for approval.

### **Objective C. Increase the board's passion for the mission and ability to clearly describe the organization's mission, vision, and goals.**

Baseline: The CCAT Assessment noted that increasing board engagement is key to maturation.

Responsibility: Board Chair, President & CEO, Director of Marketing and Communications.

#### **Activities:**

- a) Add a 'mission moment' to every board meeting.

- b) Engage board in training on communication with various stakeholders about UWMOC's mission, vision, and goals.
- c) Develop a UWMOC factsheet for board members and provide opportunities to role play conversations with various stakeholders to promote the organization.
- d) Develop a PowerPoint presentation that promotes UWMOC and its unique role in the community.

**Objective D. Support the board in its work around planning, evaluating the President & CEO, ensuring financial accountability, revenue development, and other key functions.**

Baseline: The board has not received training on its key functions.

Responsibility: Board Chair, Governance Committee.

**Activities:**

- a) Review board functions and activities and develop a unified approach for each post-merger.
- b) Develop and implement a board self-assessment to be completed every two years.
- c) Develop and implement a board member agreement and annual scorecard based on key board responsibilities.
- d) Provide board training on how to read and understand financial statements.
- e) Develop metrics to gauge the success of the merger and report results to the board in July 2018.
- f) Complete a policy review to identify any needed policies and develop them.
- g) Provide board training at least annually taking advantage of the BoardSource/United Way collaboration.

**Objective E. Continually build a knowledgeable and engaged board by documenting a process for vetting, orienting, and integrating new board members.**

Baseline: There is no process for orienting new board members that engages current board members and the Governance Committee.

Responsibility: Governance Committee.

**Activities:**

- a) Develop a grid of desired competencies, skills, and connections.
- b) Develop a Board Manual for new board members.

- c) Develop and implement a board-led onboarding process for new members.
- d) Increase board racial/ethnic diversity and expertise in mission focus areas.
- e) Develop a leadership pipeline for board officers.

**Goal V. Build a culture of philanthropy that strengthens the long-term financial sustainability of United Way of Monmouth and Ocean Counties, and raise \$1 million in new sustainable gifts over the next four years.**

**Objective A. Create and embed a culture of philanthropy in the board and staff.**

Baseline: Board is not giving at 100% and can be more directly involved in stewardship and cultivation.

Responsibility: Board Chair, Resource Development Committee, President & CEO.

**Activities:**

- a) Require and reinforce an annual minimum donation from board members.
- b) Regularly send board members articles or newsletters about fundraising and donor stewardship.
- c) Integrate a short training into every board meeting.
- d) Share thank you's from partners, clients, or volunteers with the board.
- e) Schedule thank-a-thons after major fundraising events and appeals.
- f) Invite donors to share their perspective at board or staff meetings.
- g) Share the annual Resource Development Plan with all staff and board members.
- h) Thank board members personally for bringing in new donors or other kinds of support.

**Objective B. Add 35 new Tocqueville donors to raise a minimum of \$350,000 by June 2021.**

Baseline: Corporate-based campaigns are decreasing, impacting total revenues. As of June 2017, there were 17 Tocqueville donors (\$10,000 level).

Responsibility: President & CEO, Campaign Cabinet, Director of Resource Development.

**Activities:**

- a) Set purpose, function, and member requirements for Tocqueville Society and Tocqueville Cabinet.
- b) Recruit Co-Chairs for local Tocqueville Society.
- c) Recruit five current Tocqueville donors to kick off Tocqueville Cabinet.
- d) Develop promotional materials and speaking points for Tocqueville prospects.
- e) Research and develop a prospect list with staff and volunteer input.

- f) Engage with two Tocqueville prospects per week.
- g) Develop and implement a donor stewardship program of six 'touch points' per year, including two that are in-person.
- h) Develop and implement four highly personal in-home cultivation/stewardship events for current Tocqueville donors and prospects (i.e. dinner, mixer, BBQ).
- i) Create a plan to move existing Leadership Givers to the Tocqueville level.

**Objective C. Add 250 new Leadership Givers to raise \$250,000 by June 2021.**

Baseline: Corporate-based campaigns are decreasing, impacting total revenues. As of July 2016, there were 270 Leadership Givers (\$1,000 level).

Responsibility: Board, Campaign Cabinet, President & CEO, Resource Development Staff.

**Activities:**

- a) Set purpose, function, and member requirements for Leadership Giving Committee of board members and other select volunteers.
- b) Identify volunteer Chairs for leadership levels of \$5,000, \$2,500, and \$1,000.
- c) Recruit Committee members including board members and other select volunteers.
- d) Develop promotional materials and speaking points to engage Leadership Giver prospects.
- e) Research and develop a prospect list with staff and volunteer input and begin outreach to prospects incrementally.
- f) Develop and implement periodic rallies and receptions to keep energy high and celebrate successes.
- g) Investigate additional Affinity Groups, such as Women United, as Leadership Giving opportunities.
- h) Maintain at least four 'touch points' annually with Leadership Givers.
- i) Create year-round volunteer opportunities and engagement as part of Leadership Giving Campaign.
- j) Develop a structured stewardship program to recognize donors that includes one-on-one meetings.
- k) Increase corporate support and promotion of Leadership Giving Campaign.

**Objective D. Increase revenue from current and new company-based campaigns by \$100,000 annually by June 2021.**

Baseline: Corporate campaigns are decreasing. The goal is to find \$100,000 in new money to partially compensate for anticipated losses.

Responsibility: Board, Campaign Cabinet, President & CEO, Resource Development Staff.

**Activities:**

- a) Staff and volunteers identify a prospect list of new companies, including mid-size companies and regional offices of companies that provide local autonomy to management.
- b) Staff and volunteers will contact three current and/or new companies each month to explore campaign strengthening or to explore philanthropic interests of new companies.
- c) Develop promotional materials and speaking points, including leveraging the Grunin Foundation matching gift.
- d) Maintain year-round communication with individual corporate donors.

**Objective E. Increase revenue from current and new foundations and/or government sources by \$200,000 by June 2021.**

Baseline: Revenue from grants has been erratic and sometimes inflated by pass-through funds (Hurricane Sandy). Funding was \$48,000 in 2014, \$82,000 in 2015, and \$66,000 in 2016.

Responsibility: President & CEO, Resource Development Staff.

**Activities:**

- a) Identify specific United Way projects that could be foundation funded.
- b) Research foundation prospects for specific United Way projects.
- c) Cultivate relationships with prospects where possible.
- d) Develop a calendar of foundation proposal deadlines.
- e) Draft and submit proposals.
- f) Maintain excellent stewardship of grant funds.

**Objective F. Increase revenue from sponsorships to \$250,000 annually by June 2021.**

Baseline: \$143,000 2016 from Casino Night, Gala, and Spring Tee-Off sponsors.

Responsibility: Board, Campaign Cabinet, Spring Tee-Off Committee, Gala Committee, Women United, President & CEO, Resource Development Staff.

**Activities:**

- a) Set purpose, function, and member requirements for Golf Committee, Gala Committee, and Women United.

- b) Recruit new, dedicated members to the committees to expand reach.
- c) Research and develop a sponsor prospect list with staff and volunteer input.
- d) Develop and promote prospect-centric sponsorship options for each event.
- e) Develop promotional materials and speaking points to engage potential sponsors.
- f) Invite prospects to events as guests and/or include event tickets as part of sponsorship packages.
- g) Committee members and other volunteers to solicit vendors and acquaintances.