



UNITED FOR CHANGE

STRATEGIC ACTION PLAN 2016 - 2020

OUR MISSION

We unite people to improve lives, strengthen communities and create lasting change on Cape Cod, Martha's Vineyard and Nantucket.

OUR VISION

The Cape and Islands United Way is the region's leading social impact organization. Together – with our donors, volunteers, and partners -- we foster local communities where children succeed, families are financially stable, residents are healthy, and there is safe and affordable housing for all.

COMMUNITY IMPACT

GOAL

Improve the lives of our residents and report measurable results.

STRATEGIES

1. Appoint and support Community Impact Council.
2. Create focused and measurable funding priorities with key initiatives that advance collective community outcomes. (Community Impact Agenda)
3. Think flexibly and strategically about distribution of Community Impact funds.
4. Ensure robust measurement and reporting of programs and progress; adopt online grant platform to strengthen administration.
5. Create targeted Community Impact Products to grow revenue and connect donors.
6. Nurture Impact Team volunteers to understand priority issues and engage in the work year-round.
7. Grow reach of Cape Cod Volunteers by establishing a volunteer committee.
8. Participate in collaborative efforts to identify collective community outcomes and strengthen the nonprofit sector.
9. Grow presence on the islands through targeted outreach to identify strategic partnerships and investments.

FACILITATORS

- Community Impact Council
- Impact Teams: Health, Education, Financial Stability and Housing
- Cape Cod Volunteers Committee
- Staff: CEO and Community Impact Officer (new position)

RESOURCE DEVELOPMENT

GOAL

Strengthen and expand our impact in the community by generating increased financial resources.

STRATEGIES

1. Establish an endowment and promote planned giving to fund it.
2. Launch and support Women United with a goal of 100 members raising \$50,000 per year by 2020.
3. Focus resources on growing major gifts and Founders Circle with a goal of 100 Founders donating \$500,000 by 2020.
4. Segment donor channels and execute individualized engagement strategies to maintain current revenue streams and grow individual donor income 15% by 2020.
5. Place donor retention at the heart of our growth strategy; grow retention from 59% to 65% by 2020.
6. Develop targeted Community Impact products and priorities for major givers, corporate donors, and foundations.

FACILITATORS

- Donor Engagement Committee
- Women United
- Founders Committee
- Staff: CEO, Administrator, Community Impact Officer (new position)

VISIBILITY

GOAL

Increase awareness of the community at large about the powerful and positive impact they can have through the Cape and Islands United Way.

STRATEGIES

1. Pursue high visibility partnerships to reach additional audiences and advance impact.
2. Pursue partnerships and co-branding opportunities with corporate partners.
3. Employ consistent messaging platform, reviewed annually, that aligns with brand message while clarifying and promoting localization.

4. Employ online and mobile marketing strategies to reach targeted audiences; focus on video as a communication tool.
5. Develop public Annual Meeting in the first quarter.
6. Launch and support Women United to create pathways for visibility and engagement.
7. Gain visibility on the islands through targeted business and nonprofit partnerships and strategic projects.

FACILITATORS

- Visibility Team
- Women United
- Staff: CEO, Community Relations Officer

OPERATIONS AND GOVERNANCE

GOAL

Expand and strengthen the capacity of the organization to achieve the goals of our Community Impact Agenda.

STRATEGIES

1. Strengthen Governance through ongoing cultivation and stewardship of board members, diversification of board, annual assessments, and continued review and updating of necessary policies and bylaws.
2. Strengthen board meetings and board engagement with actionable items, meaningful discussions, outside presenters, and active committees.
3. Invest in human resources to accomplish goals and bring staffing levels to those that are in line with sister United Way organizations. Specifically, invest in a Community Impact Officer and, as the campaign grows, in a Development Officer.
4. Complete Service Enterprise Training to better deploy and support volunteers to accomplish our mission with a goal of 4 volunteer “staff” positions established by 2020.
5. Continue to encourage and promote Cape Cod Volunteers through our matching website and better utilize volunteers to accomplish goals of CCV while protecting staff resources.
6. Document administrative and fundraising procedures through the development of a procedures manual.

FACILITATORS

- Executive Committee
- Governance Committee
- Cape Cod Volunteers Committee
- Staff: CEO, Community Relations Officer, Administrator