United Way of Pennsylvania
www.uwp.org

GIVE. ADVOCATE. VOLUNTEER.

Strategic Plan Outline – 2019

VISION: United Way of Pennsylvania envisions a Commonwealth where all individuals and families achieve their human potential through education, financial stability, and healthy lives. It believes this can be accomplished by building and sustaining a United Way network committed to community impact, collaboration, and results.

MISSION: To assist and champion the efforts of local United Ways in advancing the common good.

ORGANIZATIONAL VALUES/BELIEFS: As an organization, we are committed to the following values and beliefs in all that we do. We are:

1. Hones, ethical people of integrity
2. Sensitive, supportive, and serving to our customers
3. Credible partners and collaborators
4. Consensus builders who facilitate efforts that affect the common good
5. Flexible, innovative professionals who take pride in the excellence of our work
6. Results oriented with high priority given to efficiency, transparency, and fiscal stability

United Way of Pennsylvania's role is to connect local United Ways in Pennsylvania with resources that will advance their impact work; help advocate to remove policy barriers that affect impact goals; encourage trust and collaboration among the Pennsylvania network; aid revenue growth; assure accountable governance; and support high-performing staff. United Ways identify priorities/resources as:

1. Connecting members to training and best practices
2. Coordinating shared services and increasing collaboration across the network
3. Advocating for state and federal policy priorities
4. Diversifying revenues and expanding partnerships to enhance United Way's credibility and tell the network's story as a change agent
5. Advancing statewide impact initiatives such as PA 2-1-1
6. Promoting United Way as a thought leader on root0cause solutions and program evaluation

As such, United Way of Pennsylvania must know and understand the strengths and challenges of each local United Way and build strategic partnerships that connect local United Ways with:

United Way Worldwide
Government agencies
State Association with shared interests
Labor
Policymakers, especially state and federal
State-wide business leaders
Grantmakers and other funding sources

UNITED WAY OF PENNSYLVANIA STRATEGIC GOALS

In order to support the United Way enterprise-wide strategy and impact growth imperative…United Way of Pennsylvania will:

A. Provide enhanced and targeted member services to local United Ways including information, research, training, and access to resources that maximize impact, grow revenue, and advance network performance.

B. Be a leader in public policy efforts that impact the work of local United Ways and the Worldwide network, advocating and assisting in developing policy and increasing awareness of United Way's value, particularly at the state level.

C. Advance statewide impact initiatives around common themes of members' work, including early childhood education and 2-1-1.

D. Enhance capacity of the Pennsylvania network and support collaboration among United Ways in order to help resource their work in local communities.

United Way of PA has identified the following strategic goals as critical to our work to support local United Ways in the next 1-3 years:

1. Engage members, local board leadership, LUW volunteers and donors in advocating for public policy which supports UWP's state level priorities for advancing the common good while helping shape the donor's United Way experience and increase awareness of United Way's value.

2. Strengthen strategic partnerships through UWP Board leadership; establish a board development model to engage and deploy Board members in meaningful ways in order to advance our goals.

3. Develop a strategy to unify United Ways around statewide impact and/or advocacy initiatives which offer clear and compelling reasons for donors to choose United Way as an agent of change, with a focus on 2-1-1 and financial stability work.

4. Identify 2-3 member services which could be developed on a fee-for-service basis, or with other outside support, to enhance operational efficiency, expand capacity of the Pennsylvania network and/or create partnerships to drive revenue across the boundaries of LUW service territories.