



United Way of Central Florida

STRATEGIC PLAN

2021 – 2023



OUR APPROACH

United Way of Central Florida is partnering with the community in new ways to help individuals and families rewrite their stories and build a solid foundation for the future.

With input from our board of directors, staff members, volunteers and partner agencies, UWCF has formed this plan to help us **RESPOND**, **RECOVER**, **REIMAGINE** and **REBUILD** Central Florida.

We believe the power of community can help people find pathways out of poverty, but the most effective way to accomplish this is by working together to meet common goals.



Real, measurable change that impacts root causes and redirects future outcomes, requires time, financial resources and system coordination.

UWCF has aligned its strategic plan to identify activities that support the work that kind of change requires. We invest in solutions for both chronic and situational poverty.

While there are no quick fixes to break the cycle of poverty, by bringing people, resources and strategies together, we can help people improve their lives and in so doing strengthen our community.





ROADMAP

Ignite Community Impact

Building off past success, we will advance our commitment to UWCF's seven community impact initiatives, Early Childhood Education, Academic Achievement, Financial Stability, Health, End Hunger, Community Partnership Schools and Basic Needs. In addition, we will continue to be responsive during a crisis and build the capacity of nonprofit organizations.

Deepen Donor Relationships and Grow Revenue

Leveraging our long-standing relationships, we will demonstrate our impact within the community and UWCF's value by focusing on raising funds and increasing the impact of those donor dollars.

Increase Brand Awareness and Market Penetration

Utilizing traditional and digital marketing strategies, we will increase awareness of the immense need in Central Florida and the solutions UWCF provides.

Advance Virtual Business

Transitioning to the most effective systems, we will use new technologies that enable staff to work efficiently and partner with United Way Worldwide to join a shared Customer Relationship Management tool.

Enhance Operational Excellence

Informed by exciting new tools to drive operational excellence, we will focus on talent management and recruitment, building a strong foundation of rigorous financial analysis and integrated technology platforms, and ensure that staff and partner agencies maintain a bias for action on diversity and equity issues.

1 IGNITE COMMUNITY IMPACT

COMMUNITY FOCUSED



Educational Success – Meet immediate needs for students in and out of schools while positioning for future waves of pressure on education services.



Access to Care – Improve community health conditions for underserved and underprivileged families and individuals while positioning for future waves of pressure on health services.



Financial Independence – Households will increase income, build savings and grow assets while positioning for future waves of pressure on income-related services.



Emergency Services – Improve access to crisis intervention for Central Florida while positioning for future waves of pressure on basic services.

2 DEEPEN DONOR RELATIONSHIPS AND GROW REVENUE

Grow Workplace Campaign Accounts

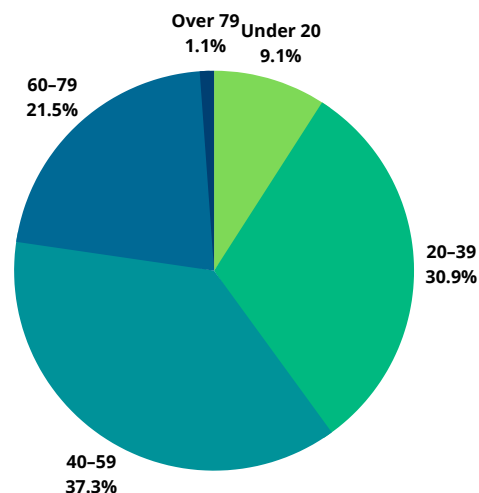
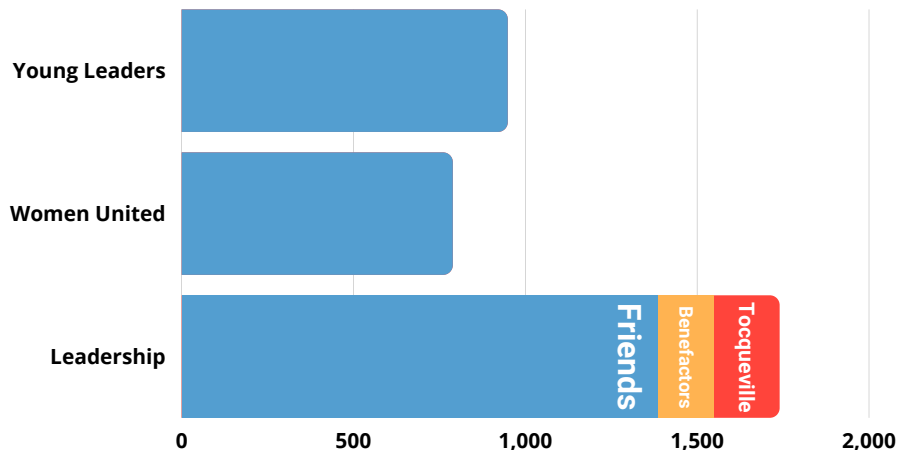
- Engage lapsed workplace accounts
- Increase focus on tri-county accounts, presence and brand recognition
- Consistently engage with Top 50 accounts
- Determine what companies prefer ePledge and migrate them to that platform

Grow Current Year Support

- Identify grants and matching funds opportunities from public and private sources, thereby increasing impact per donor dollar

Grow Affinity Groups

- Increase engagement and focus on revenue growth within affinity groups
- Focus on Major Gifts and Planned Giving
- Identify and focus on the most meaningful events within affinity groups





3 INCREASE BRAND AWARENESS AND MARKET PENETRATION

DIGITAL-FIRST COMMUNICATION

Leverage social and digital platforms to demonstrate how UWCF is the premier provider of value-added donor services by:

- Increasing social media presence
- Growing digital advertising results
- Focusing on ePledge and online giving
- Increasing organic website traffic
- Improving website search engine optimization

CUSTOMER CENTERED

Increase awareness and understanding of United Way's mission and community goals by:

- Increasing awareness and understanding of 211 and other community programs and initiatives
- Consolidating messaging and refining marketing strategies for current audiences
- Forming a Small Business affinity group

4 ADVANCE VIRTUAL BUSINESS

TRAIN STAFF

Effectively learn by using data



GO GREEN

Transition to paperless operations



STREAMLINE SYSTEMS

Improve collaboration tools



INTEGRATE NEW TECHNOLOGIES

Introduce new technologies and software to improve staff efficiencies



IMPROVE CUSTOMER EXPERIENCE

Utilize customer relationship management software to the fullest potential



5 ENHANCE OPERATIONAL EXCELLENCE

**Build upon excellence in financial
accounting and transparency**

Invest in human capital

Leverage community partnerships

**Incorporate diversity, equity and
inclusion strategies**

**Provide a safe and productive work
environment for staff and volunteers**

**Pursue excellence in all
accreditations**

**Address opportunities that have
heightened as a result of COVID-19
or other unpredicted community
disrupting causes**



Modern United Way

Committed to making our Central Florida community the best it can be, we are pleased to share our Modern United Way blueprint that serves as our roadmap to adapting and strengthening our mission.

- A Modern United Way shows up differently in our community by celebrating past achievements, evolving to adapt to the current needs, leaving behind what no longer works, and embracing shared opportunities.
- A Modern United Way reflects the community in philosophy, policy and participation. A modern United Way is insight and data driven – not how we think it is; how we know it is.
- A Modern United Way offers unparalleled service, solutions, content and engagement.
- A Modern United Way leads with a growth mindset leveraging team talent in conjunction with technology to empower our organization.
- A Modern United Way continues to embrace the power of collective fundraising to increase the impact of any gift large or small.

MISSION

To improve lives and strengthen
our community.

VISION

To create positive lasting change in our community by helping children succeed
in school; promoting family financial stability and independence;
and improving people's health.

