Strategic Plan
2020-2023

United Way of Northern Nevada and the Sierra
Executive Summary

United Way of Northern Nevada and the Sierra (UWNNS) has been partnering with organizations and investing resources in the community for over seven decades. In 2015, UWNNS took their efforts to the next level through a multitude of community conversations and research that led to the adoption of a signature focus on early literacy. By shifting to a signature focus, UWNNS is better positioned to maximize the effectiveness of their resources in addressing this critical community need. In 2019, UWNNS reaffirmed this as our signature focus following a community listening tour in which 84% of the participants believe it is essential for UWNNS to focus on early literacy and that it is still one of the significant issues facing the community. Reading at grade level by the end of third grade has been shown to significantly improve school success and increase the high school graduation rate. Currently, less than 50% of the region's children are reading at grade-level at the end of third-grade. Increasing early literacy proficiency is essential to family stability and to the support of continued economic growth in the region. It is important that UWNNS continues to invest in improving early literacy for our community as it is one of the first steps to disrupt the cycle of generational poverty.

As the corporate, social and philanthropic climate continues to rapidly change, UWNNS is responding by becoming a modern United Way. A modern United Way is innovative and responsive to the community’s needs. As UWNNS evolves, it will: strengthen its focus on relationships, grow revenue, have a measurable impact, drive a consistent message, and listen to the community. Through this transformation, UWNNS will honor the successes of the past, innovate to meet the community's needs, and engage every aspect of the community in its work.

This strategic plan is designed to be a guiding document for UWNNS as it transforms itself into a modern United Way and continues to have an impact on the lives of northern Nevadans. The development of the plan was informed by: data and best practices across the United Way network, the experience and expertise of UWNNS leadership, results from the 2019 Community Listening Tour, historical data analysis, and the guidance of a strategic planning committee. This 2020-2023 Strategic Plan outlines UWNNS’s commitment to lead the charge to improve early literacy and engage the community in the process.

STRATEGIC PLANNING COMMITTEE

**Board Members:**
- Jesse Murray
- Tom Pfoh
- Diane Ravenscroft
- Dr. Paul Sierzenski

**Community Members:**
- Stephanie Kruse
- Ann Silver

**Staff:**
- Michael Brazier
- Kelly Stevens
MISSION
To link the community's will and resources to improve lives.

VISION
UWNNS will be the premier community leader that creates a significant and measurable impact on northern Nevada by convening organizations, expertise, and resources to improve early literacy and strengthen families.

VALUES
These are the core values that UWNNS and our representatives exemplify in our internal and external interactions to reach our vision through the strategic goals. These values shape how we work within our organization and in the communities we serve.

Growth Mindset: We lead with a growth mindset. We are focused on constant improvement and expanding our impact in our community.

Diversity, Equity, and Inclusion: We act in ways that respect the dignity, uniqueness, and intrinsic worth of every person. We aspire to involve every segment of the community in our work.

Integrity and Transparency: We hold ourselves to high ethical and moral standards in conducting UWNNS’s business. We are committed to being diligent stewards of the resources invested by our donors in our efforts. We will conduct ourselves with the highest integrity while also ensuring complete transparency in our actions and decisions.

Innovation and Adaptability: We relentlessly pursue innovative solutions to our community’s most pressing issues and adapt to changing conditions in our communities. We aren’t afraid to think creatively to solve a problem.

Collaboration: We convene and lead our community to solve our community’s most pressing issues.

Gratitude: We show authentic appreciation of our supporters and each other. UWNNS is about the people; we will remember that.

2020-2023 STRATEGIC GOALS
1. UWNNS will reach 20,000 individuals to increase early literacy skills and strengthen families to build a strong foundation for future success by 2023.
2. Raise $4.5 million over the next three years in order to increase UWNNS’s impact on northern Nevada.
3. Position ourselves as the go-to organization for social impact and corporate social responsibility in northern Nevada.
4. Efficient and effective management of the organization to achieve the greatest impact. in a transparent and collaborative environment.
5. Be a champion in northern Nevada for diversity, equity, and inclusion.
Goal 1: UWNNS will reach 20,000 individuals to increase early literacy skills and strengthen families to build a strong foundation for future success by 2023.

- Ensure funding allocations are supported by data, evidence-based practices, and research
- Utilize a data-driven process to steer funding decisions and select community organizations as funded partners
- Conduct results-based reviews of existing partnerships to ensure continued quality and return on investment
- Focus grant funding on areas that show evidence of having the greatest benefit to the community and those we serve
- Develop and implement UWNNS owned programming to complement funded partnerships
- Develop a three year strategic plan for the Northern Nevada Reading Coalition with a focus on measurable impact
- Advocate for public policy that advances UWNNS's mission and vision

Goal 2: Raise $4.5 million over the next three years to increase UWNNS’s impact on northern Nevada.

- Diversify financial support and maintain campaign performance
- Increase positive brand awareness and appreciation of the United Way in our communities
- Implement a UWNNS owned event and donor engagement affinity groups
- Steward donors through timely recognition, recognition events, timely UWNNS updates, and customized volunteer opportunities
- Develop a Campaign Cabinet to support CEO Calls and high-level relationships to generate revenue
- Develop Annual Fundraising Plan using best practices by February 2020

Goal 3: Position ourselves as the go-to organization for social impact and corporate social responsibility in northern Nevada.

- Develop an annual Volunteer Engagement Strategy that includes a Day of Action/Day of Caring, UWNNS owned volunteer program and opportunities for top individuals and corporate donors
- Develop a marketing, communication, and social media plan that highlights UWNNS’s role in our community
- Stay current on community issues through an ongoing community listening process and connect investments to the results of listening tours
- Serve as corporate social responsibility consultant for companies
- Develop a community driven engagement opportunity that highlights UWNNS’s commitment to linking the community’s will and resources
Goal 4: Efficient and effective management of the organization to achieve the greatest impact in a transparent and collaborative environment.

- Ensure the organization is high performing, volunteer governed, reflective of our community, and forward-thinking
- Maintain sound fiscal management and strong internal controls and look for opportunities to automate and improve processes
- Implement a performance evaluation process that provides employees with clear goals that drive UWNNS’s high-performing culture
- Develop and update transition plans for board officers, board committee chairs, CEO, VP of Finance, and key volunteer positions
- Maintain 100% of board members who are giving and active participants on committees

Goal 5: Be a champion in northern Nevada for diversity, inclusion and equity.

- Create a culture of mutual respect wherein the board, staff and volunteers value the unique attributes, characteristics, perspective and culture of every person
- Implement ongoing diversity, equity, and inclusion training for board, staff, and volunteers
- Demonstrate our commitment as a champion by seeking representation from all communities we serve on our staff, board, and committees
- Focus 80% of community impact investments on serving individuals with barriers to access or from traditionally underrepresented populations
- Identify opportunities that extend UWNNS's commitment to champion diversity, inclusion and equity to partners in the community

United Way

United Way of Northern Nevada and the Sierra

GET INVOLVED. CHANGE LIVES. LIVE UNITED.