

Strategic Plan

United Way of Muscatine

**119 W. Mississippi Drive
Muscatine, Iowa 52761**

**Prepared by a Subcommittee of the Executive Board
Presented to the Board
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I. Mission of the United Way of Muscatine

A. Mission

The Mission of United Way of Muscatine is to increase the capacity of the people of greater Muscatine to care for one another.

B. Organizational Vision

United Way of Muscatine will provide focused, strategic, and responsive leadership to address the health and human service needs of Muscatine. We will provide leadership through building powerful relationships with partners, operating based on sound fiscal policies and management practices, recruiting and retaining competent and committed volunteers and staff, and evaluating the effectiveness of our efforts.

II. Executive Summary

The Strategic Plan for the United Way of Muscatine (UWM) provides a blueprint for the future of this long-standing community service organization. The Strategic Plan is a product of United Way's commitment to proactively evaluate its current programs and to consider new directions that are designed to position the United Way to best serve Muscatine County and surrounding community's residents.

The United Way of Muscatine was established in 1954 as a non-profit corporation that raised funds for distribution to local social service agencies. Over the last five decades, fundraising has grown to the level of a \$1 million campaign, and the organization has grown to include two full-time and one part-time employee. As a part of that growth, the UWM has engaged in partnerships to provide services with, and to, local and regional agencies. UWM is generally recognized as a stable and well-managed community organization.

In 2007, the Board of Directors for the UWM recognized a need to evaluate its future direction. Industry changes, as well as economic changes were impacting the UWM's traditional workplace giving. Campaign growth was flat last year and there appeared to be increasing "competition" in the fundraising arena.

To conduct this evaluation, volunteers from the UWM Board of Directors met throughout 2007 to survey, collect and analyze data and feedback, and develop a three-year strategic plan. Major recommendations contained within the new strategies include:

- Increased emphasis on UWM's role in assessing community needs and building the capacity of local non-profit organizations using outcome-based measurement
- A formal business plan supported by a formal marketing plan to be developed and implemented
- Change in the timeline for Community Investment process (formally known as the Allocation Process)
- Incorporation of neighboring United Way – like agencies of West Liberty and Wilton into the UWM resulting in an expanded geographical base which will provide the efficiency and cost effectiveness of a larger agency
- Community Impact initiatives which include a Needs Assessment Partnership, Let's Talk, Day of Caring, Training and Technical Assistance for Non-Profits, and an After-school Collaborative Model

The Strategic Plan maintains much of the major direction for the years 2007 through 2010. The plan will be reviewed annually with a rolling update made to each subsequent year.

III. Organizational Description

A. History

In the Fall of 1954, a group of concerned citizens met to form the United Fund of Muscatine to help provide for the local social service agencies. In 1962, the United Fund of Muscatine raised its first \$100,000.

Through the years the Muscatine United Fund was known as the United Fund, Community Services, and finally in 1979 the United Way name was adopted so that the organization could be more closely identified with the United Way of America.

Initially the United Fund funded 11 agencies for a total of \$62,791. Today the United Way of Muscatine funds 21 agencies, 36 programs for a total approximately \$900,000.

B. Organizational Structure

Board of Directors

The Board currently consists of 24 members. In 2008 the board will grow to 32 members to carry out the aggressive goals in the 2008-2010 Strategic Plan. The board functions as the governing body of the organization, with all policy decisions made at the board level. The board is also responsible for hiring, evaluating and supporting the Chief Professional Officer.

Committees

United Way of Muscatine has a well developed committee structure. The majority of the board work is done in committee and then presented to the board for review, discussion, and approval. There are several standing committees including but not limited to the Executive Committee, the Campaign Committee, the Community Investment Committee (formerly known as the Allocations and Planning Committees), the Audit Committee, the Administrative Services Committee, the Marketing/Communications and Public Relations Committee, the Community Planning Committee (new in this plan), the Agency Development Committee (new in this plan), and the Nominating Committee.

Staff

Currently staff is comprised of a Chief Professional Officer and a Finance Director. In the 2008 budget a half-time clerical support position has been added to help support this plan. Each staff member has an area of specific responsibility, but all staff have tasks that are beyond their primary functions, and are expected to assist with major organizational activities (e.g. Day of Caring).

C. Major Programs

Campaign

United Way of Muscatine manages a fall fundraising campaign that has traditionally run from mid-September to early December. The basic premise of the fall fundraising campaign is workplace based, with employees having the opportunity to contribute using payroll deduction.

In addition to the fall workplace campaign, United Way of Muscatine uses direct mail solicitation and sponsorships to raise money for operations and granting.

Community Investment (formerly known as Allocations)

The United Way of Muscatine has conducted its allocations process basically the same since the inception of the organization. The forms have changed slightly over time, more agencies have been added to the pool and more money is available each year but the basic premise and timing of the process has not changed. This plan recommends a possible change in the timing, the training of the volunteers, the process and the reporting.

Volunteers are recruited to review agency budgets, programs and make recommendations on allocations for the up-coming year. Approximately 30 volunteers were recruited and engaged in the 2007-08 allocations process.

Community Impact/Initiatives

In the last year United Way of Muscatine has engaged the community in a variety of non-fundraising activities with the goal of impacting the community's health and well being. Those Initiatives and activities are:

- Needs Assessment Partnership
- Let's Talk
- Day of Caring
- Training and Technical Assistance for Non-Profits
- After-school Collaborative Model

Volunteer Profile

United Way of Muscatine has a committed Board of Directors. The board has grown from 18 to 32 in the last 16 months. Each board member serves on a least one committee. In addition to the board the UWM engages volunteers in the allocations process (30), as coordinators in workplaces (60), special initiatives (100), Day of Caring (219), and miscellaneous special projects (approx 5-10). In general those who commit to a volunteer experience with UWM are committed and engaged.

IV. Strategic Plan Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis and Strategic Goals for 2007 - 2010

Operations (Executive Committee)

Significant progress has been made in 2007 in the operations area as board manuals were assembled, policies were reviewed and many were totally rewritten and updated. Internal weaknesses for the future would be to assure that none of the strategies from this strategic plan creates a need to amend or change the current policies. An internal need for the future is to create a schedule for reviewing policies so they do not get out of date.

Additionally, the facilities were reviewed as a part of operations. Current strengths include the central downtown location of the office with owned parking. However, a weakness is the cost of the facility now that a tenant is no longer sharing the space.

Technology upgrades have been made to the office including wireless connectivity, updated office furniture and computer systems. The weakness includes no plan to keep up with automations and technology.

Operational staffing was also reviewed and although there is much strength, the weakness is there are limited people to carry out the operational activities. Automation of tasks will provide much needed time to focus on the core mission of the UWM. Also, there is limited separation of duties with the current staffing and no succession plans.

The goals to address the internal weaknesses and external threats are:

2007

- I. Develop a formal review schedule for all policies and place in the policy manual.
- II. Budget a ½ time administrative position in the budget.

2008

- I. Form a team to renegotiate the lease for the building.
- II. Develop a costing structure and system that is easy to use and does not take as many resources to manage the costs.
- III. Consider staffing levels for the future to fully execute the strategic plan.
- IV. Define a succession plan for the future.
- V. Create training & professional development plans for all personnel.

2009

- I. Survey agency needs in the area of office supplies and MRO.
- II. Leverage agency purchases to create buying power.

Community Planning (Planning Committee)

A major threat to the UWM is that a formal community needs assessment has not been completed. This external threat could potentially create a situation were UWM is not meeting its mission. Therefore, the development of a community needs assessment was a major initiative in 2007. An additional initiative was “Let’s Talk” which is a community forum for problem solving and the sharing of ideas through organized Affinity Groups including: Youth, Family Dynamics, Diversity, Culture of Poverty and Financial Literacy.

One of the internal strength of UWM that was identified is that it is unbiased and well respected. This strength creates numerous opportunities in 2007 such as the creation of a disaster recovery fund. This fund is serving the greater Muscatine communities of Fruitland and Grandview.

The goals to address the internal weaknesses and external threats are:

2007

I. Initiated needs assessment by funding a data mining effort to better understand community indicators and to help identify gaps.

2008

- I. Complete the community needs assessment.
- II. Define gaps by affinity group working with other agencies.
- III. Develop a plan to define actions and accountability by affinity group with the community.
- IV. Secure an outcome measurement software program.
- V. Write a grant to secure a trainer in the area of collaboration.
- VI. Develop a process to collect and share best practices among agencies.

2009

I. Explore the need to reduce duplication of service or need to diversify services.

Fund Raising (Campaign Committee)

Servicing the primary customer, the donors, and performing effective fund raising so that UWM can then care for the community and achieve the UWM mission is a central area of focus. The strategic analysis revealed that UWM has a very narrow fund raising effort (focused on corporate workplace donors) although this fundraising is very well done. There is a need to diversify fund raising for the future. An external threat is that there is a great deal of competition for donor's funds.

Areas to expand are sponsorships and individual donors not associated with major work places.

2008

Sponsorships

- I. Develop a formal sponsorship marketing package.
- II. Develop a pool of Leadership Volunteers who can facilitate for sponsorships.
- III. Create a calendar and list of sponsorship opportunities.
- IV. Develop or identify in-kind resources within the community.

Individual Donors

- I. Analyze segments of potential donors.
- II. Implement strategies for each segment.
- III. Develop collateral materials to go with the strategies.

Corporate Workplace Donors

- I. Set up a protocol for donor cultivation.
- II. Create a speaker bureau of board members and volunteers.
- III. Customize presentations for respective customers.
- IV. Create a job description for campaign management/coordinator.

2009

- I. Allocate or delegate fund raising activities to staff members of UWM.
- II. Set targets for percentage of funding from various sources in order to diversify funding sources.

Marketing Communication and Public Relations (Marketing Committee)

Although there is not a formal marketing plan currently in place for the UWM, there appears to be an openness and acceptance from the board for marketing the UWM to a broader set of donors.

2008

- I. Develop a business plan, supported by a marketing plan.
- II. Secure a subject matter expert volunteer to assist in the development of the plan.
- III. Add a line item for marketing in the 2009 budget.
- IV. Design and produce collateral materials.
- V. Develop a Public Relations Plan: Crisis Intervention Plan.
- VI. Recruit Board Members who have expertise in the area of Public Relations, including outside citizens who has expertise

2009

- I. Review and update marketing plan.
- II. Continue to recruit board members with marketing expertise.

Community Investment (Allocations and Special Emphasis)

The existing process of allocations will be termed “Community Investment” to emphasize the thought that our donors funds must be invested wisely in order to assure we maintain the confidence of our donors who are our primary customer.

An immediate action will be to better coordinate special emphasis grants with the allocations (Community Investment) committee. This will be done in 2007.

2007

- I. Chairperson of Community Investment to participate on Special Committee.

2008

Traditional Community Investment

- I. Develop a tool for site visits to agencies.
- II. Develop a tool for budget review.
- III. Utilize the UWA tool for evaluation (outcomes/impact).
- IV. Recruit a cadre of volunteers as subject matter experts to assist agencies.
- V. Propose a new timeline for all community investment to begin in 2009 and based on needs of community.
- VI. Comprehensive in service program for community investment volunteers.

Special Emphasis Investment

- I. Develop and introduce a letter of proposal for funding.
- II. Marry the timing of the Special Emphasis with the Traditional Community Investment.
- III. Evaluate all other community investment alternatives and recommend funding/implementation.

Traditional Community Investment Timing

- I. Survey the non-profits in the community of their budget year.
- II. Change granting cycle to fit the new Community Investment strategy.

Professional Development of Agencies (Agency Development Committee)

Local agencies are generally well funded and there is considerable experience and capabilities in the local community. However, most agencies service a greater geographical area than the UWM and it is not common for the agencies to work together or collaborate. There is a perceived need for professional development with many agencies.

2007

- I. Communicate with agencies and provide coaching and mentoring.
- II. Identify organization with opportunities for improvement.
- III. Identify technical development training needs for local non-profits.

2008

- I. Development of and training for Outcome Measurement.
- II. Implementation of a workshop schedule.
- III. Implement an outcome measurement strategy for funded agencies.

2009

- I. UWM research outcome tracking software or systems.

2010

- I. Assist development of standards for agencies that are successful at meeting the needs of the community.
- II. Use UWM board members to assist in the development and implementation of standards.

UWM Board

The UWM board has been rejuvenated in the last year as membership has been increased and this strategic plan has been chartered.

There appear to be opportunities to partner or collaborate with local United Way agencies or similar entities. This could bring some efficiency and value to the communities and better serve the primary customer our donors.

2008

- I. Meet with United Way Wilton to form a joint agreement.
- II. Meeting with West Liberty Community Fund to form a joint agreement.

2010

- I. Define a plan to formally merge with local United Ways and similar agencies if it is mutually beneficial.

Volunteers

Currently the UWM does not have any formal plan or strategy to recruit or retain volunteers. However, the 2007 “Day of Caring” was a huge success in recruiting volunteers to perform community activities. It appears that volunteers could be better utilized to support the UWM mission.

2008

- I. Expand the day of caring volunteer recruitment and placement.
- II. Cooperate with complimentary volunteer initiatives.
- III. Orientation and training of volunteers

V. Action Plan

The Strategic Plan is intended to provide direction for the UWM for a three-year time frame. In order to implement the strategic direction, a number of actions will need to be taken to organize future work.

Action items will be developed by Committees made up of UWM Board of Directors, UWM leadership and staff, and community volunteers and agencies. For each area, projected timing of the action is identified by fiscal year and timeframe within the fiscal year. Responsibility for each item is assigned to the Executive Director and/or various committees. Relative cost for each action item is also estimated. Relative cost includes both direct expenses. See the example action planning sheet below in figure 1.

In addition to the future actions, there are many baseline responsibilities and several ongoing activities that are in the process of being completed. These include all items listed under the year 2007.

The UWM Board recognizes that the Action Plan represents an aggressive package that will have budget and staffing implications. It is expected that the Executive Director will annually evaluate the timing and cost of implementing the Action Plan, along with the organization’s baseline and ongoing activities, and present that information to the Board. The Board will then review, adjust resources as necessary, and give direction on the implementation of the Action Plan.

ACTION PLAN 2008-2010					
Strategic Area: _____					
Fiscal Year <small>(2008, 2009, 2010)</small>	Time Frame	Activity	Responsibility	Relative Cost <small>(Low, Medium, High)</small>	Status

Figure 1