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:

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
WHO WE ARE

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
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.

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.

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.

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 VBthrive1, 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
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
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
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
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
2515 Walmer Ave
Norfolk, VA 23513

757.853.8500
unitedwayshr.org