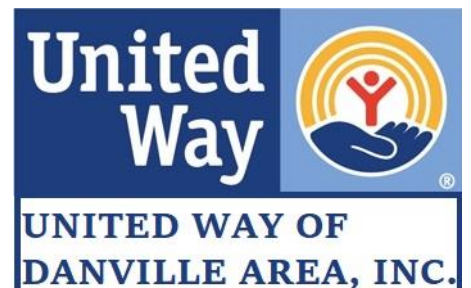


ENSURING A SAFE, HEALTHY COMMUNITY – TODAY, TOMORROW AND BEYOND



2021 – 2026 Strategic Plan



MISSION, PURPOSE, VALUES AND VISION

OUR MISSION

United Way of the Danville Area improves lives by mobilizing the caring power of communities to advance the common good.

OUR PURPOSE

We exist to ensure that our neighbors, no matter their circumstances, have opportunities and support to realize their full potential.

OUR VALUES

IMPACT

Our goal is to make a long-lasting, visible difference in the lives of our neighbors.

ACCOUNTABILITY

We believe that using data to inform our decision-making, setting clear impact priorities, and leading and partnering as appropriate make us better stewards of donor contributions and volunteers' time.

RESPONSIBILITY

We seek always to be a model of an effective philanthropic enterprise by: giving generously as individuals, adopting policies and practices that ensure fiscal soundness and organizational sustainability, being innovative in our approaches toward impact and fundraising, and intentionally investing in on-going Board and staff development.

TRUST

By operating with transparency, keeping our commitments, working collaboratively, dedicating ourselves to the best interests of the community, embracing diversity, equity and inclusion, and by assuming the positive intentions of others, we build, earn, and maintain trust – an essential ingredient in all our relationships.

RELATIONSHIP

We strive to build long-lasting and mutually beneficial connections with individuals and organizations by engaging in active listening to really understand what motivates them. We are committed to meaningful and open two-way conversations with donors, stakeholders, and collaborators in order to determine and reach shared goals.



WE ENVISION A COMMUNITY THAT IS

- an attractive place to live, work, play, and raise a family
- a safe, healthy community with integrated support system
- known for being an environment that empowers and encourages each of us to bring our best selves forward for the benefit of all

EXECUTIVE SUMMARY

United Way of the Danville Area (UWDA) has served the communities of Vermilion County, Illinois, Fountain County, Indiana, and portions of Warren County, Indiana for more than 90 years. In response to a rapidly changing philanthropic environment, declines in donors and donations coupled with increased demands for social service sector interventions and community needs that have grown more complex, UWDA reached out to Indiana United Ways for assistance. Indiana United Ways (IUW) is the professional membership organization for United Ways and United Funds serving areas within Indiana. In the summer of 2019, UWDA began its strategic planning process, led by IUW.

As the US Giving Statistics and UWDA Revenue and Donor Trends (Figs 1 and 2) demonstrate, philanthropic giving is steadily increasing across the nation. But so, too, has competition for donor dollars. According to the National Center for Charitable Statistics, there were 1.56 million IRS registered, US nonprofits in 2015 – approximately 28,000 per every state and US territory. The explosion of digital technologies have also influenced donor giving: today’s donor believes in cause, rather

than institutional, giving; expects near real-time interaction with an organization to answer questions and see immediate results of their giving; and wants to be able to both give and influence decisions at the touch of a button. As the giving landscape and traditional workplace campaign become more difficult to maneuver, United Ways and United Funds across the network are challenged with re-inventing themselves to build relevancy with a nimbler, more discerning, donor pool.

During the course of the strategic planning process, UWDA determined that it would be paramount to the livelihood of the organization to invest strategically in outreach initiatives that more closely reflect donor interests and passions, to dedicate resources to its own infrastructure, develop platforms for improved donor interaction – including improved corporate relationships, and to continue to refine outcomes (not solely outputs) data collection and reporting methods.

US GIVING STATISTICS

- Giving has increased in current dollars every year since 1977, with the exception of three years that saw declines: 1987, 2008 and 2009.
- As in previous years, the majority of giving came from individuals (70%), representing a 3.0% increase over 2016.
- Corporations grew by 8% to \$20.77 billion (5% of all donations).
- Donations to Human Services charities were up 5.1% to \$50.06 billion (12% of all donations)
- Health charities experienced an increase of 15.5% to \$38.27 billion (9% of all donations).
- Public-Society Benefit charities saw an increase of 7.8% to \$29.59 billion (7% of all donations).

Source: Giving USA 2018, the Annual Report on Philanthropy

FIGURE 1: UWDA REVENUE TRENDS

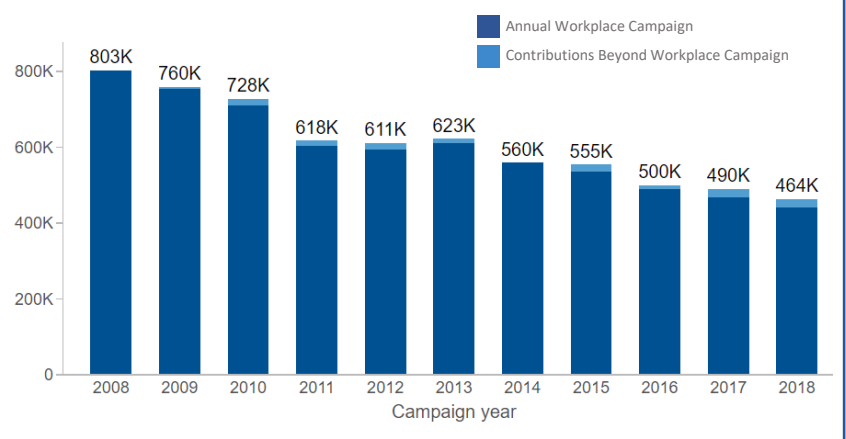
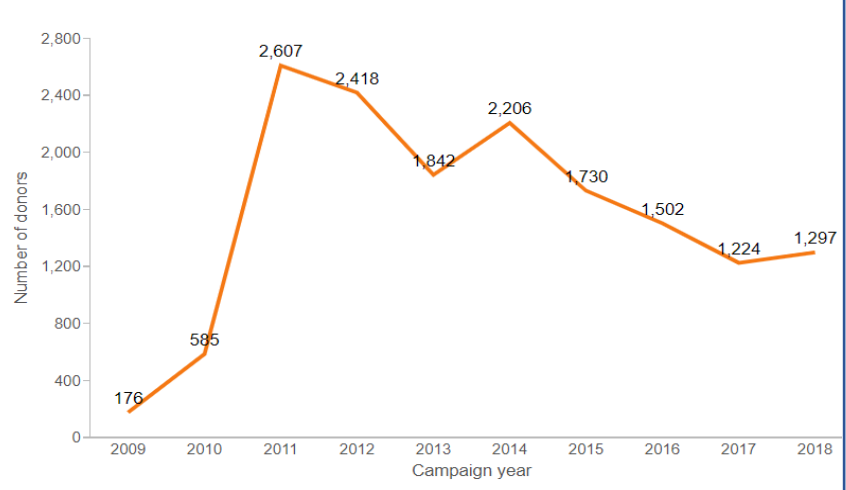


FIGURE 2: UWDA DONOR TRENDS



Process Overview

With the assistance of IUW staff, who specialize in organizational development and fund development, the strategic planning process was broken down into several steps that were carried out through in-person meetings and via technology. UWDA began its process by involving the entire Board of Directors. During the initial meeting, Board members reviewed previous community needs assessment data and began re-imagining UWDA's future, including identifying the organization's core values. Following that meeting, and utilizing technology, Board members conducted a TOWS analysis and refined the core values list. At the second, in person session, Board members aligned the core values to behaviors and attributes, reviewed donor giving trends, and allocations patterns. As well, the group determined that there was a need to find out more from donors about what they wanted to invest their time and energy around and where they believed UWDA should concentrate its work, which remains rooted in pressing community needs. In its final meeting, the executive committee, along with Board members who had heretofore been active in the strategic planning process, worked to create community and organizational goals with corresponding strategies and identify measurable objectives.

As a result of the strategic planning process, UWDA determined its niche is [mental] health and safety and committed to embarking on a course that will allow the organization to:

- Be a model of community leadership and charitable giving on issues that affect us all
- Facilitate strategic partnerships for effective community action
- Deliver a meaningful experiences and data-supported outcomes for donors

Plan Implementation and Progress Monitoring

Agencies will apply once a year and will be required to provide quarterly reports, as well as attend quarterly agency meetings. Agencies will be required to provide data outputs that align with the key strategies in the strategic plan. This will help provide data for the United Way of Danville Area, Inc. Community Investment Committee to review, analyze, and track progress of agencies each quarter. Each year, the Community Investment Committee will review key strategies as they pertain to the current needs of the community through community resources such as the Vermilion County IPLAN and ALICE data, but not limited to.



WHAT WE ARE FOCUSED ON:

STRATEGIC IMPERATIVES

INDIVIDUALS AND FAMILIES IN OUR COMMUNITY ENJOY GOOD EMOTIONAL, MENTAL AND - IN TURN- PHYSICAL HEALTH

THE DANVILLE AREA COMMUNITY IS SAFE, PROSPEROUS AND PRODUCTIVE

SYSTEMS OF SUPPORT THAT BENEFIT ALICE HOUSEHOLDS
UNITEDWAYILLINOIS.ORG/ALICE/

THE LIVING AND ECONOMIC SITUATIONS OF VULNERABLE FAMILIES AND INDIVIDUALS ARE STABILIZED

KEY STRATEGIES

- Build the coping mechanisms and resiliency of community members.
- Support and invest in evidence-based bullying prevention and intervention measures.
- Support in education and developmental resources.
- Improve access to age appropriate substance use and abuse prevention efforts
- Mitigate the contributors to domestic violence and violent crime
- Improve access to substance use and abuse treatment and interventions
- Enhance the skills and knowledge base of area professionals who work with target populations
- Encourage and facilitate multi-agency collaborations for the delivery of wrap-around services
- Encourage and facilitate public/private partnerships aimed at assisting vulnerable families and individuals
- Existing emergency and essential needs support mechanisms are augmented

ALLOCATION OF FUNDING

