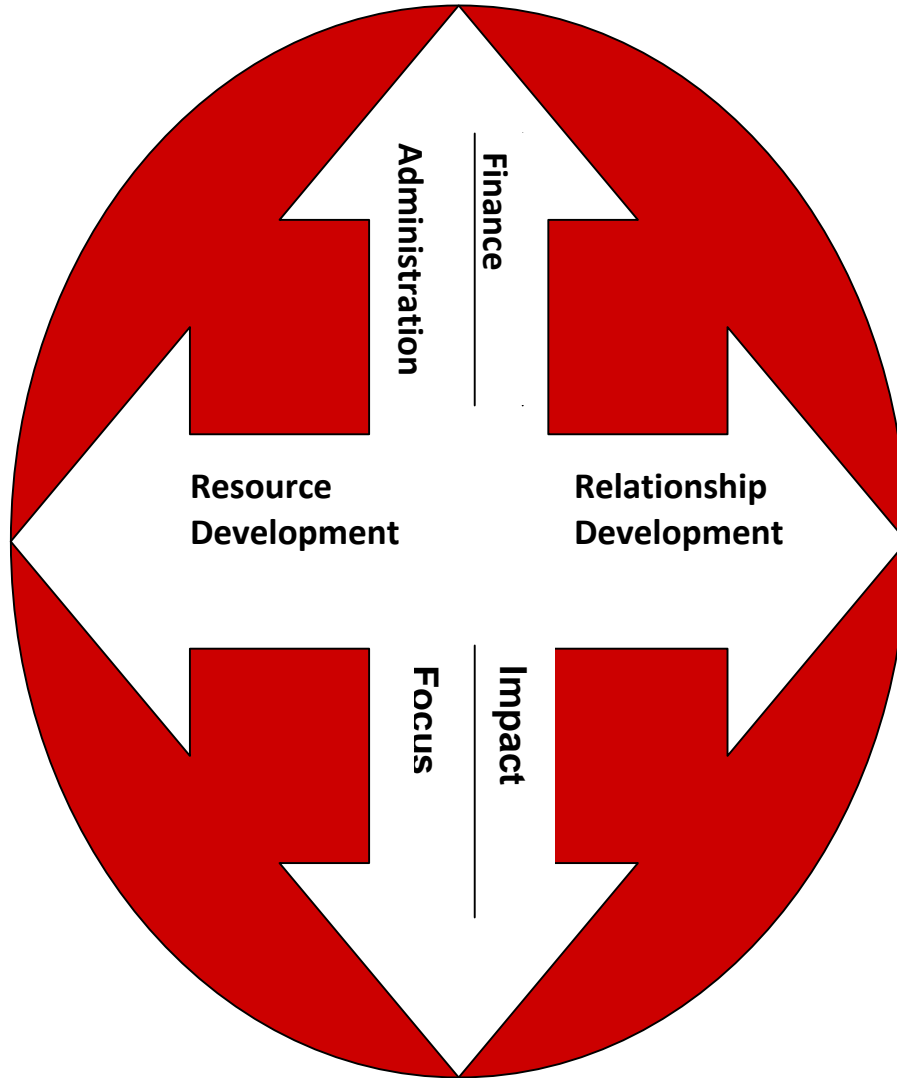




Inspire Build Change



**United Way of
Brandon & District**

**Strategic Plan
2011-2013**

We believe in our community.

We believe that its success depends on the people who live in it.

That everyone has something to contribute.

That everyone deserves respect.

That everyone's potential can be realized.

That diversity is vital.

That every person has value.

That needing help and offering help go hand in hand.

That a safe, supportive community is everyone's responsibility.

We believe in possibilities.

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Background and Overview

In the fall of 2005, the United Way of Brandon & District (UWBD) Board of Directors embarked on a journey to develop a new vision and strategic plan that would guide the organization's activities. The Board of Directors adopted the new strategic plan in March 2007 following a process that included:

- an internal analysis of operational activities, including a review of our human resources and our financial, marketing, technological, and resource development practices;
- an environmental scan of demographic, political, economic, social, and legislative trends in our community;
- a review of United Way of Canada-Centraide Canada strategic plans and those of United Ways of Winnipeg, Calgary, Peel, Peterborough and Saskatoon;
- the new United Way of Canada-Centraide Canada's Standards of Excellence;
- limited formal and informal consultations with volunteers, staff, other npo's, community groups and corporate donors, funded agencies, other community leaders and stakeholders.

The Executive committee of the Board of Directors served as the Steering Committee and United Way Chief Executive Officer assisted with this process. The board retreat day was held in the spring of 2009 and the results are contained in this document.

Throughout its history, UWBD has been building community capacity to respond to social issues through its traditional activities of fundraising, fund distribution and community development. Although these activities will continue to be at the core of what we do, our community consultations revealed that our community and donor-investors want to see measurable results in terms of social impact from their investment. They also expect more UW leadership and advocacy in our sector and our local community. UWBD will seek to increase our *internal* capacity so that we can truly define, create and achieve increased *community and social* capacity. We aspire to become a *Community Impact United Way* in order to meet our community expectations and to be aligned with United Way of Canada - Centraide national strategies and directions.

Our strategic plan envisions UWBD building a better community by being a leading mobilizer of resources – financial and other. Building partnerships and convening groups – of people in business, government, labour, agencies, education, health, cultural groups and community organizations – will be integral to developing solutions for our community's most complex issues. We commit to reviewing our progress towards these goals and to being proactive with regard to emerging issues and needs in our community.

On behalf of everyone associated with United Way of Brandon & District, we thank our community for its tremendous support of our organization. We look forward to inspiring your continuing generosity and support to build a better community for everyone.

United, there is a Way. Without you, there would be no Way.

Sincerely,

*Trudy Corbett, Acting-Chair
Board of Directors*

*Community Impact is
"achieved by mobilizing
collective action – it is
measurable, cumulative
and lasting change that
improves lives and builds
resilient communities."*

Values

The values of United Way of Brandon & District are the guiding principles and philosophical pillars that support the organization. These values are reflected in all we say and do. They form the basis of our organizational culture and inform the decision-making of our board members, staff and volunteers.

Accountability

We are committed to meeting the expectations of all our stakeholders, including our donor-investors, community partners and citizens within Brandon & District. We achieve our high standard of accountability through an outcome-based, transparent and measurable process that involves regular communication and consultation with our stakeholders.

Community capacity

We value both the process and the outcomes associated with engaging people in collaborative partnerships to build community capacity. We have special respect for people who come together in groups to examine their circumstances, draw upon their own resources and take collective action.

Community - and stakeholder - focused

We commit to a caring and professional approach to relationships with our donor-investors, our communities and those in whom we invest. We are ever mindful that we are here for them.

Integrity

We adhere to the highest ethical standards and work tirelessly to engender and maintain respect and trust from our donor-investors, member agencies and communities.

Voluntarism

We are committed to providing the leadership and support to ensure all our volunteers are engaged, valued and recognized for the energy, skills and experience they provide us.



Vision

In 2013, United Way of Brandon & District will be a trusted leader in mobilizing resources to build a better community.

United Way will be seen by agencies and the public as a trusted expert on social trends, needs, assets and opportunities in Brandon & District. Both locally and within other jurisdictions across Canada, UWBD will be recognized as a rising star, a best practice and a model of organizational excellence to emulate.

The organization will have achieved this status by working collaboratively to determine the needs and assets within our community and by taking action to address them. Our United Way will truly be a *Community Impact United Way*

The increased profile and improved reputation of United Way as Brandon's social development investment advisor will have resulted in an unprecedented increase in the amount of money raised to improve lives and build communities in Brandon & District.

Mission

To inspire the people of Brandon & District to improve lives and build community by mobilizing the caring power of the Brandon Community.

Strategic Priorities

To reach our vision, United Way of Brandon & District must:

1

Increase significantly the Organizations' annual revenue

2

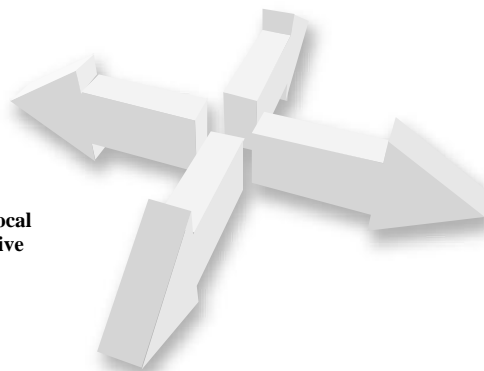
Strengthen our profile in communities throughout Brandon & District

3

Strengthen our strategic collaborations to mobilize local resources and achieve positive social impact in Brandon & District

4

Strengthen our internal Human Resource and Technology capacity



Desired outcomes

The campaign revenues have increased to \$1,000,000 annually by 2013.

Campaign goals are aligned with community impact goals.

The United Way campaign is recognized as being a *local* campaign that supports the broader social impact agenda in Brandon & District.

Larger number of citizens are committing to the work of United Way.

Citizens have more opportunities to contribute year-round.

Supporters and volunteers are engaged year-round and participating in United Way initiatives and planning discussions.

1

Increase significantly the Organizations' annual revenue .

Strategic Priorities

2

Strengthen our profile in communities throughout Brandon & District.

Desired outcomes

Citizens are hearing, seeing and talking about evidence of the impact of United Way funded programs in our community.

United Way is seen by, currently funded and other not for profit organizations and by the public, as an acknowledged and trusted expert on social trends, needs and opportunities in our community.

Community organizations and voluntary organizations covet an affiliation and are eager to collaborate with United Way on community initiatives.

United Way is an acknowledged leading social development investment advisor in Brandon & District.

Stakeholders, partners and citizens understand the role of United Way in our community.

3

Strengthen our strategic collaborations to mobilize local resources to achieve positive social impact in Brandon & District.

Desired outcomes

Close working relationships with key stakeholders in Brandon & District will serve to enhance the work of our United Way well into the future.

United Way is contributing to a shared understanding of local issues and needs, mobilizing resources and facilitating collaborative initiatives- community by community.

United Way is increasing the capacity of local human service organizations in a variety of ways to address broad, community-level outcomes that improve lives and build community.

United Way is working with local community organizations to assess needs, identify resources and help find solutions.

Strengthen our internal Human Resource and Technology capacity.

Desired outcomes

United Way has the requisite human resources to implement the strategic plan, i.e.staff, volunteers, loaned reps., and operational funding assistance.

People are the Priority!

United Way has high profile, enthusiastic and authentic volunteer leadership (board, campaign cabinet) with the appropriate skill sets and talents to move our organization positively ahead.

Systems are in place to measure our social impact and report this to our community.

United Way has a very effective Board-CEO leadership team.

United Way has a current and interactive website and access to social networking resources.

United Way has the technology to track and manage volunteers and donors.

4

What is Community Impact?

According to United Way of Canada – Centraide, community impact is

“achieved by mobilizing collective action – it is measurable, cumulative and lasting change that improves lives and builds resilient communities.”

Since 1937, United Way of Brandon & District has been helping people to improve their lives and the lives of their families. The traditional model we and other United Ways, have used has focused on raising and allocating funds to community programs and services. While these two methods will continue to be at the core of our operations, we recognize the need to go beyond this approach to address the complex issues within our communities.



There is tremendous interrelationship between the work United Way and others are doing to address key issues. For example, to effectively influence a specific condition such as poverty, we need to apply a comprehensive approach that includes education, housing, early childhood development, transportation, literacy, health, employment and many other factors that affect poverty. By examining our community through a proactive, community impact lens, we believe our efforts will be more measurable, cumulative and sustainable.

Our goal as a Community Impact United Way is to work with individuals, agencies, organizations, corporations, government, sectors and systems to achieve widespread, positive social change in our community. Together, we will work to prevent and address social problems by influencing the systems and conditions that affect lives and communities.

United Way will build community capacity to help individuals, groups and communities to strengthen their assets, qualities and characteristics so they can respond to present and future challenges and opportunities. As a Community Impact United Way, we will mobilize resources including people, funds, partnerships, wisdom and time, to build capacity by working collaboratively to develop common agendas that will improve the lives of people and create long term measurable social change in our community.



Community Impact Agenda

Impact areas that have been identified by our United Way are: helping children and youth succeed, strengthening and supporting families, promoting self-sufficiency, building vital and safe neighbourhoods and supporting vulnerable and aging populations. United Ways' strategies include identifying and building on community strengths and assets, funding programs and initiatives, advocating for public policy changes and collaborating with others in support of these and related issues every day.

Community Impact Areas (Goals)	United Way Strategies	Targeted Results
<p style="text-align: center;">HELPING CHILDREN AND YOUTH SUCCEED</p> <p>Successful children and youth:</p> <ul style="list-style-type: none"> • Enjoy healthy social, emotional, intellectual and physical development • Have opportunities to grow and achieve their full potential • Have nurturing and supportive caregivers and providers • Have access to affordable, quality early daycare and education • Experience safe, quality learning environments. 	<ul style="list-style-type: none"> • Promoting activities that help children prepare for school like "Breakfast for Learning". • Improving the quality of childcare services. • Establishing comprehensive school-based resources offering health care, education and enrichment opportunities • Expanding youth involvement in community service and leadership 	<ul style="list-style-type: none"> • Improved academic performance • Increased school attendance • Reduced incidents of gang activity • More youth are active in safe and productive after-school activities
<p style="text-align: center;">STRENGTHENING AND SUPPORTING FAMILIES</p> <p>Strong families:</p> <ul style="list-style-type: none"> • Have the knowledge and skills to thrive • Live in a safe and healthy environment • Have access to affordable, quality services and supports • Have strong family and community ties 	<ul style="list-style-type: none"> • Coordinating and making available a comprehensive range of health, human services and other programs through family resource centers. • Providing support for outreach on child care/after-school programs and other community services. • Promoting family-friendly workplace policies and practices. • Support inclusion of newcomers to the community. 	<ul style="list-style-type: none"> • Reduction of family violence/abuse. • Lower incidence of health-related issues. • Parents have more time to participate in their children's extracurricular activities and to spend at home. • Parents are actively involved in schools.

Community Impact Areas (Goals)	United Way Strategies	Targeted Results
<p>PROMOTING SELF-SUFFICIENCY</p> <p>Self-sufficient people:</p> <ul style="list-style-type: none"> • Receive quality education and have life and work skills. • Have access to quality jobs, work supports and career opportunities. • Are supported in entrepreneurial efforts. • Can build savings and access capital 	<ul style="list-style-type: none"> • Supporting job training, literacy and career development programs. • Coordinating childcare, financial counseling, transportation, and other services. • Supporting the development of programs that help lower-income individuals save for education and training, home ownership, and business development. 	<ul style="list-style-type: none"> • Increased levels of technical and educational skills • Reduced rates of adult illiteracy • Lower unemployment • Higher average wage earnings • Increased home ownership • Increased savings and assets • Reduced rates of homelessness.
<p>BUILDING VITAL AND SAFE NEIGHBORHOODS</p> <p>In vital and safe neighborhoods, residents:</p> <ul style="list-style-type: none"> • Have access to affordable housing and economic opportunities • Are active in civic life and have strong networks • Lead community-building efforts thru volunteerism • Trust, respect and cooperate with each other. 	<ul style="list-style-type: none"> • Support neighborhood-led public-private partnerships to increase the supply of affordable housing. • Supporting resident-led efforts to strengthen schools, create new community facilities, increase neighborhood safety and expand access to jobs. • Building the leadership and financial capacity of minority-led organizations. 	<ul style="list-style-type: none"> • Lower crime rate • Increased participation in neighborhood-based associations. • Wider diversity in home and business ownership • Increased neighborhood retail and commercial activity. • Improved public transportation.
<p>SUPPORTING VULNERABLE AND AGING POPULATIONS</p> <p>Vulnerable and aging individuals need:</p> <ul style="list-style-type: none"> • A nurturing support system • Access to comprehensive health care Services that support independence and minimize institutionalization. • Access to emergency and transitional services that foster long-term independence. • To be involved in decisions regarding their own care. 	<ul style="list-style-type: none"> • Coordinating efforts enabling individuals to get to medical and other appointments. • Providing home maintenance and meals, case management, counseling and outreach. • Coordinating mental, emotional, physical health and terminal-illness services. • Supporting health care access to all. • Organizing comprehensive human services for individuals facing crises. 	<ul style="list-style-type: none"> • Seniors enjoy greater quality of life • People with disabilities have access to all opportunities. • Under-served individuals have greater access to health care. • People in crises regain stability.

Ensuring Accountability and Transparency

United Way of Brandon & District's strategic direction is built on its mission and core values which include adhering to the highest standards of excellence, accountability and impact, including the prudent use of resources, and the provision of fair, accurate and honest disclosure of information. In keeping with the mission, the Board of Directors has adopted governance policies that build on the accountability and transparency of United Way's financial governance. The primary objectives of those are as follows:

1. To ensure United Way of Brandon & District funds are managed effectively, prudently and in compliance with all applicable legal requirements,
 2. To preserve the capital value of the funds over the long-term, in such a way that the purchasing power of these funds will be maintained,
 3. To achieve the maximum total return while taking little risk consistent with prudent investments,
 4. To provide the appropriate cash flow in order to meet long-term funding requirements.
-

Appendices

- A. Community Resources Committee
- B. Communications & Marketing Committee
- C. Finance & Audit Committee
- D. Human Resources Committee
- E. Board Governance Timeline

Appendix – A

Strategic Priorities - Community Resources Committee

Goal

#3- Strengthen our strategic collaborations to mobilize local resources and achieve positive social impact in Brandon and District by,

- Providing tools and support to engage the entire community to help break cycles of need; and
- Providing increased resources. Put resources to work where most needed to achieve measurable and positive outcomes.

Action Plans

- A. Increase awareness through media, community forums, town-hall meetings, focus groups about the need to provide increased financial and other resources in areas of critical need.
- B. Properly review funding applications to ensure they meet United Way funding priorities and guidelines
- C. Visit funded program sites as required. Perhaps a visit to potential recipient agencies would be beneficial both for us to assess need as well as for them to become more knowledgeable re the UW..
- D. Review funding process and program outcomes to ensure priorities are being met; funding process yearly, outcomes semi-annually.

Desired Outcomes/Time frames

- 1) Governance policies of funded program agencies ensure community's resources are well invested. Brochures, advertising and acknowledgement of United Way funded programs and the positive role they play in our community must be developed for distribution by 2011 UW annual general meeting.
- 2) An annual review in February –March of each year to improve the process relating to the distribution of resources for the next funding cycle must be completed by the committee and approved by the Board. This could include but is not limited to determining whether the documentation UWBD asks agencies to provide is clear, has all the necessary information and clearly identifies the agencies' responsibilities with respect to their program.
- 3) Create a regular cycle of visits to sponsoring agencies of United Way funded programs outside of the scope of annual funding requests to discuss with agencies their need for other United Way resources; particularly for those programs where supporting governance is weak; and others which may require additional resources from United Way other than financial resources.
- 4) Interim and final reports must be provided annually. If United Way is to require outcome measurement, then training sessions, especially for potential funding recipients should be conducted annually. This should be put in place by 2011 year-end.

Additional Desired Outcomes

- Awareness of United Way is already very high but only around the annual campaign or annual special events such as Coats for Kids or Tools for Schools. The communication and marketing committee should work together with Community Resources committee to inform the community on a year round basis; the need for United Way dollars and the impact that United Way funding/support makes. Perhaps visits to more agencies than those presently funded would be helpful in this passage of information. This is particularly important as we march to a million.

- A community town hall; focus groups has not happened in 5 years-it is overdue and should be scheduled so that we can fulfill our commitment to the community of staying “current” with community needs.

Appendix – B

Strategic Priorities - Communications & Marketing Committee

Provide opportunities and support for people to take action: building and channeling passion.

Goal

To communicate, educate and demonstrate the positive impact that United Way has on our community.

Action Plans

- A. Review, revise communication plan – every 3 years
- B. Measure and assess the impact/awareness of communications tools - annually

Desired Outcomes

- A. Review, revise communication plan
 - Achieve a living document as a Communication Plan
 - Implementation of the Plan
 - UW name/brand recognition
 - Plan distribution to the Board and funded agencies
- B. Measure and assess the impact/awareness of communications tools
 - Conduct audit of other UW offices to assess impact of communications
 - Evaluate and assess our own Communication Plan against what direction other United Ways have taken
 - Examine what works and what does not and develop appropriate follow-up strategy

Outcome Measures

- A. Review, revise communication plan
 - Board approval of the revised final Plan
- B. Measure and assess the impact/awareness of communications tools
 - Track and monitor hits to website – our website should have an active invisible counter that will provide us with specific data on the # of visits to our website. Website should have link buttons to funded agency websites, and other key stakeholders
 - Track and monitor our use of social network sites such as Face Book (our site), Twitter, etc
 - Track and monitor external stakeholder requests for information and usage of materials – committee members will each pick 10 people that are close to them as either part of their residential neighborhood or the neighborhood in which they live. Each person will be asked a series of questions about the year round brochure. Information to be brought back to the committee for review.
 - Annual review of funded agencies use of United Way of Brandon logo and other signage
 - Feedback from community on the United Way of Brandon billboard on Hwy #10 North.

Responsibility & Time Frame

- A. Review, revise communication plan
 - Committee members and UW Operations Team –every 3 years
- B. Measure and assess the impact/awareness of communications tools

- Communication & Marketing Committee
- UW Operations Team
 - Ongoing

Communications Strategic Direction for 2011-2013

1 -The Issue for our United Way

Time:

United Way is top-of-mind five months each year, more often during the annual fundraising campaign. That's when United Way gets media coverage and when some Brandonites are actively involved in United Way activities. We want UW to be top of mind 12 months a year.

Scope:

When most people think 'United Way', they think 'fundraiser'. This is not a complete picture of what United Way does. United Way serves an important role in strategic community development through planning and funding efforts. United Way work should be seen as having Community impact. In our role as a community builder we wish to become a more recognized leader in community development.

Current environment:

United Way is seen as a credible and trustworthy organization. Thanks to some clever strategies implemented over the past 7 years, we are no longer hearing "why give to United Way when I can give to charities directly?" That is truly a success benchmark.

A number of board members, agency board members and staff and key stakeholders remain unclear about United Way's direction. We have established key messages: We leverage resources, we invest and we take action. Now we must live these words and not rest on our laurels that everyone gets it!

Our key people hear the message that the focus is evolving but we know that staff and board volunteers do not have a clear picture of how it all fits with traditional fundraising efforts. This results in a lack of energy behind the initiative and confusion from the people who we need to be our ambassadors.

Brand:

The United Way 'brand' is strong; it is perceived as a trusted fundraising organization that recognizes community issues and directs community donations to organizations that tackle the issues. Brandon & District United Way wants to be seen as a community strengthener/builder and one that invests from a collaborative and knowledge-based approach-an Impact United Way. All messages originating from United Way must have two parts and show the cyclical nature of our work- we fund short term and also long term solutions. Example -"We feed the hungry child and we look at why that child is hungry."

2 -Desired result: (as it relates to our current communication plan)

To strengthen donor loyalty and to attract new supporters by:

- Developing a compelling reason to choose to support UW, and;
- Communicate this on a year round basis

We will know we are successful when...

- United Way staff and board members understand and support the role of United Way and can articulate it clearly.
- United Way activities are aligned with UW vision (future direction).
- United Way's profile is not linked strictly to the campaign and fundraising.
- People perceive United Way as a leader in community development a trusted "action taker" on social issues-we like that profile and must work hard to maintain it.
- United Way enjoys year-round profile.
- Annual fundraising targets are met or exceeded.

Positioning Statement for our United Way

United Way is not just another charity. We are a catalyst for community action; a caring force that brings people together to focus on important community issues and bring about positive change. Our work enables people to improve their lives, achieve independence and become productive citizens. UW builds the capacity of people to care for themselves and to care for one another.

Our name really says it all.

Target Audience: (Who the message goes to)

First Level

- United Way staff and board members. (We have to start at home)

Second Level

- 25- 74 year olds: Instilling confidence that their contributions are making a real difference in this community. Key community stakeholders (large business who support United Way), Cabinet, Loaned Representatives, community agencies who receive funding from United Way and media.

Third Level

- United Way donors

- The general public
- Those who have not yet participated (young and other cultures)

Communication Goals:

Increase Awareness

- Increase top-of-mind awareness rankings of the UW relative to its competitors on a year round basis

Build Understanding

- Deepen the level of understanding of what UW does and the results it produces beyond the annual fund raising campaign

Intensify Interest

- Motivate citizens to learn more about UW

Augment loyalty

- To broaden and instill the positive feelings people have about UW

Prompt Participation

- To attract community leaders and citizens to participate in a wide range of organizational and community building activities

Key Messages:

1. We Invest in Our Community!

- ✓ Together we can accomplish more than we can independently by ensuring a comprehensive, balanced network of programs and services which help people who need the help most
- ✓ UW invests in programs and services which lead to healthy children, strong families, self-reliant individuals and supportive communities
 - Expertise in identifying community issues and ensuring donated dollars are invested for maximum impact
 - UW offers professional development to increase agency skills
 - UW monitors agency and program efficiency and effectiveness

2. We Take Action!!

- ✓ By bringing people together, setting common goals, pooling our resources and working collaboratively, we can build healthy, safe and caring communities for all of us
- ✓ UW builds our capacity to care for ourselves and for one another
- ✓ UW mobilizes a variety of resources
- ✓ UW engages people from all walks of life in identifying priorities and making decisions
- ✓ UW builds collaborations and partnerships which work in favour of the entire community

3. **We Have/Make Impact !!**

- ✓ A contribution to UW is an investment which enhances the quality of life for all citizens
 - a. Brandon & District United Way is a community-based organization serving the citizens of Brandon and area
- ✓ When you give to UW you can be confident your contribution is well managed and results in real and sustained positive change
 - b. Proven track record
 - c. Cost-effective fundraiser/distributor in the community
 - d. Respects privacy of donors and does not share donor information with any other organization

Strategies: (ways to implement our communication plan)

We must lay the foundation to a more comprehensive strategy. This change is necessary to maintain UW as relevant and necessary in the community to achieve action and social change. Outcomes must be measurable. The **vision** for the future is that we have measurable substantial change, collectives and partnerships that are working toward solutions to defined social issues including: safety from violence, poverty, health and well being, decreased drop-out rate of children and youth, and building self-sufficiency in individuals.

1. **First steps**

- Identify some solid examples of past experience/successes in this area. We are expanding this area and it's time to give the public a holistic view of United Way. (*Use case for change document*)
 - Clearly articulate the role UW plays in the community as community builder (*Commentaries on radio/TV to challenge Brandonites to think about the definition of a human being – social capital/civic engagement/community dialogue*)
 - Draw upon the core strength that UW has earned and expand the public's understanding of what we do. "The dollars fuel the work." Don't drop references to fundraising. It will confuse the audience. Avoid the use of the phrase "**the leader**". Feels self-centred and disrespectful to other organizations. Be more broad. "United Way plays **an important role** ..."
- ### 2. **Create a brief presentation about what United Way is about, emphasizing the key messages. Use it to encourage dialogue.**
- ### 3. **Use the annual general meeting as an opportunity to expand these messages about United Way.**
- Have the mayor and other community leaders endorse UW publicly. Then we aren't just a self-proclaimed leader.

- Describe the expanded role of United Way and have tangible documents and examples that support the expanded role. Identify new initiatives we have planned.
 - Have staff, Board and Cabinet there to visit and answer questions to illustrate that UW is open and transparent and wants to hear from and have dialogue with the citizens of Brandon
4. **Look for opportunities to publicize holistic perspective of United Way.**
- **Dialogue sessions** to gather information may not be value added beyond confirming what is already known in terms of issues/priorities. Also if we are the thought leaders – why are we asking the general public for answers
 - **Develop and circulate community education brochure/stand-up displays**
 - **Release reports** that are in existence and develop publishable reports on priority issues. When completed, each paper can be released with fanfare to the media, distributed with a United Way action plan to stakeholders and published online. It establishes United Way as a non-partisan authority.
 - Make sure our **website really supports the United Way message** and is a great resource to stakeholders. See the one above for a few suggestions. Our goal should be to have anyone involved in community planning look to your website first, as we're the credible authority on community issues. Publish reports; profile working group members, highlight community projects and how they are part of United Way's collaborative strategic efforts.
 - Rather than wait for **speaking opportunities** to cross desks, **be proactive**. Identify your target audience and ask them if you can speak. Say **no** to the ones that are not your priority this year. If the venue/opportunity does not further our key messages we do not do it.

Appendix – C

Strategic Priorities - Finance & Audit Committee

Purpose

To monitor and oversee all of the organization's financial matters and provide advice to the Board and CEO as requested.

Responsibilities

1. Review and assess the annual budget. Consider any revisions to the budget and make recommendations to the Board with respect to those.
2. Review annual audit (draft) with auditors & CEO. Bring forward to the board and be able to answer questions.
3. Assist CEO with setting up the next year budget, and provide to the board for approval.
4. Review this list annually to see if the committee thinks there is a need to add or delete

an item of responsibility.

5. Receive and review support staff budget for salaries and benefits by CEO to be incorporated into the draft budget.
6. Once the annual budget is approved, it is the CEO's responsibility to manage it, prepare quarterly statements for the committee and ensure that annual payments are made on time and within the budget structure.
7. Review annually any financial policies to make sure they still apply, if not, make recommendations on changes. (ie. Major gift, endowed gifts) this includes an annual meeting with our firm's auditors.
8. Advise and act as a resource to staff and Board with regard to financial matters e.g.- financial implications related to property, human resources, technology, etc.
9. Committee to ensure compliance with UWCC TAFR policy document.
10. Finance and Audit committee will review and make recommendations to the Executive committee regarding the appointment of auditors every 3 years.

Appendix – D

Strategic Priorities - Human Resources Committee

Goal

Build an effective Board and administration to support the goals of the organization.

Action Plans

- A. Enhance Board awareness of how our community and administration work together
- B. Broaden board membership across cultural groups, include business and community leaders, college, University and high school students.
- C. Develop board member's roles as ambassadors of our United Way.
- D. Succession plan developed by all committees

Desired Outcomes

A

- Dedicate a session during a Board meeting to explain who we are and what we do.
- Develop Board members as ambassadors
- Make organizational time frame of annual activities available to all Board members

B

- Increase the number of representatives to sit as members of our board as seats become available annually- business, community leaders, college, university, high school
- Train board members to effectively communicate and present United Way information to various sectors of the community on a year round basis.

C

- To have at least 50% of our Board members willing to consider 2 or 3 year terms
- Board members serve at least 2 years on one particular committee
- Board members after 2 years on a committee willing to serve as Chair of the committee.

D

- Document/distribute (among HR committee) the questions to be answered /addressed in brief info sessions at future board meetings (list questionnaire points as solicited last year, assign them among committee members to research and prepare, schedule presentation)...and possibly solicit more questions from newer board members.
- Establish/compile an updated and effective board member UW fact sheet to facilitate developing ambassadors through education (all board members should be able to describe what our UW does locally in a compelling manner with quantifiable details, the “Barry Cullen list of facts”- type of approach.
- Develop the standard presentation for use in the community by board members to further awareness of UW, and grow volunteer and donor potential in the process.

Outcome Measures

A.

- Evaluation/questionnaire to be completed by board members after presentation of who we are and what we do.
- Biannual survey or evaluation of all board members

B.

- Assess current board make-up and determine what areas we may want to increase board seats in
- Develop training programs for various volunteer sectors of the board
- Determine how willing community groups are to have our presentation annually and outside of the scope of campaign.
- How many presentations could the board make a year?
- Where do gaps still exist?

C.

- Every year someone new will be willing to Chair the various board sub-committees.

Appendix – E

Strategic Priorities - Board Governance Timeline

January

- Conduct CEO performance evaluation in accordance with employment contract/policy (Chairperson)
- Review upcoming board vacancies and recommend new potential board members to the Human Resource committee
- Begin review of board policies/bylaws via an ad hoc committee (to be completed every 3 years)
- Recruitment of new campaign chair

February

- Completion of the review of board policies/bylaws by ad hoc committee (every 3 years)
- Review and approval of audited statements and management letter
- Community Town Hall meeting (if held)

March

- Review of quarterly financial statements
- Recommend appointment of external auditor
- Select committee chairs
- Publish annual report
- Conduct quarterly review of progress on strategic plan objectives

April

- Board orientation of new members and committee chairs (Human Resource Committee and CEO)
- Strategic planning session (if applicable)
- Development of a year round communication plan for the organization (Communications and Marketing Committee)
- Call for multi-year funding applications. (Community Resource Committee)

May

- Review of human resource manual by Human Resource Committee (every 3 years)

June

- Review of quarterly financial statements
- Conduct quarterly review of progress on strategic plan objectives
- Deadline for submission of multi-year applications

July

- Enjoy summer

August

- Board of director – BBQ/social gathering

September

- Review of quarterly financial statements
- Conduct quarterly review of progress on strategic plan objectives
- Begin the review process of the multi-year funding applications (Community Resource Committee)

October

- Continue review process of the multi-year funding applications (Community Resource Committee)

November

- Finalization of multi-year funding for the upcoming year
- Finance committee begins preparation of the operational budget for the following year
- Salary evaluation for CEO for upcoming year to be completed (Human Resource Committee)

December

- Review of quarterly financial statements
- Approval of annual budget submissions
- Conduct quarterly review of progress on strategic plan objectives
- Establish and monitor CEO performance goals