

United Way of Tarrant County

Strategic Plan 2009-2012

INTRODUCTION

In times of rapid change, static organizations perform poorly and become less and less relevant to their customers. That they may not survive at all is evidenced by the countless examples of companies and agencies that once dominated their marketplaces and that no longer exist.

As the velocity of change increases locally, nationally and globally at an ever growing rate, agencies must be especially attuned to the needs of their target audiences and their own responsibility to provide full accountability and transparency in their operations.

More than ever, the credibility, relevance and long-term viability of the United Way of Tarrant County depend on an individual and collective recognition by the policy and administrative leadership that changing realities require new ways of thinking and new ways of doing business. Current practices may have significant worth going forward as part of an overall strategy. A simple “keep-on-keeping-on” approach to United Way activities, however, will have little value, and perhaps even be counter-productive, to the organization’s long-term relevance and vitality.

In 2009, the best of intentions must be matched by measurable results. The initiatives that deserve our support, financially and otherwise, are those that prove their worth by delivering measurable and substantial benefits to people in need across the county. The United Way should be evaluated by a “return on investment” methodology that considers its resources and services in terms of the benefits derived not just by those receiving services, but by those whose investments make that service delivery possible.

It is from these perspectives that the Strategic Planning Committee and senior staff of the United Way of Tarrant County have analyzed where the agency currently stands and where it needs to go to be most responsive to key issues. The planning process has looked closely at both the traditional functions of the United Way, new roles it should assume and evolving technologies it should embrace.

Also examined closely have been major trends like segmentation of markets, changing demographics, generational differences and other forces at work in the multiple environments in which the United Way functions, and what all of that means to the future of the United Way, as well as that of Tarrant County.

One major responsibility of this United Way is to consistently allocate its finite fiscal resources to provide the maximum support to efforts that successfully address the key health and human issues locally while working in close collaboration with all the other agencies engaged in related activities. In that respect, strategic planning becomes very much an on-going process rather than the development of an end-product report.

Project Scope

The strategic initiative was based on six principles that provided the practical and philosophical underpinning of the work:

1. The process should begin with an analysis of how the United Way is currently positioned on its internal strengths and weaknesses that are essentially within its full or partial control and those external opportunities and threats that it can affect only minimally, if at all.
2. To the extent practical, stakeholders in the United Way should have full opportunity to rate the organization’s current levels of resources and services and to recommend new or altered directions and programs.
3. United Way should consider and evaluate the social, economic, geographic, demographic and technological environments within which it functions.

4. Reasons why people don't invest in United Way must be identified and reduced. Those impediments differ among the various categories of current non-participants.
5. The plan itself should produce a series of precise quantifiable objectives that can be regularly examined to determine their attainment or lack of same. Where attainment is limited, the United Way should reallocate the financial resources supporting them.
6. The plan's recommendations have to be ambitious yet feasible, reflecting economic conditions in Tarrant County and the realities of the United Way budget. It should not paint a picture of some ideal future where the agency has all the resources it needs, thereby raising the level of expectations to a level that cannot be achieved.

It is important to note that the Committee's deliberations were marked by active and aggressive participation by all its members throughout. As a result, the final language is very much the direct product of their work, opinions and recommendations rather than those of outside sources that the Committee members somewhat influenced.

This strategic plan is a flexible instrument – one that sets a general direction, but that recognizes that it will need to be reevaluated and occasionally modified in the years immediately ahead as the needs and conditions change within Tarrant County. What will not change is the United Way's commitment to program excellence and its insistence on accountability for results that make a measurable difference.

Succeeding in Highly Competitive Times: Products... Differentiators... Customers.

The United Way of Tarrant County, like nonprofit agencies across the country, shares one critical characteristic with for-profit organizations: it operates in a highly competitive environment, and one that is becoming increasingly more so. In fact, in the last decade, the nonprofit sector has been the fastest growing segment of the U.S. economy in terms of employment.

The demand for agency transparency, rapid technological innovation and aggressive challenges to acquiring individual and corporate dollars are just a few of the forces creating uncertainty, instability and churn. Those forces will only accelerate in the years immediately ahead. More than ever, this United Way's long-term viability will depend on its ability to clearly define its products, differentiate itself from alternative service providers, identify its competitive advantages and develop targeted messages in a highly segmented marketplace.

Any successful strategic implementation plan starts with a detailing of those products and an identification of current and potential customers. Literally everything else is based on those determinations. What follows are the United Way of Tarrant County's products, those matters that collectively differentiate those products from all others, and the agency's customers.

United Way's Product

An improved community in the areas of education, income and health through investments in impact issues, agency and community programs, and 2-1-1.

Competitive Advantages:

- The best of intentions matched by demonstrable results.
- Long history of credibility, accountability and transparency.
- Broad-based participation in policy considerations and decision-making.
- Expertise in prioritizing strategies for targeted community change.
- Multiple options for investors.
- Track record of gathering the best community partners for meaningful change.

United Way's Customers

Individuals and organizations with a commitment to give, advocate and volunteer to improve the community.

Other Stakeholders:

- **Beneficiaries:** those who receive United Way funded services.
- **Providers:** those agencies that deliver actual services to people in need.
- **Non-United Way Investors:** Tarrant County citizens who are affected by United Way's ability to succeed.

As noted above, a primary challenge for the United Way is to develop the optimum set of diverse messages and supporting materials that will appeal to as many different segments of customers as possible; i.e., large corporations, small companies, different groups of individuals by age, gender, race, ethnicity, income level, geography, occupation. If the United Way is to truly be a "united" effort, that challenge must be met.

Structure of the Plan

The Strategic Planning Committee designed the report around an organizational framework that provides both clarity of purpose and accountability for results. As outlined below, the Committee first determined the long-term vision for the county, and the agency's series of missions in helping to achieve that vision.

The missions for the institution were then factored down to a series of broad functional goals, each having a series of specific measurable objectives. Meeting quantifiable objectives will lead logically to attaining the broader goals. By accomplishing the goals, the United Way will accomplish its missions, and thus help realize the overall vision for Tarrant County.

The organization thereby directly addresses a key responsibility to provide full accountability for the investor dollars. It also provides the policy and management tool for the Board and senior staff to guide the institution to a future of relevant and professional service to its diverse constituents. At the same time, the United Way provides its funding sources with a precise definition of what it seeks to achieve and the degree of its success in doing so.

United Way's Vision for Tarrant County

Tarrant County will be a place where children, individuals and families thrive, where neighbors care for each other and where people willingly share the responsibility of ensuring a safe and healthy community for all.

Mission of the United Way of Tarrant County:

To improve lives across our diverse communities by:

- Prioritizing needs in education, income and health
- Forming innovative and effective partnerships with other organizations
- Strategically raising and investing resources to make lasting change.

Community Development

Emphasize excellence, outcomes and accountability in all community development work.

Resource Development

Generate and grow investments in United Way to advance the missions of the United Way.

Marketing/Communications

Communicate effectively and deepen relationships with prioritized segmented audiences, as well as residents and organizations across Tarrant County.

Finance

Provide efficient fiscal management of United Way's financial operations while providing full accountability and transparency to the public.

COMMUNITY DEVELOPMENT GOAL
Emphasize excellence, outcomes
and accountability in all community
development work.

Objectives:

1. Invest more in high priorities.

- a. Rebalance, over a three-year period, financial investments in programs to reflect up to a 60 (impact)/40 (stability) ratio in highest priority initiatives from the current ratio of 11/89.
- b. Adopt a zero-based budgeting approach to all program funding by 2012.
- c. Cap stability funding for any agency at a maximum of \$500,000 annually by 2012.

2. Include new and non-traditional partners in making strategic investments

- a. Activate immediately Board invitation-to-partnership process for eligible impact-issue-related 501(c)(3) human service organizations. Programs of new partners will compete for funding along with all partner programs. This process should result in funding more programs of partners over time. Some partner programs may not be funded from year to year based upon available resources for all partner programs.
- b. Continue to strategically invest in non-traditional partners (for example, public institutions, neighborhood association, and faith-based groups) where their unique attributes will help United Way address high priority issues.

3. Promote United Way's unique organizational assets: AAA, regional offices and 2-1-1.

- a. Leverage United Way and public funds to maximize investments in improving the lives of older adults through United Way's Area Agency on Aging.
- b. Ensure pilot projects that come from regional offices addressing impact issues have high priority for funding.

- c. Ensure that United Way's 2-1-1 area information center be recognized as the premier area information center in the state of Texas.

4. Improve lives and change community conditions in three key focus areas; measure success in both hard outcome metrics and systems change; if successful, sustain the EDUCATION effort for 10 years and the INCOME and HEALTH efforts for a minimum of three years.

Tied together by United Way's interest in increasing personal and economic self-sufficiency, we will begin to develop strategic approaches to the following three issues relating to the basic building blocks of a good life – education, income and health:

- a. **EDUCATION** – Develop detailed strategic plans, including associated costs, in the area of GETTING CHILDREN AND YOUTH READY TO LEARN, READY TO EARN. Analyze where United Way can make the most significant impact and select one or more areas of focus: pre K, grades K to 6, grades 7 to 12, and post secondary students. Plans to be reviewed by the Strategic Planning Committee no later than March 31, 2010. Implementation begins July 2010 through June 2020.
- b. **INCOME** – Develop detailed strategic plans, including associated costs, in the area of HELPING FAMILIES BECOME FINANCIALLY STABLE AND SELF-SUFFICIENT. Analyze where United Way can make the most significant impact and select one or more areas of focus: financial education, accessing the financial mainstream, earned income tax credits (EITC), accessing public and employer benefits, workforce development, credit repair/debt reduction, savings campaigns, split refunds, individual development accounts, asset protection and adult literacy with an emphasis on earning potential. Plans to be reviewed by the Strategic Planning Committee no later than March 31, 2010. Implementation begins July 2010 through June 2013 with possibility for renewal.

- c. **HEALTH** – Develop detailed strategic plans, including associated costs, in the area of **PROMOTING HEALTHY AGING AND INDEPENDENT LIVING FOR SENIORS AND PEOPLE WITH DISABILITIES**. Analyze where United Way can make the most significant impact and select one or more evidence-based preventive health practices to improve the lives and decrease costs for older adults and persons with disabilities, such as depression screening and treatment, diabetes prevention/intervention, nursing home diversion and others. Plans to be reviewed by the Strategic Planning Committee no later than March 31, 2010. Implementation begins July 2010 through June 2013 with possibility of renewal.

RESOURCE DEVELOPMENT GOAL
Generate and grow investments in United Way to advance the missions of the United Way.

Objectives:

1. Grow investor relationships overall to demonstrate an increase in the current community-wide per capita gift of \$12.42 to \$15.60 over a three-year period.
2. Grow workplace investor giving through increased Leadership Society membership by 10 percent annually for the next three years.
3. Grow individual/non-workplace investor giving through increased Alexis de Tocqueville membership by five percent annually for the next three years.
4. Grow corporate giving six percent over the next three years.
5. Retain investors annually at 90 percent or greater in the target market segments of Alexis de Tocqueville, Women and Young Leaders Societies.
6. Grow investor relationships through development of a Hispanic Leadership Society. Targets of members of the Hispanic Leaders Society:
 Year 1: 50 members

- Year 2: 75 members
 Year 3: 100 members
7. Grow investor relationships through development of a Retiree Initiative. Target number of companies soliciting retirees through annual campaigns:
 Year 1: 5
 Year 2: 10
 Year 3: 15
 8. Grow investor relationships through development of 20 new mid- and small-sized company accounts totaling \$200,000 annually.
 9. Grow Young Leaders Society membership by five percent annually over the next three years through development of a specific Professionals and Professional Firms initiative.
 10. Grow investor relationships through three volunteer engagement activities annually in each of the target market segments – Women’s Leadership, Young Leaders and Hispanic Leaders. Target increase in annual pledges by those volunteering in two or more activities of an average of 10 percent annually.
 11. Grow grant and sponsorship revenue from local, state, federal and national grantors and corporations by five percent annually for the next three years.
 12. Annually establish a dynamic and diverse Campaign Cabinet of at least 20 volunteers, 20 percent being UWTC board members, which meets a minimum of four times throughout the campaign, thusly prepared to represent resource development activities and viewpoints at the board level.

MARKETING/COMMUNICATIONS GOAL

Communicate effectively and deepen relationships with prioritized segmented audiences, as well as residents and organizations across Tarrant County.

Objectives:

1. Develop cross-functional strategies and marketing/communications materials that will help support development in the following under-represented markets in the next three years: increase ADT membership by five percent; secure Hispanic Leadership Society membership – 50 members the first year, 75 in the second year, 100 in the third year; secure 20 new mid- and small-sized company accounts; increase YLS membership by five percent with specific Professionals initiatives.
2. Communicate interactively with current and potential investors through the new social media tools and enhanced technologies, such as Facebook, Twitter, blogs, YouTube, Flickr and related approaches, resulting in increased traffic to Web site by 10 percent (currently at unique visitors 3,398 per month); and increased number of monthly e-newsletter readers to 2,000 (currently at 1,610 opens – 16% of e-newsletters sent) in the next two years.
3. Increase the understanding of what the United Way does and the particular added value and points of distinction of the United Way of Tarrant County. Survey five groups of key constituents (board, volunteers, ECMs, community leaders, and major givers) to determine if messaging of United Way's mission, products and results is clear and easily understood; make needed improvements. Determine baseline at beginning of fiscal year 2009 and compare to follow-up report at beginning of fiscal year 2010.
4. Help secure the base of United Way supporters by cross-functionally reviewing communication touchpoints, satisfaction levels of engagement, and recognition and appreciation efforts among investors (workplace and individuals), volunteers,

major givers, ECMs, and community partners. Determine baseline at beginning of fiscal year 2009 and compare to follow-up report at beginning of fiscal year 2010.

5. Strategize with Community Development and Resource Development staff to develop communications to support impact issues, affinity groups, and volunteer and advocacy opportunities in the next three years.

FINANCE GOAL

Provide efficient fiscal management of United Way's financial operations while providing full accountability and transparency to the public.

Objectives:

1. Invest positive cash flow into fixed investments which follow United Way's Investment Policy.
2. Provide accurate, timely, transparent and understandable financial reporting to Stakeholders, including monthly financial statements and annual audits.
3. Maintain the United Way's percentage of write-offs below the national average of United Ways of comparable size (Metro I).
4. Determine by December 31, 2009, if increasing United Way's cost structure in Resource Development and Marketing/Communications will better support fund-raising goals and objectives.
5. Transition the United Way from the management and ownership of building facilities for other nonprofit organizations by (a) placing 813 Brown Trail facility owned by United Way on the market for selling over the next 12 to 15 months; and (b) phasing out of the management of three facilities in Arlington owned by City of Arlington within two years.

Strategic planning committee

Greg Humenesky, Chair
Executive Vice President, Human Resources
Pier 1 Imports

Dionne Bagsby
Tarrant County Commissioner (Retired)

Dan Hagan
Managing Director of Corporate Affairs
American Airlines

Bowie J. Hogg
Board of Trustees
Arlington Independent School District

Mel LeBlanc
Executive Account Manager
Molnlycke Health Care

Elaine Petrus
Community Volunteer

Mary Jo A. Polidore
Vice President, Communications
Lockheed Martin Aeronautics Co.

James Powell
Transportation Planner
North Central Texas Council of Governments

Scott Spiker
Chief Executive Officer
First Command Financial Services, Inc.

Tim McKinney
President and CEO
United Way of Tarrant County

Ann Rice
*Executive Vice President and
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United Way of Tarrant County

Benton Clark
*Executive Vice President and
Chief Financial Officer*
United Way of Tarrant County

Nancy O'Malley
Senior Vice President, Marketing/Communications
United Way of Tarrant County

Lynn Pharr
Senior Vice President, Resource Development
United Way of Tarrant County

2008-2009 Executive committee

Bill Quinn, Board Chair
Chairman
American Beacon Advisors

Tom Hund, Immediate Past Board Chair
Executive Vice President and CFO
BNSF Railway

Mike Guyton, Chair, Annual Campaign
Vice President
Oncor Electric Delivery

Mary Jo A. Polidore
Chair, Community Development
Vice President, Communications
Lockheed Martin Aeronautics Co.

Rosa Navejar
Chair, Diversity Committee
President and CEO
Fort Worth Hispanic Chamber of Commerce

Linda Valdez Thompson
Chair, Compensation Committee
Executive Vice President Administration & Diversity
DFW International Airport

James (Jim) Leito
Treasurer and Chair of Audit & Finance Committee
Partner
Hartman, Leito & Bolt, L.L.P.
Certified Public Accountants

Greg Humenesky
Chair, Strategic Planning Committee
Executive Vice President, Human Resources
Pier 1 Imports

Mel LeBlanc, At Large Member
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Molnlycke Health Care

Kevin Buehler, At Large Member
President and CEO
Alcon Laboratories, Inc.

Clara Faulkner, At Large Member
President
A. Philip Randolph

Tim McKinney, President and CEO
United Way of Tarrant County

Beverly Boyd, Corporate Secretary
United Way of Tarrant County

Other board members

John Avila, Jr.

President and CEO
Thomas S. Byrne, Ltd.

Dionne Bagsby

Tarrant County Commissioner (Retired)

Gyna Bivens

Executive Director
North Texas Leaders and Executives Advocating
Diversity

Paul Black

Business Representative/Organizer
IAM&AW District 776

Bonnie Bowman, Chair, UW - Arlington

Community Volunteer

Wayne Clark

Community Volunteer

Larry Darlage, Chair, United Way-Northeast

President
Tarrant County College – Northeast

Kelsey de la Torre

Account Executive
Open Channels Group

David Dunkley

Vice President, Applied Technology Division
CSC Federal Sector

Josephine Fowler, MD

*Vice President of Academic Affairs / Chief
Academic Officer*
JPS Health Network

Michael Garcia

Chief Financial Officer
Omni Hotels

T. C. Gillespie

President
Tarrant County Central Labor Council
Secretary/Treasurer
CWA 6201

Dan Hagan

Managing Director of Corporate Affairs
American Airlines

Ron Jencopale

Manager, Pharmacy Clinical Operations
WellPoint NextRX

Melody Johnson

Superintendent
Fort Worth Independent School District

Wes Jurey

President and CEO
Arlington Chamber of Commerce

Jeff King

Managing Director
JPMorgan Private Client Services

Charles Milliken

Managing Shareholder
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Hall & Bates, P.C .

Mary Jean Moloney

Public Affairs Manager
Atmos Energy Corporation

Phil Norwood

Regional President
Frost Bank

Robert G. O'Donnell

Chair, AAA Advisory Council of Tarrant County
Owner
ACSA

Elaine Petrus

Community Volunteer

Charles E. Ramirez

Deputy Chief
Fort Worth Police Department

Dick Ruddell

President
Fort Worth Transportation Authority

Donnie Siratt

President
WDS Logistics

Scott Spiker

Chief Executive Officer
First Command Financial Services, Inc.

Georgia Thomas

Executive Vice President
CWA 6201

Wes Turner

Vice Chairman
Advance Newspapers

Kristin Vandergriff

Board of Trustees
Tarrant County College District

Julie Wilson

Vice President, Public Affairs
Chesapeake Energy Corporation

Appendix A

Strategic Plan 2009-2012

GOVERNANCE GOAL

Ensure that the organization achieves its mission as effectively and efficiently as possible.

1. The policy and advisory structures of the United Way ensure broad participation in the development of priorities and programs, and establish a cohesive, inclusive and effective governance process.
2. The Board defines the agency's Vision, Mission, Goals and Objectives to correctly align with the needs of Tarrant County.
3. United Way activities are based on realistic, ambitious and well-conceived strategic planning and implementation processes.
4. There are well-defined responsibility descriptions for the Board and all of its committees.
5. The agency's staff is provided with the resources necessary to fulfill the Board's directives and priorities.
6. All Board members are knowledgeable about the United Way and its programs, attend at least 67% of Board meetings each year, and serve on one or more committees.
7. Board members ensure full program and fiscal specificity, accountability and transparency throughout all aspects of the United Way, thereby executing their stewardship responsibilities in an exemplary manner.
8. Board meetings are characterized by highly engaged participation by the membership, who ask questions on matters that they don't understand, and respectfully yet aggressively challenge positions and recommendations they think are wrong or poorly formulated.

9. Both individually and collectively, Board, members are strong advocates for the United Way and work to significantly enhance the organization's credibility, relevance and standing across Tarrant County and throughout its multiple community components.
10. The Board selects the Chief Executive Officer, annually evaluates his/her performance, clearly define lines of responsibility between Board and staff, and ensures that they are understood and honored by all parties.

MANAGEMENT GOAL

To assemble, mobilize and direct the United Way's financial, human and information resources to implement most effectively and efficiently the policy, priority and program directives established by the Board of Directors.

1. The decisions of the Board of Directors are consistently implemented by the agency's staff in a timely and appropriate manner.
2. The agency's strategic plan is evaluated and updated as needed, and serves as the focal point for managing staff activities to achieve desired end results in such areas as funding, programming, outreach, advocacy/systems change and evaluation.
3. Sound working relationships and collaborative arrangements are established and maintained with all community groups and organizations involved in the same issues as the United Way.
4. The staff maintains a thorough working knowledge of significant developments and trends in the nonprofit field in general and Tarrant County in particular, and ensures that the Board and standing committees are kept fully informed on those issues.

5. All financial and accounting functions including those necessary for auditing, budgeting, financial analysis, capital asset and property management and payroll are conducted in accordance with generally accepted accounting principles and Board policies and procedures.
6. Staff receives the time and tools needed to perform at high levels of efficiency and the appropriate training to promote and improve job efficiency as well as employee self-development.
7. All staff job descriptions are current and comprehensive, regular performance evaluations are held, and sound human resource practices are in place.
8. Active, meaningful and broad participation by volunteers in all areas of the organization's operations is assured. The strategic direction and internal capacity to recruit and train Volunteers and Advocates will be in place by July 1, 2010 in order to support and further the missions of the United Way.
9. The United Way's senior management regularly evaluates internal and external challenges and weaknesses that hamper the agency's and the region's progress, and develops and implements actions to substantially improve those situations.
10. The organization operates with the most current technologies that budgetary realities will allow.