

# United Way of Johnson County

**MISSION:** To build a stronger community by identifying and prioritizing health and human service needs and mobilizing resources to effectively meet them.

**VISION:** United Way of Johnson County will be recognized as the nexus for community engagement that dynamically responds to changing community needs.

## 2007-2013 STRATEGIC PLAN

*It is understood that the President and CEO of United Way of Johnson County is fully accountable for the implementation of and successful fulfillment of the Strategic Plan.*

**Goal I - Needs:** Develop and implement a systematic process for assessing and prioritizing community health and human service needs, identifying donor interests, and aligning community need and donor interest to maximize community impact.

*Lead Volunteer and Staff Responsibility:*

*Staff accountability: Director of Community Impact*

*Volunteer accountability: Community Investment Committee*

*Objectives:*

1. Develop and implement a process for regularly identifying and assessing health and human service needs in Johnson County in cooperation with other community partners sharing an interest in this data.
2. Develop and implement a process for regularly identifying donor interests and perceptions of need for health and human service needs in Johnson County.
3. Develop and implement a process for establishing UWJC strategic priorities to respond to needs, based on the results of the community needs assessment and the donor interest survey.
4. Evaluate and improve the process for investing UWJC directed resources to respond to the community needs assessment and the donor interest survey.

**Goal II - Impact:** Develop and implement a systematic process for delivering resources to the community and measuring the effectiveness of United Way donor investment.

*Lead Volunteer and Staff Responsibility:*

*Staff accountability: Director of Community Impact*  
*Volunteer accountability: Community Investment Committee*

*Objectives:*

1. Determine appropriate outcomes and indicators to be reported by all agencies, programs, and initiatives receiving UWJC directed funds and report these outcomes to the community and UWJC donors annually.
2. Develop strategic partnerships with other community organizations, businesses, and governmental units to effectively address community needs.
3. Sponsor community educational events, training, and/or special projects that address health and human service topics or issues.
4. Take advantage of UWA national partnerships (i.e., NFL and National Corporate Leaders) and initiatives (2-1-1, Success by 6, Financial Stability Partnerships, etc.).  
*Staff accountability: Director of Community Impact and Director of Resource Development*
5. Develop the capacity of UWJC to engage volunteers as a resource to maximize community impact.
6. Develop UWJC initiatives to focus attention and achieve measurable results.

**Goal III - Donors:** Establish United Way of Johnson County as the “community investment of choice” for donors who wish to address local health and human service needs.

*Lead Volunteer and Staff Responsibility:*

*Staff Accountability: Director of Resource Development*  
*Volunteer Accountability: Resource Development Committee & Campaign Cabinet*

*Objectives:*

1. Enhance corporate relationships through increased communication, CEO visits and involvement, and recognition activities.
2. Adopt an internal investor-relationship model of resource development to fully engage current donors in the work of the Community Impact United Way, while enriching our understanding of UWJC donor priorities, interests, perceptions and motivations.

3. Customize investment offerings to cultivate relationships with targeted market segments such as women, young philanthropists, retirees, etc.
4. Continue to focus on strengthening UWJC commitment among University of Iowa faculty, staff and students to increase participation in and commitment to UWJC.
5. Expand the reach of the organization with new donors by developing small business campaigns and direct mail solicitations of donors outside the workforce.
6. Continue to grow the major gift, endowment, and planned giving components of resource development to diversify revenue streams to support community impact.

**Goal IV - Stewardship:** Promote governance and organizational excellence within the United Way of Johnson County and among our affiliated nonprofit community agencies.

*Objectives:*

1. Grow UWJC Reserve Funds (Operations and Agency) to target levels to ensure financial stability of the organization and a base of funds to address community or partner agency emergencies.

*Staff Accountability: Director of Resource Development*

*Volunteer Accountability: Resource Development Committee*

2. Review all UWJC committees/cabinets to ensure that membership represents the United Way donor base (corporate and individual) plus others to constitute a diverse cross-section of the community and ensure that all committees/cabinets have built in rotation of leadership and membership for an infusion of new and diverse views.

*Staff Accountability: President and CEO*

*Volunteer Accountability: Strategic Planning*

3. Periodically review administrative functions to determine the most effective method for accomplishing “back office” activities.

*Staff Accountability: Director of Finance and Operations*

*Volunteer Accountability: Internal Operations*

4. Focus UWJC attention on building the capacity of its partner agencies and the broader nonprofit community.

*Staff Accountability: Director of Community Impact*

*Volunteer Accountability: Community Investment Committee*

5. Establish, maintain and periodically review policies and procedures which reflect the highest standards for nonprofit governance and which meet or exceed the expectations of our donors.

*Staff Accountability: Director of Finance and Operations  
President and CEO  
Volunteer Accountability: Internal Operations  
Strategic Planning*

**Goal V - Communication:** Effectively promote the United Way brand and mission (locally, regionally, and statewide) and communicate the message of how UWJC improves the quality of life.

*Lead Responsibility:*

*Staff Accountabilty: President and CEO*

*Director of Resource Development*

*Director of Community Impact*

*Objectives:*

1. Broadly communicate the message that UWJC is a community impact organization that responds to community needs and is accountable to its donors and Johnson County residents.
2. Continue to develop opportunities to feature United Way in the local community through special events, news releases, donor communications, and other strategies to achieve year-round visibility.