

United Way of Southern Nevada
STRATEGIC PLAN
2016 – 2021



UN1TED
ONE FOR ALL.



Dear Friends,

We are excited to present to you our bold vision for the future of United Way of Southern Nevada. Thank you for all of your input and contributions in creating our Strategic Plan. This five-year plan is the result of thoughtful planning and strategic sessions that brought our community together to help define the future of our United Way.

United Way's unique value is the ability to harness the energy of tens of thousands of stakeholders in our community to collectively take on our biggest problems and make a measurable impact.

We work closely with people like you to unite our community and improve people's lives. Together we create positive change by solving complex community problems. We are one organization collaborating with many to create a better community for all.

United Way brings these organizations together to discuss issues affecting our Valley, create a common agenda and align activities to drive lasting, community-wide change.

We invite you to engage in the collective effort to make Southern Nevada the best community that it can be. Thank you for your commitment through your support of United Way. Whether you make a financial investment in United Way, volunteer, or participate in our community work, you are a part of the change that we are creating in the community.

Sincerely,

A handwritten signature in black ink, appearing to read 'Edward Garcia', written in a cursive style.

Edward Garcia
Board Chair
United Way of Southern Nevada

MISSION



TO **UNITE** OUR COMMUNITY
TO **IMPROVE** PEOPLE'S LIVES.

VISION



UNITED WAY IS INNOVATIVE
AND COLLABORATIVE
IN OUR EFFORTS TO CREATE
A **BETTER COMMUNITY**
FOR ALL.



VALUES

COLLABORATION

Our strength is in the commitment of our stakeholders.
We partner with them to create positive change.

INNOVATION

We address community needs, taking on bold
and new strategies that improve lives.

ACCOUNTABILITY

We use data and evidence to inform our decision making.
We create goals, measure results, and continually work to improve.

INTEGRITY

We are trusted stewards for our community.
We are honest and transparent in all that we do.

DIVERSITY

We value the collective power of different perspectives.



GOALS & STRATEGIES

United Way of Southern Nevada has three key goals to accomplish over the next five years.

This plan enumerates these goals and an accompanying set of strategies to achieve them.

- 1 Create bold and measurable positive change** for people in Southern Nevada through leadership and collaboration.
- 2 Grow the resources available to United Way** to create bold and measurable positive change.
- 3 Run a highly effective business operation** to support the achievement of goals 1 and 2.



GOALS & STRATEGIES

GOAL 1

Create bold and measurable positive change for people in Southern Nevada through leadership and collaboration.



STRATEGIES

- Choose specific topics and projects through a thoughtful and transparent Community Agenda process in which to invest our resources. Focus in the areas of Education, Health, and Income, to serve our most vulnerable and at-risk populations.
- Lead coalitions of community members to effectively and proactively address Community Agenda issues.
- Engage influential community members for advocacy work, including business, community and government leaders.
- Use evidence and community/client input to inform our decision making and program design efforts.
- Seed and incubate innovative programs when a different or new approach could prove valuable to our community.
- Create and manage volunteer opportunities for our corporate partners to encourage year-round engagement and a connection to our work.
- Collaborate with strategic partners through resource allocation, volunteerism, and the sharing of data, information, and best practices.

GOALS & STRATEGIES

GOAL 2

Grow the resources available to United Way to create bold and measurable positive change.



STRATEGIES

- Convene a committed board and committee structure that lead by example with their contributions of time and money.
- Focus on fundraising efforts that prioritize dollars that are unrestricted and will support our Community Agenda.
- Grow and optimize the workplace giving franchise.
- Actively create a pipeline of new donor leads, utilizing a steady stream of introductions from board and committee members, data sources, and reaching out to new residents in Southern Nevada.
- Grow our individual leadership giving groups with multi-year giving and step up opportunities, as well as diverse and meaningful engagement opportunities such as Tocqueville Society, Women's Leadership Council, Young Philanthropists Society and other affinity groups.
- Develop the ability to effectively procure grant dollars from private and government sources to fund our collaborative community impact work.
- Express gratitude in thoughtful, fun, sincere and innovative ways creating engagement, communications, and relationship building with donors and prospects.
- Begin a major gift and planned giving campaign to endow United Way's operation in Southern Nevada in perpetuity.

GOALS & STRATEGIES

GOAL 3

Run a highly effective business operation to support the achievement of goals 1 and 2.



STRATEGIES

- Create and perpetuate a high performing and diverse board of directors, advisory board, and committee structure to provide governance and community leadership and advocacy for United Way and its goals.
- Attract and retain a diverse group of highly talented staff.
- Use technology and data as a competitive advantage in achieving our goals.
- Raise United Way brand awareness and understanding in the community through thoughtful marketing investments.
- Create alignment between the Strategic Plan goals and annual operating plans for the staff, board, volunteers, coalitions and affinity groups to promote goal achievement and accountability throughout the enterprise.
- Operate a lean, effective and efficient enterprise, investing judiciously to achieve our mission and meet our goals.

BE THE ONE



To get involved and learn more about how we are uniting our community to improve people's lives, contact United Way of Southern Nevada at info@uwsn.org or 702.892.2300.

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United Way of Southern Nevada

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