



**2015-2020  
Strategic Plan**

United Way of Northern Shenandoah Valley

[www.unitedwaynsv.org](http://www.unitedwaynsv.org)



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# OPENING STATEMENT

Dear Friends:

We are both excited and proud to present to you the United Way of Northern Shenandoah Valley Strategic Plan 2015-2020. I knew as soon as I took my position as the new President/CEO in January of 2015 we wanted to embark on the strategic planning process in order to get a better sense of our organizational strengths and weaknesses. This process was important to myself and our Board of Directors because it gave us the opportunity to dream of our future and carefully and thoughtfully chart our course for the next five years.

This document is the result of significant hours of work assessing the environment we serve – both now and in the future. Change is constant and as we evaluated the changing landscaping of our community and the way philanthropy has changed through technology and the millennial generation we recognized a need to look at the way we do business in order to better serve our community.

At the heart of this strategic plan is the desire and relentless passion for this community. The conversations that led to these decisions only had one motivation in mind – to make life better for all who live in the Northern Shenandoah Valley.

While this published strategic plan is a roadmap that will guide us moving forward and has established a foundation for our work, the Board of Directors along with myself will establish focused annual goals and an operational plan in order to carry out these very ambitious goals. This plan is just one piece of a continually evolving vision for our future.

The most important part is all of you who are reading it and how you will engage with the United Way of Northern Shenandoah Valley in the future. We wouldn't be able to accomplish these goals without the support of a strong group of leaders represented on our Board of Directors, various committees and all those who volunteer to serve with United Way. We hope that you will all find a way to GIVE, ADVOCATE and VOLUNTEER with us to create a greater impact in our community.



A handwritten signature in black ink that reads "Nadine Pottinga".

Nadine Pottinga  
President/CEO



A handwritten signature in black ink that reads "Cheryl Thompson-Stacy".

Dr. Cheryl Thompson-Stacy  
2015 Board Chair

The Strategic Planning process provides a format for developing specific strategies, converting those strategies into a planning process, and establishing measurable and attainable organizational goals. It is a process that involves not only determining where an organization wants and needs to go, but also how it is going to get there.

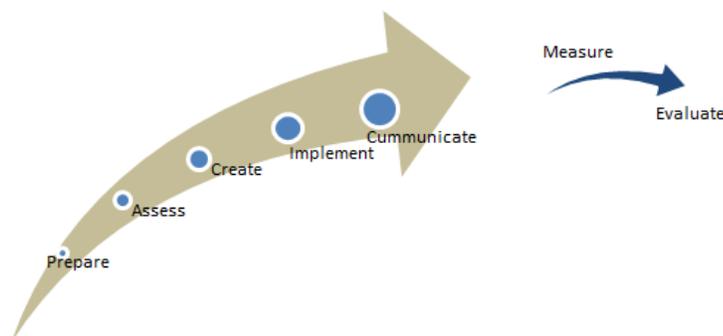
Our process began with an initial discussion in the summer of 2014 triggered by the retirement announcement of our CEO, who successfully led the UWNSV during his tenure, this was the catalyst that brought a vibrant forward thinking leader who in December of 2014 identified the imminent need to set the strategic direction for the future of our organization.

The strategic thinking was carefully designed into different and efficient phases that yielded a compelling plan of what the United Way of the Northern Shenandoah Valley will become as it transforms in the next 5 years.

Our focus centered on the following key outputs for the process:

1. Define Vision Statement
2. Define Organizational Values
3. Define Mission Statement
4. Select Strategic Objectives
5. Define Goals
6. Develop Action Plan

A strategic planning committee was carefully formed focusing on the organization's readiness to engage in the strategic planning process. This committee included members of the community, volunteers, partner organizations, members of the board of directors, members of the executive committee and other agencies. During this phase a communications plan was developed with a rigorous schedule to guide us through the process.



During the process we were challenged by a deep desire to understand where the organization found itself at the present time.

We used several approaches:

- Administered a business performance assessment tool which provided on time data specifically identifying organizational gaps. These findings were instrumental in the mapping of strategies for the achievement of our goals.
- Reviewed the results of the Business Performance Overview 2014 looking at trends and things that we were either doing, not doing or needed to do. The business performance overview was instrumental in adding clarity to the process.
- Conducted several engagement sessions with stakeholders and key members of the board and staff to evaluate the draft plan and budget needs along with current limitations to ensure all action steps were mapped into a resourced plan with specific measurable key performance indicators (KPIs) to hold us accountable.
- Developed a comprehensive dash board and presented it to the entire board of directors for scrutiny, feedback and approval. This board engagement included a board retreat and various scheduled meetings to ensure consensus was achieved. As a result we were able to refine the plan to its final form.
- Adopted The Strategic Plan by unanimous Board of Directors vote on May 12<sup>th</sup>, 2015.

We are thankful for the arduous work, efforts, input and collaboration provided and freely given by volunteers, partners, board of directors, friends, and staff of the United Way. Working on the strategic plan this year has been a very rewarding process.



Jorge Gutierrez, MSM  
CEO  
BMOC GROUP, LLC

## Consultant

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Jorge Gutierrez, MSM  
CEO  
BMOG GROUP, LLC

## Strategic Planning Committee

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Mr. Kurt Beyreis  
Mrs. Sharen Gromling  
Mr. Scott Harvard  
Mrs. Mary Nordman

Dr. David Sovine  
Mr. Jim Stutzman  
Mrs. Kim Stutzman

Dr. Cheryl Thompson-Stacy  
(Board Chair)  
Mr. Ted Troxell

## Board of Directors

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Cheryl Thompson-Stacy  
Lord Fairfax Community College

Scott C. Harvard  
First Bank

Mark H. Merrill  
Valley Health System

Darcus Breneman  
BB&T Wealth

Ted Troxell  
Belk

Dr. David Sovine  
Frederick County Schools

Bill Buettin  
Wells Fargo Bank

Dr. Jesse Dingle  
John Handley HS

Alan Doonan  
RR Donnelley

Bruce Downing  
Harrison & Johnston

Lori Fountain Bales  
Body Renew Corporate  
Wellness

Dilton "Dee" Gibbs  
Kraft Foods

Mike Gochenour  
Northern Virginia Daily

Jorge Gutierrez  
Business Management and  
Operations Consulting

Floyd Heater  
Shen. Memorial Hospital

Col. (R) Ronald Light  
Lighthouse Woodworking

Chris Mitchell  
iHeart Radio

William Nordman  
Historic Properties of VA, Inc

Elsa Phillips  
American Public University

Chris Rucker  
Valley Health System

Jay Rudolph  
TREN

Kevin Sanzenbacher  
Winchester Police Department

Julie Spaid-Hockman  
Thermo Fisher Scientific

Bill Wallace  
Costco

Doug Zipp  
Shenandoah University

## Staff

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Nadine Pottinga  
President/CEO

Paula Siburt  
Director of Resource  
Development

Pam Philibin  
Director Finance &  
Administration

# EXECUTIVE SUMMARY

The United Way of Northern Shenandoah Valley has a history of caring going back to 1946. Although approach and strategies have changed over the year, its purpose has remained constant, to increase the organized capacity of people to care for one another. For much of our existence United Way of Northern Shenandoah Valley raised money to serve the needs of a variety of human service agencies in the area, which modeled much of what United Way chapters were doing around the country and the world.

In 2006, United Way of Northern Shenandoah Valley moved to awarding Community Impact Grants to partner agencies that applied through an objective citizen review process and these grants recipients were then held accountable for achieving those outcomes from year to year. In addition to Community Impact Grants, United Way of Northern Shenandoah Valley has been at the forefront of convening forums focused on important issues and facilitating collaborative efforts around service solutions.

As we evaluated the needs of the community and our funding partners, we established a few key priorities that stood out. These were trends that came out of our assessment that we wanted to respond to through our new strategic plan:

- Financial Growth and Sustainability: We have been extremely fortunate to have had a very consistent and successful annual campaign. Our supporters have responded year after year to make a difference in the lives of those in need. In an environment where the cost of services and the needs of our community continue to rise there is a need for us to grow our resources in order to keep up with funding demands. Annually we receive requests for funding that are double what we are able to award. The solution to greater impact is not only through our annual campaign, but through long term financial sustainability through grant funding and planned giving. This would allow us the ability to plan long term community impact strategies that are supported by long term funding.
- Community Impact Platform: We are proud of the community impact work that has been done through donor designations and the community impact grant program. We recognize that there are ways to have a greater impact in our community through the addition of strategies that address system wide change that can be supported through long term sustainability. Collective Impact work in which partner agencies work towards a common goal is a way for us to be able to further our impact in the community and add value to our partner agencies.
- Stakeholder Communication: Brand and name recognition are no longer drivers of individual behavior. Individuals expect transparency, impact reporting and a more relational brand experience. Our relationship with our community, volunteers, donors, partners and all stakeholders are important to our success and growth moving forward. We want to give our stakeholders a deeper understanding of the impact United Way is having in the community and the value of their donation to the community. Through implementing communications and marketing strategies as well as deepening existing relationships we have the ability to tell our story in a greater and more impactful way.

## Mission

**To increase the organized capacity of people to care for one another.**

## Vision

**The United Way of the Northern Shenandoah Valley will be the leader in fostering powerful partnerships to impact the human care issues that matter most to the people of our community.**

**We will do this by:**

- **Convening forums around important issues.**
- **Facilitating collaborative efforts around service solutions.**
- **Collecting resources through both an annual campaign and other fund and resource development activities.**
- **Distributing resources including distributions, grants and products through an objective citizen review process.**

## Values

### **Honest and Ethical Conduct**

United Way volunteers, employees, and board of directors will exhibit and promote the highest standards of honest and ethical conduct through the establishment and operation of policies and procedures.

### **Financial Integrity and Accountability**

United Way of Northern Shenandoah Valley is responsible to its stakeholders, which include funded organizations, donors, the community, staff and others who place faith in the United Way.

### **Personal, Professional and Public Responsibilities**

United Way of Northern Shenandoah Valley will set an example for other non-profit organizations by demonstrating high standards of performance, professionalism, volunteer and charitable activities, helping of the less fortunate, and ethical conduct.

# STRATEGIC OBJECTIVES



## OBJECTIVE 1

### **Strategic Communications**



INCREASE THE AWARENESS OF OUR SUPPORTERS AND THE COMMUNITY AT LARGE REGARDING THE POSITIVE IMPACT OF THE ORGANIZATION.

## OBJECTIVE 2

### **Sustainability**



GROW, DIVERSIFY AND SUSTAIN LONG TERM FUNDING, INCREASE ENGAGEMENT AND STRENGTHEN DONOR RELATIONSHIPS TO ENSURE LONG TERM RELEVANCY AND SUSTAINABILITY.

## OBJECTIVE 3

### **Community Impact**



EXPAND COMMUNITY IMPACT TO IMPROVE LIVES AND MAKE MEASURABLE COMMUNITY CHANGE ON TARGET ISSUES IN THE AREAS OF EDUCATION, INCOME AND HEALTH.

## OBJECTIVE 4

### **Leadership Development**



ENHANCE AND INCORPORATE ONGOING STRATEGIES TO ENSURE EFFECTIVE LEADERSHIP DEVELOPMENT

# STRATEGIC OBJECTIVES at-a-glance

**STRATEGIC COMMUNICATIONS** - INCREASE THE AWARENESS OF OUR SUPPORTERS AND THE COMMUNITY AT LARGE REGARDING THE POSITIVE IMPACT OF THE ORGANIZATION.

1.1 Improve Stakeholder Engagement	
Action	<ul style="list-style-type: none"> <li>• <b>Develop and implement a communications and marketing plan that packages community impact efforts into valuable stakeholder communications in a meaningful and relevant way.</b></li> <li>• <b>Train all staff in donor relationship management and engagement based on the needs of constituents.</b></li> <li>• <b>Enhance and increase volunteer engagement for individuals, affinity groups and companies.</b></li> </ul>
Measurement	<ul style="list-style-type: none"> <li>• Increase database of donor contact information so that 75% of companies and third parties are represented in database.</li> <li>• Establish email address contacts for 75% of donors.</li> <li>• Enough data is established to analyze donor churn rate.</li> <li>• Increase participation in employee campaigns to 25% of total employees.</li> <li>• 100% of donors receive communication of some form.</li> </ul>
1.2 Strengthen the United Way Brand	
Action	<ul style="list-style-type: none"> <li>• <b>Develop a “message strategy” to communicate the role and impact of United Way in the community.</b></li> <li>• <b>Improve marketing material to reflect an updated and relevant United Way brand.</b></li> <li>• <b>Maintain brand consistent look on all forms of social and electronic communications.</b></li> <li>• <b>Encourage brand inclusion with partner agencies that reflect funding partnerships.</b></li> </ul>
Measurement	<ul style="list-style-type: none"> <li>• Marketing material is consistent with UWNSV message.</li> <li>• All forms of communication are evaluated for brand consistency.</li> <li>• UWNSV logo is represented on partner agency collateral and digital communications.</li> </ul>
1.3 Improve & Implement Technology	
Action	<ul style="list-style-type: none"> <li>• <b>Build a relevant and interactive website with current information, opportunities to get involved with UW and the opportunity to donate online.</b></li> <li>• <b>Establish and send e-mail blasts utilizing Constant Contact 1 to 2 times per month relating to updates about the United Way Campaign, Community Impact and invitations and photos of United Way events.</b></li> <li>• <b>Establish and maintain a Facebook page for event announcements, current photos and with interactive “blogging” capabilities.</b></li> <li>• <b>Identify and implement additional relevant social media channels necessary for communicating our message and impact.</b></li> </ul>
Measurement	<ul style="list-style-type: none"> <li>• Website is updated and rolled out with new features and capabilities.</li> <li>• Email template is designed and merged with donor database.</li> <li>• Relevant social media is decided upon and a social media calendar is established.</li> </ul>

# STRATEGIC OBJECTIVES at-a-glance

**SUSTAINABILITY - GROW, DIVERSIFY AND SUSTAIN LONG TERM FUNDING, INCREASE ENGAGEMENT AND STRENGTHEN DONOR RELATIONSHIPS TO ENSURE LONG TERM RELEVANCY AND SUSTAINABILITY.**

<b>2.1 Generate a net increase in the financial resources available (Total Support and Revenue) to the organization of 10% in each of the next three years (a 30% increase in total) in order to create greater impact in the community.</b>	
<b>Action</b>	<ul style="list-style-type: none"> <li>• Develop a comprehensive written workplace campaign plan resource strategy with timelines/calendar and benchmarks well in advance of each campaign.</li> <li>• Develop a list of 75 (25 each year for 3 years) prospective new companies to participate in the campaign in order stimulate new business development.</li> <li>• Increase participation in workplace campaigns.</li> <li>• Research and implement the capacity to conduct electronic pledge campaigns.</li> <li>• Introduce additional corporate opportunities for targeted giving/volunteer engagement</li> <li>• Develop an education initiative targeted at communicating CFC changes and local UWNSV initiatives to CFC contributors.</li> <li>• Increase Leadership giving.</li> </ul>
<b>Measurement</b>	<ul style="list-style-type: none"> <li>• Written resource development strategy is written and implemented.</li> <li>• Donor relationships are tracked for follow-up.</li> <li>• New company lists are compiled and sent to Board.</li> <li>• Participation in workplace campaign is increased to 25% across all giving sectors.</li> <li>• CFC local participation increases as changes are implemented.</li> <li>• Increase Tocqueville givers to 10 total by 2018.</li> </ul>
<b>2.2 Establish and ensure long term relevancies of UW philosophy and mission</b>	
<b>Action</b>	<ul style="list-style-type: none"> <li>• Create student United Way groups at local schools and universities that align around specific community issues.</li> <li>• Diversify resource development efforts to include funding sources and activities outside traditional workplace and leadership giving campaigns.</li> <li>• Create an Emerging Leaders affinity group with a minimum of 100 members giving \$250 or more per year.</li> <li>• Implement a resource generation plan for Day of Caring which includes sponsorship opportunities and crowd funding.</li> <li>• Generate revenue through the implementation of grant writing.</li> </ul>
<b>Measurement</b>	<ul style="list-style-type: none"> <li>• Select student leader candidates and advocates</li> <li>• Create partnerships and select targeted activities for implementation.</li> <li>• Develop an emerging leaders plan and identify potential volunteer chairs.</li> <li>• Create sponsorship opportunities for Day of Caring.</li> <li>• Research potential grant opportunities through the use of interns and develop a grant calendar.</li> <li>• Secure one grant by CY16 with a goal of \$50,000 annually.</li> </ul>



# STRATEGIC OBJECTIVES at-a-glance



2.3 Increase endowment fund	
Action	<ul style="list-style-type: none"><li>• Establish a planned giving strategy for cultivating and targeting donors towards long term giving.</li><li>• Formalize the endowment giving process and development written and published collateral to communicate those opportunities.</li></ul>
Measurement	<ul style="list-style-type: none"><li>• Create an endowment committee to discuss strategy.</li><li>• Create endowment collateral and digital materials.</li><li>• Develop target lists.</li></ul>

2.4 Ensure sufficient human resources are available to effectively meet community needs and strategic objectives.	
Action	<ul style="list-style-type: none"><li>• Review budget annually and add necessary staff as it aligns with and adheres to the appropriate overhead ratio as decided by the board of directors.</li><li>• Develop an internship strategy that is beneficial for students as well as sustains strategic objectives for the organization.</li></ul>
Measurement	<ul style="list-style-type: none"><li>• Publish Initial Staff Requirements for BOD's review. Review annually.</li><li>• Develop internship job descriptions and recruit at local colleges.</li></ul>



# STRATEGIC OBJECTIVES at-a-glance

**COMMUNITY IMPACT** - EXPAND COMMUNITY IMPACT TO IMPROVE LIVES AND MAKE MEASURABLE COMMUNITY CHANGE ON TARGET ISSUES IN THE AREAS OF EDUCATION, INCOME AND HEALTH.

3.1 Build upon United Way's unique position as a community impact leader to solve human service issues (community incubator)	
Action	<ul style="list-style-type: none"> <li>• Convene formal, issue-driven community partnerships with businesses, organizations, foundations, and/or community collaborative at a minimum twice a year.</li> <li>• Engage volunteer groups and affinity groups to identify initiatives for funding and volunteer engagement to achieve community impact.</li> </ul>
Measurement	<ul style="list-style-type: none"> <li>• Develop community partnerships and implement a calendar for community forums.</li> <li>• Establish a list of volunteer opportunities with UW partnerships for year round engagement.</li> </ul>

3.2 Align community impact strategy with the identified community needs.	
Action	<ul style="list-style-type: none"> <li>• Revise and expand community impact grant process to include a RFP process for community needs that are long term.</li> <li>• Build an "innovation" fund that allows for funding long term projects with multiple participating agencies that addresses a long term community need or need not previously identified through a community needs assessment.</li> <li>• Identify and communicate clear measurables that will determine success both short term and long term.</li> </ul>
Measurement	<ul style="list-style-type: none"> <li>• Develop group of individuals to assess RFP process and make recommendations.</li> <li>• Determine innovation fund strategy and obtain board approval for implementation.</li> <li>• Publish clear measurables and goals for community impact.</li> </ul>

3.3 Cultivate collaborative partnerships and results to drive sustainable positive change	
Action	<ul style="list-style-type: none"> <li>• Develop relationships with key community leaders to elicit social priorities.</li> <li>• Align Community Needs study with surrounding organizations and align timing so they coincide.</li> </ul>
Measurement	<ul style="list-style-type: none"> <li>• Identify key leaders by name</li> <li>• Schedule coordination meeting to discuss alignment process</li> <li>• Work with other groups creating community needs assessments and come to agreement on a partnership.</li> </ul>

# STRATEGIC OBJECTIVES at-a-glance

**LEADERSHIP DEVELOPMENT** - ENHANCE AND INCORPORATE ONGOING STRATEGIES TO ENSURE EFFECTIVE LEADERSHIP DEVELOPMENT.

<b>4.1 Ensure diverse representation of community population on board, committees and within volunteers and staff.</b>	
<b>Action</b>	<ul style="list-style-type: none"> <li>Track demographic and geographic make-up of the board in order to guide the nominating committee.</li> <li>Ensure representation on the nominating committee from each of the four localities served by UWNSV.</li> <li>Analyze demographic population in the community and model board, committee and volunteer groups to be representative of that.</li> </ul>
<b>Measurement</b>	<ul style="list-style-type: none"> <li>Create a board matrix that tracks demographic and geographic make up for nominating committee review.</li> <li>Evaluate each year as part of the nominating process.</li> </ul>
<b>4.2 Actively educate and engage board members in the work of the organization.</b>	
<b>Action</b>	<ul style="list-style-type: none"> <li>Require that each board member be on one or more committees or subcommittees.</li> <li>Structure board meetings to include a standing item of “strategic planning” to insure strategic rather than an operational focus.</li> <li>Implement a monthly “President’s Report” to educate board members on successes, challenges and other operational details.</li> </ul>
<b>Measurement</b>	<ul style="list-style-type: none"> <li>Create a board matrix that tracks demographic and geographic make up for nominating committee review.</li> <li>Evaluate each year as part of the nominating process.</li> </ul>
<b>4.3 Invest in staff training and development</b>	
<b>Action</b>	<ul style="list-style-type: none"> <li>Analyze and identify the professional development needs of staff</li> <li>Explore potential professional development resources within the community as well as UW worldwide.</li> <li>Increase professional development funding at the recommendation of the finance committee and as approved by the board of directors.</li> </ul>
<b>Measurement</b>	<ul style="list-style-type: none"> <li>Publish professional development plan</li> <li>Publish list of local resources</li> <li>Add line item to the budget</li> </ul>

# STRATEGIC OBJECTIVES at-a-glance



4.4 Identify and recruit volunteers with requisite skills	
Action	<ul style="list-style-type: none"><li>• Track volunteer information, interest and skills.</li><li>• Create opportunities for high level volunteer engagement.</li><li>• Create opportunities for “in kind” support from local companies in the areas of grant writing, marketing, finance and resource development.</li><li>• Strengthen volunteer engagement by engaging in a year round recruitment and retention strategy including volunteer appreciation events.</li></ul>
Measurement	<ul style="list-style-type: none"><li>• Establish a volunteer database.</li><li>• Establish a list of potential in kind support opportunities.</li><li>• Develop a volunteer engagement and appreciation strategy.</li></ul>

4.5 Equip and empower partner agencies with best practices	
Action	<ul style="list-style-type: none"><li>• Determine the most critical areas of training and development needed for partner agencies.</li><li>• Create in kind partnerships with businesses and professionals to support the needs of partner agencies.</li></ul>
Measurement	<ul style="list-style-type: none"><li>• Develop a professional development calendar that maps out training opportunities for agencies at quarterly United Way meetings.</li><li>• Establish a resource list for partner agencies.</li></ul>

