

UNITED FOR IMPACT

UNITED WAY OF SOUTH HAMPTON ROADS
2022-2025 STRATEGIC PLAN

COMMUNITY LISTENING

UNITED FOR IMPACT IS THE CULMINATION OF **18 MONTHS** OF LISTENING, RESEARCHING, ASKING, LEARNING, DOING, ANALYZING AND EVALUATING.

Thank you to the hundreds of voices who helped shape this strategy:

100
SMALL GROUP
CONVERSATIONS

with community
stakeholders



700+
VOICES ENGAGED

in collaborative
discussions



8
CASE STUDY
REVIEWS

of innovative
United Ways



56
DATA POINTS
ANALYZED

in environmental
scan



COMMON THEMES

- Need for coalition and capacity building
- Desire for a centralized connection to resources and services
- Lack of regional identity and collaboration
- Importance of diversity, equity and inclusion
- Transportation challenges
- Mental health concerns
- Fears surrounding safety and violence
- Overall sense of division and conflict

MISSION

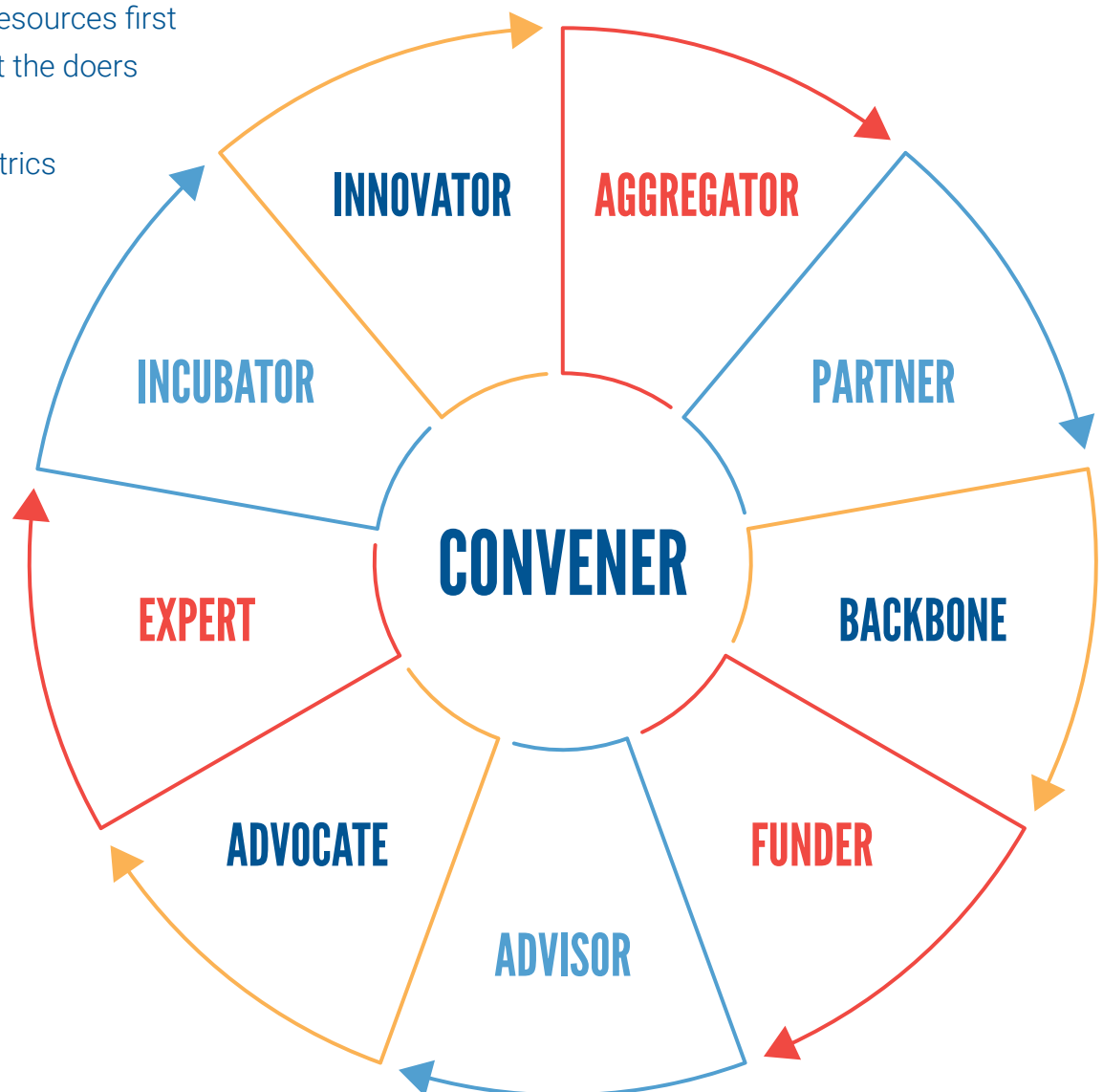
To bring people and resources together to solve problems too big for any of us to solve alone

VISION

To be a highly trusted and effective nonprofit in the 757 according to our donors, partners and community. Together, we will amplify the voices of those we serve, create equitable opportunities and lead measurable impact to ensure our neighbors have the opportunity to thrive.

OUR RULES OF ENGAGEMENT

- Ensure the need is supported by data
- Leverage existing resources first
- Enable and support the doers
- Reduce duplication
- Share data and metrics
- Fill gaps if needed



OUR ROLE

UNITED WAY OF SOUTH HAMPTON ROADS HAS GROWN TO SUPPORT HUNDREDS OF THOUSANDS OF OUR NEIGHBORS BY:

BUILDING EFFECTIVE CROSS-SECTOR PARTNERSHIPS

ANALYZING DATA TO IDENTIFY COMMUNITY NEEDS

SUPPORTING LOCAL NONPROFITS

INSPIRING COLLECTIVE GIVING

INVESTING IN LOCAL PROGRAMS

ADVOCATING FOR THOSE WHO NEED US MOST

ENGAGING VOLUNTEERS IN COMMUNITY SERVICE

INNOVATING NEW SOLUTIONS

BACKBONE SUPPORT FOR NONPROFIT NETWORKS

Capacity Building
Trainings & Information Sessions
Leadership Development
Meeting Space
Fiscal Agent
Community Grant Support
Community Impact Fund



MOBILIZE THE COMMUNITY TO GENERATE IMPACT

Collective Impact Initiatives
Crisis Response & Management
Education & Awareness Building



HARNESSING COMMUNITY RESOURCES

Workplace Campaigns
Collective Grant Proposals
Volunteer Opportunities
Leadership Giving Societies
Endowed & Planned Giving



ROADMAP

1 DRIVE MEASURABLE IMPACT

Building off past successes, we will focus and accelerate our current agenda and innovate new solutions while remaining responsive to community needs.

2 DEEPEN DONOR RELATIONSHIPS & GROW REVENUE

Leveraging our long-standing relationships and foundation of trust, we will grow engagement with individual, corporate, and major donors and demonstrate our community impact through storytelling, data, stewardship and volunteerism.

3 INCREASE BRAND AWARENESS & MARKET PENETRATION

We will seek to become a top-of-mind community leader by providing a consistent presence and utilizing traditional and digital marketing strategies to increase awareness of local needs and United Way's efforts to address them.

4 ENHANCE OPERATIONAL EXCELLENCE

Informed by new tools and processes, we will focus on talent recruitment, training and retention, continue our history of rigorous financial analysis, evaluate and utilize integrated technology platforms, and translate our strategic plan into annual goals and implementation strategies that move the needle.

1

DRIVE MEASURABLE IMPACT



ECONOMIC MOBILITY

Our neighbors have access to tools and resources to increase income, minimize debt and improve financial stability to ultimately reach self-sufficiency.



HEALTH

Families and individuals have their basic needs met; safe and affordable housing; access to nutritious food; and social and emotional connections for positive wellbeing.



EDUCATION

Children have the support they need to achieve developmental milestones, develop social and emotional skills, overcome barriers to learning and successfully transition to young adulthood with a path to independence.



CRISIS RECOVERY

We maintain the flexibility to respond to new, critical needs and help our community recover when a crisis occurs.



HOW

- Expand **United for Children**
- Elevate **Mission United**
- Pilot neighborhood-based programs, like **VBthrive**¹, to support under-resourced communities
- Align community investment model to drive sustainable change
- Add innovation grants to support grassroots organizations
- Respond to new opportunities and facilitate partner requests to meet community needs
- Diversify support of agency partners to provide new value
- Use data to drive decision making
- Leverage technology to track community outcomes
- Apply an equity lens to all aspects of our work

¹ Made possible by a \$15 million grant from the City of Virginia Beach with funding from the American Rescue Plan Act

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DEEPEN DONOR RELATIONSHIPS & GROW REVENUE



CREATE GREAT INDIVIDUAL EXPERIENCES

- Grow leadership societies
- Expand volunteer engagement opportunities
- Strengthen stewardship plan and donor pipeline

REIGNITE STRATEGIC CORPORATE RELATIONSHIPS

- Increase campaign participation
- Engage lapsed workplace accounts
- Identify new corporate targets
- Drive year-round engagement
- Become go-to expert for corporate social responsibility
- Enhance online giving experience

DRIVE TRANSFORMATIONAL GIVING

- Leverage 100th anniversary milestone
- Identify, secure, and grow public and private grant opportunities
- Grow planned giving program
- Define and communicate impact “products”

GUIDING TRENDS

Quantity of donors has decreased over the last 10 years, most dramatically during COVID

Donors want more control over and connection to the impact of their gifts

Across the country, the annual workplace campaign continues to decline

Companies are seeking ways to increase employee engagement and retention

3

INCREASE BRAND AWARENESS & MARKET PENETRATION



PRIORITIZE DIGITAL

- Increase social media presence
- Utilize digital advertising strategies
- Increase website traffic
- Utilize mini fundraising campaigns to drive online giving

INCREASE AWARENESS & UNDERSTANDING

- Clarify brand story and value proposition
- Establish plan for reporting impact data and stories
- Educate the public on critical issues impacting our community
- Use data insights to tailor messaging to key audiences
- Create an interest pipeline to generate new donors

LEAD THE MARKET

- Identify and promote centralized database of community resources
- Establish thought-leadership presence
- Convene and participate in strategic conversations

GUIDING TRENDS

- **Social media plays a role in 35% of giving**
- **45% of Millennials and Generation Xers donate through crowdfunding platforms**

4

ENHANCE OPERATIONAL EXCELLENCE



INVEST IN HUMAN CAPITAL

LEVERAGE TECHNOLOGIES AND SOFTWARE TO IMPROVE EFFICIENCIES

BUILD UPON EXCELLENCE IN FINANCIAL ACCOUNTING AND TRANSPARENCY

IMPROVE RECRUITMENT, ONBOARDING AND RETENTION OF STAFF

INCORPORATE DIVERSITY, EQUITY AND INCLUSION STRATEGIES

LEVERAGE COMMUNITY PARTNERSHIPS

MEASURE RESULTS

EYES FORWARD

The road ahead will be challenging, but it is paved with opportunity. Transformative, system-wide change never comes easily. But we are equipped, inspired and hungry to realize the goals of our strategic plan. We are game-changers, bridge-builders and problem-solvers. As a convener and collaborator, we have a unique ability to unite partners around a shared goal. We mobilize the caring power of nonprofits and government agencies, individuals and foundations, corporations and small businesses, cities and schools to drive positive change. We are passionate about the community we serve and deeply invested in the success of our neighbors. And we have the respect, expertise, relationships, systems and processes necessary to get things done. **Now it's time to get to work.**

Strategic Planning Committee

- **Shepelle Watkins-White, Chair**
Director, Government & Community Affairs
Virginia Natural Gas
- **Joan Brock**
Community Volunteer
- **Dawn Glynn**
President, Hampton Roads &
Northeastern North Carolina
TowneBank
- **Pete Graham**
Chief Financial Officer
PRA Group
- **Tom Hasty**
Senior Executive Vice President &
Chief Regulatory Risk Officer
TowneBank
- **Gary Philbin**
CEO (ret.)
Dollar Tree
- **Jim Spore**
President & CEO
Reinvent Hampton Roads
- **Lewis Webb**
Member & Chair of Private Client
Services Group
Kaufman & Canoles

Senior Leadership Team

- **Michele Anderson**
President & CEO
- **Joseph Brooks**
Vice President, Community Impact
- **Joseph Collins**
Vice President, Finance & Administration
- **Kelsey Mohring**
Vice President, Marketing & Strategy
- **Jacob Peterson**
Vice President, Resource Development
& Corporate Social Responsibility
- **Autumn Shaikh**
Senior Director, Innovation & Integration
- **Christine Wilson**
Vice President, Foundation & Major Gifts



United Way
of South Hampton Roads

**THANK YOU FOR STANDING WITH US TO CREATE
A BRIGHTER FUTURE FOR THE 757.
TOGETHER WE CAN DO WHAT NO ORGANIZATION
OR INDIVIDUAL CAN DO ALONE.**

United Way of South Hampton Roads

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