

Strategic Plan



United Way of White County

2024 - 2027

Strategic Planning Committee

Dr. Bobby Hart

Chair
Searcy County School District

Keaton Douglas

First Security Bank

Emily Fisher

ASU-Beebe

Jeff Jackson

Searcy Methodist Church

Justin Johnson

Think Idea Studio

Steve Lake

Harding University

Dr. Andrea Morris

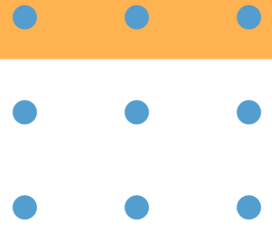
Harding University

Deana Powell

Board Chair
Simmons Bank

Dr. Marty Spears

Harding University



Staff Support: Bec Dwyer- Coop, Executive Director

Facilitation and Technical Support: Lynn Pharr, Pharr & Beyond Consulting, LLC

A Message from the Chairs

Dear United Way Friends and Stakeholders:

If this strategic plan had a theme song, it would be “The Times They Are A-Changin’” by Bob Dylan. One thing that we knew with great certainty when we, as a board, commissioned a strategic plan was that the United Way traditional business model was struggling mightily in the realities of our post-COVID world.

At the foundation of this important document lies a truly collaborative process that incorporates input from board members, staff, volunteers, corporate partners and funded, as well as non-funded, nonprofit leaders. The planning process included analysis of the changing dynamics of service delivery, resource development and the competitive marketplace. With this plan, United Way is poised to be at the forefront of community change, collaborating with others to focus on the root causes of the most pressing issues in White County.

While this final document is a result of a great deal of care and forethought, it must be noted that we developed this plan with a strong sense of urgency and a challenge to be BOLD. The Board will monitor progress using a scorecard to communicate to our stakeholders our progress as well as our course-corrections over time. Only by being constantly vigilant and making difficult decisions among competing priorities will we be able to achieve established goals.

We earnestly believe that this strategic plan will stand not only as a bold, first step to achieving the stated objectives but will serve as a dynamic roadmap for our United Way’s journey to greater relevance, stronger relationships, and ultimately greater opportunities for people in White County to lead successful lives.

Dr. Bobby Hart

Bobby Hart Ed.D
Strategic Planning Committee Chair

Deana Powell

Deana Powell
Board Chair

United Way of White County 2023 Point in Time Perceptions

STRENGTHS

- | | |
|---|---|
| <ul style="list-style-type: none">• Brand• Credibility• Board that has connections• Commitment to United Way mission• Access to workplace fundraising | <ul style="list-style-type: none">• Compassionate community• Strong agency partners• Diverse grantmaking• Potential• Committed leadership |
|---|---|

WEAKNESSES

- | | |
|--|--|
| <ul style="list-style-type: none">• Community saturated with nonprofits• Shrinking middle class• Searcy-centric• Inconsistent social media presence | <ul style="list-style-type: none">• Ability to fundraise• Value-add to community• Inconsistency of UWs in AR• Competition for discretionary dollars |
|--|--|

United Way of White County 2023 Point in Time Perceptions

OPPORTUNITIES

- | | |
|---|--|
| <ul style="list-style-type: none">• Growing community• Convene and collaborate with other nonprofits• Define who and why we exist• New, fresh Leadership | <ul style="list-style-type: none">• Board member turnover• Collecting data• Better storytelling• Free PR through social media |
|---|--|

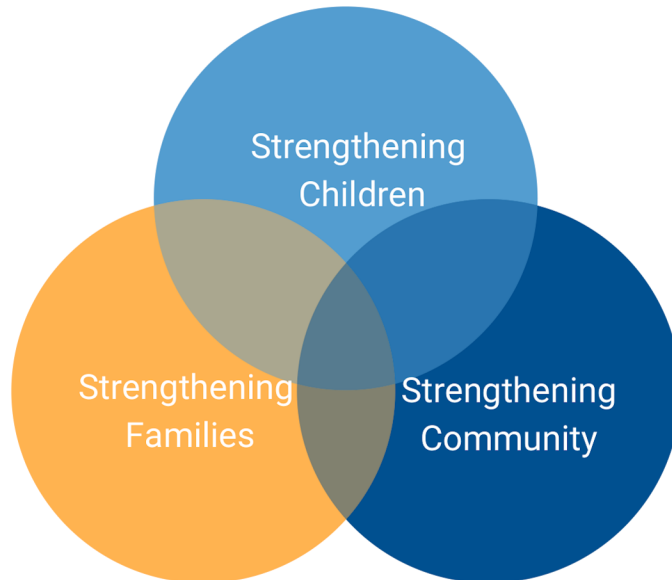
THREATS

- | | |
|---|--|
| <ul style="list-style-type: none">• Technology• Moving/Acting without data• “Pass Through” perception• Economy• Changing donor expectations | <ul style="list-style-type: none">• United Ways national brand• Staff turnover• Small staff• Remote worker employment model• Board member turnover |
|---|--|

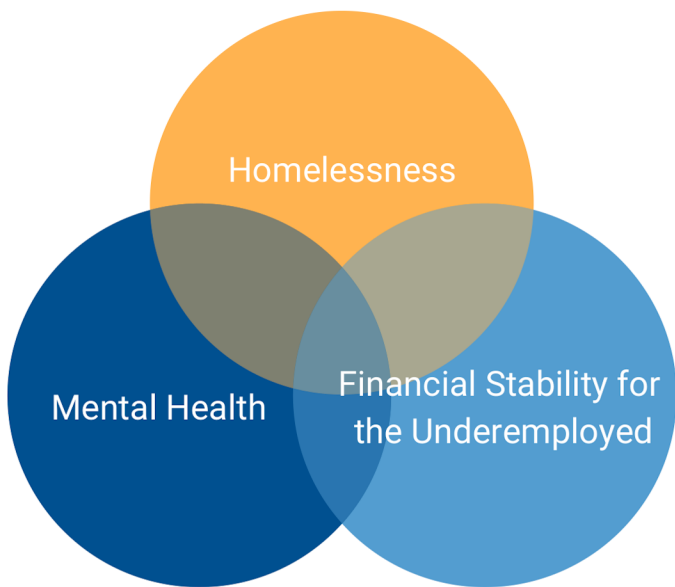
Mission: To increase the organized capacity of people in White County to care for one another.



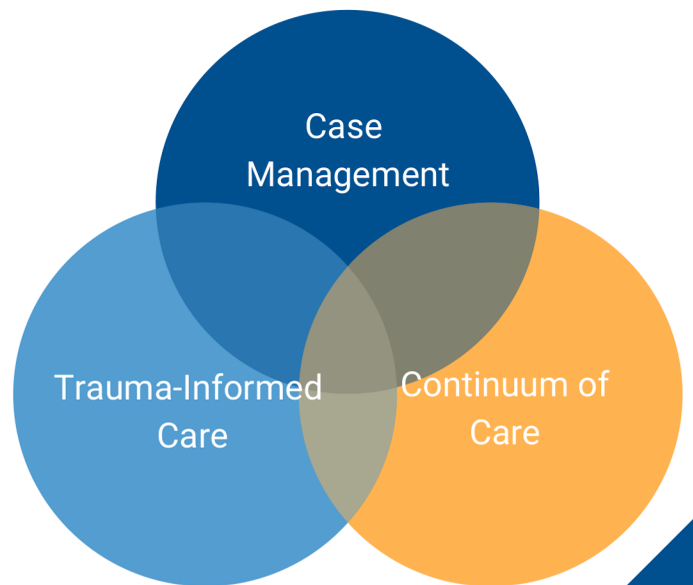
FOCUS AREAS



PRIORITIES



PREFERRED METHODOLOGIES FOR IMPACT DRIVEN MEASURABLE OUTCOMES



Strategic Plan at a Glance: Goal 1: Create Greater Community Impact



Strategy: Realign the allocation grant-making process

Action 1.1 Engage the Allocation Committee around the newly adopted Focus Areas, Priorities, and Preferred Methodologies

Action 1.2 Develop an application that addresses the parameters of the adopted Focus Areas, Priorities and Preferred Methodologies and a timetable for the new allocation cycle that aligns with the other newly adopted strategies, actions, and organizational calendar

Action 1.3 Design communication plans for existing and potential applicant agencies around the newly adopted Focus Areas, Priorities, and Preferred Methodologies

Strategy: Reimagine the Stuff the Bus Program

Action 1.4 Review and document similar programs in White County for duplication and redundancy of school supply collection.

Action 1.5 Consult with school administrations to determine the unmet needs of students and staff

Action 1.6 Refocus the program to address a strategic, unmet priority that is currently unaddressed by other efforts

Strategy: Modify the Santa's Shopping Experience

Action 1.7 Develop data collection processes and marketing tools that allow for the program to become a point of entry for further United Way relationship (donation and volunteer)

Strategy: Develop an Unmet Needs Committee and Fund

Action 1.8 Establish a committee and protocol for moving requests for help from individuals and families that seek out United Way directly to addressing those needs in a timely and accountable manner as designated funds allow.

Strategic Plan at a Glance: Goal 2: Develop Greater Financial Resources

Strategy: Rejuvenate workplace campaign structures

Action 2.1 Engage lapsed workplace accounts

Action 2.2 Research and target new workplace campaigns

Strategy: Increase funds from new sources

Action 2.3 Seek grants from public and private sources

Action 2.4 Design and implement a direct mail strategy

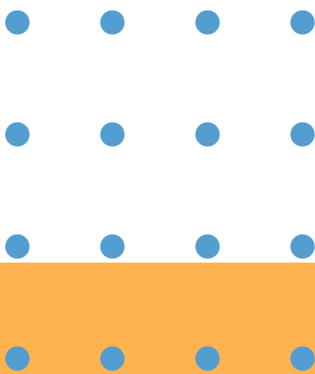
Action 2.5 Establish and launch the Leadership Giving Plan and associated Societies

Action 2.6 Organize and promote a Small Business Blitz to compliment the annual campaign effort

Action 2.7 Incorporate a Give/Get fundraising strategy with Board of Directors

Strategy: Add a dedicated Resource Development Team member

Action 2.8 Grow staff capacity through the addition of a dedicated resource development staff member



Strategic Plan at a Glance: Goal 3: Build Greater Operational Capacity



Strategy: Shift United Way's fiscal year to align with calendar year

Action 3.1 Begin the shift with a revision of the bylaws

Action 3.2 Work closely with Auditors to make the most logical and cost-effective decisions regarding the annual audit and its realignment to the shift

Action 3.3 Align other calendar related functions: board terms, annual meeting, allocation processes accordingly

Strategy: Establish a Marketing/PR Committee and Plan

Action 3.4 Form a committee with the express intent of identifying and pursuing ways to promote the United Way brand, reputation, and mission in White County

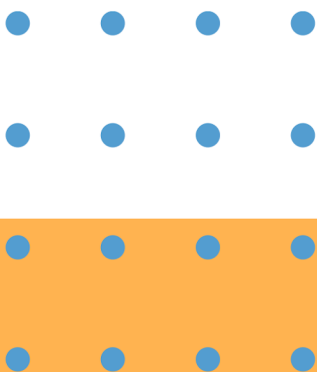
Strategy: Capture data in all aspects of the United Way's work

Action 3.5 Develop a comprehensive measurement attitude and process that determines progress towards and achievement of goals both internally and externally

Strategy: Evaluate and procure needed technologies

Action 3.6 Assess current and future technology (hard and software) needs

Action 3.7 Prioritize needs against available budget



Strategic Plan at a Glance:

Goal 4: Establish Greater Governance Standards



Strategy: Diversify Board of Directors to be representative of the totality of White County

Action 4.1 In accordance with the United Way Worldwide Membership standards, evaluate the diversity of the board of directors

Action 4.2 Determine areas where representation is lacking (gender, age, race, geography, etc.)

Action 4.3 Charge the Nomination Committee to recruit new members based on those representation deficits

Strategy: Seize opportunities to build capacity with staff and board members

Action 4.4 In accordance with the United Way Worldwide Membership standards, the board will receive annual Diversity, Equity, and Inclusion training

Action 4.5 The organization will host a Board Retreat annually

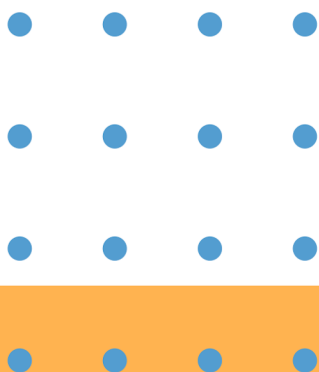
Strategy: Modernize board committee structure

Action 4.6 Evaluate the current board committee structure

Action 4.7 Pinpoint gaps in governance and continuity

Action 4.8 Re-frame the board committees in the bylaw revision

Action 4.9 Re-constitute committees with the expectation that all board members will serve on at least one committee



Terms & Definitions



Case Management

Case management is a process whereby organizations help their clients navigate the social service system. This may involve providing information and resources, connecting clients with community services, and teaching them how to advocate for themselves. Case management can also help reduce costs associated with care, as well as improve overall outcomes.

Continuum of Care

Continuum of Care is a model of care where people move between coordinated service types as their care needs and conditions change. The Continuum of Care model aims to adopt a coordinated, collaborative approach to care. It aims to address many of the challenges associated with fragmented care systems, which are based on episodic changes in need and similarly episodic interventions. The Continuum of Care model seeks to treat and care for the whole person and take a preventative approach to health and care wherever possible.

Measurable Outcomes

A measurable outcome describes what the client should be able to achieve or accomplish by the end of their course, program, intervention with the organization. Articulated outcomes should identify the set of knowledge, attributes, skills, and capabilities that clients should acquire/possess because of your services.

Trauma-Informed Care

Trauma-Informed Care is an approach in the human service field that assumes that an individual is more likely than not to have a history of trauma. Trauma-Informed Care recognizes the presence of trauma symptoms and acknowledges the role trauma may play in an individual's life- including service staff. On an organizational or systemic level, Trauma-Informed Care changes organizational culture to emphasize respecting and appropriately responding to the effects of trauma at all levels. Trauma-Informed Care requires a system to ask, "What has happened to this person?" rather than "What is wrong with this person?".

