Our vision is thriving communities, welcoming neighborhoods and a strong economy across Tarrant County.
VISION:
Thriving communities, welcoming neighborhoods and a strong economy across Tarrant County.

MISSION:
Provide leadership and harness resources to solve Tarrant County’s toughest social challenges.

VALUES:
Integrity • Compassion • Excellence • Transparency • Teamwork

GUIDING PRINCIPLES:
Our client is the donor
Our results tell our story
Our focus is the community
Our efforts are collaborative
Our solutions are equitable
OUR STRATEGIC PATH FORWARD
A NEW WAY TO LIVE UNITED FOR TARRANT
**OUR STRATEGIC PLAN** defines our role in Tarrant County and our responsibility as the steward of investments by donors – individuals, organizations and businesses.

**OUR OPERATING PLAN**, which includes short-term and long-term goals, works in tandem with the Strategic Plan to ensure leadership and investments are aligned.

Both plans introduce our new allocations model – Systems Change – and focus on Donor Centricity and Public Philanthropy.

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**GOALS**

Make life better in Tarrant County by bringing more resources to affect populations, not just individuals.

Build a strong, collaborative network of social, faith-based, private and government-sector stakeholders for Tarrant County’s social and economic well-being.

Realize a donor-centric culture of philanthropy within United Way and throughout the county.

Increase the financial resources available to our community for sustainable positive change through public and private philanthropy.
In 2009, United Way of Tarrant County conducted an extensive market research project to pinpoint the most challenging issues Tarrant County residents were facing. Our research found the issues were related to education, income and health.

Based on the results, we launched IMPACT, a funding model that focused on those issues. The purpose of the IMPACT model was to realize measurable community results in United Way’s efforts during a 10-year timeframe.

What we found is that while United Way and our partners have moved the needle regarding changing the lives of individuals, we have not effected change or impacted populations and communities on the scale we had hoped.

Our new model to effect change is SYSTEMS CHANGE. Systems Change is a shift in how we approach enduring social problems. It focuses on understanding the root causes of problems and finding universal solutions for issues that continue to occur.
A NEW WAY TO THINK UNITED

SYSTEMS CHANGE IS A NEW WAY TO LEAD AND ALLOCATE RESOURCES TO NOT JUST MANAGE SOCIAL ISSUES, BUT TO SOLVE THEM FOR AN ENTIRE POPULATION.
A NEW VIEW

To optimize our advantages in a challenging and dynamic operational environment, we have established new methods of execution that outline how we will bring viable solutions to the community.
**DEVELOP** cross-functional organizational workflow and processes.

**CREATE** new relationships as a valued business partner to Tarrant County organizations.

**TIE** social and economic issues together.

**WORK** to discover donor intent, then align intent with verified community needs.

**TARGET** large-scale improvements in Tarrant County’s quality of life.

**UNITE** the community, convening cross-sector players to build shared goals with shared ownership.

**PRESERVE** United Way’s commitment to maintaining a strong community.

**SERVE** today’s needs while planning to ease them in the future.

**CREATE** a “rapid response” capability for times of crisis.

**COMMUNICATE** in a manner that emotionally inspires donors.

**IMPLEMENT** a tailored, integrated marketing approach.
A NEW WAY TO CONNECT UNITED

DONOR CENTRICITY IS LISTENING TO AND EMPOWERING OUR DONORS TO SUPPORT INITIATIVES FOR WHICH THEY HAVE GREAT PASSION.
ANNUAL OPERATING PLAN

DATA-DRIVEN ACTIONS
1. Measure community needs, corporate social responsibility goals and individual donor causes.
2. Achieve alignment with the Strategic Plan.
3. Advance donor centricity.

REFRAME MESSAGING
1. Reframe communications and marketing to be personal, emotional and results-oriented.
2. Increase brand awareness and visibility with organizational messaging.
3. Motivate key audiences to donate and volunteer through engaging digital and traditional efforts.

REORGANIZE STRUCTURE
1. Redesign United Way’s organizational structure in alignment with the Strategic Plan.
2. Intentionally increase United Way’s diversity and inclusion for internal staff and Board of Directors membership.

RECHARGE REVENUE
1. Increase revenue through grants and corporate and individual donors.
2. Align Campaign goal with Strategic Plan.
3. Incorporate revenue goals into every aspect of the Campaign planning process.

ENGAGE REQUESTS
1. Provide engagement criteria when considering whether involvement in a given project is appropriate.
2. Provide transparency when taking on a particular project.
3. Ensure United Way’s capacity is adequate for planning, staffing and resources during any given season.

ENABLE SYSTEMS CHANGE
1. Continue to support the community “safety net.”
2. Increase the effectiveness of high-potential community program investments originally supported by IMPACT initiatives.
3. Identify relevant, donor-centric opportunities in Tarrant County.
4. Create rapid-response funding for unforeseen community needs.
5. Foster innovative ideas and entrepreneurial approaches to solving social issues.

KEY OBJECTIVES
DATA-DRIVEN ACTIONS
REFRAME MESSAGING
REORGANIZE STRUCTURE
RECHARGE REVENUE
ENGAGE REQUESTS
ENABLE SYSTEMS CHANGE
A NEW WAY TO GIVE UNITED

PUBLIC PHILANTHROPY IS RECOGNIZING THE SOCIAL FABRIC OF TARRANT COUNTY IS MADE STRONG BY EVERY MAN AND EVERY WOMAN CONTRIBUTING WHAT THEY CAN TO MAKE THEIR COMMUNITY A BETTER PLACE.
HOW WE PLAN TO INVEST

Our objective is to identify high-potential initiatives and apply financial investments in a meaningful way. We believe United Way of Tarrant County can add significant incremental value into the community by leading, planning and, in some cases, resourcing initiatives that will bring crucial change on a scale large enough to effect enduring positive outcomes county-wide.

A LOOK AT ALLOCATIONS

To establish an operational framework, we will consider both leadership and diversified funding in the areas listed below.

SAFETY NET
The assortment of programs offered to the community through the United Way network of partners, designed to provide economic and life security to those temporarily or chronically in need.

SCALABLE COMMUNITY CHANGE PROGRAMS
Programmatic work performed by our partner agencies, which are designed to affect communities, not just individuals.

SYSTEMS CHANGE
A new way to lead and allocate resources to not just manage social issues, but to solve them for an entire population.

INNOVATION & RAPID RESPONSE
Programs that foster innovative solutions to social issues; ability to respond to immediate and changing needs of the community.
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<td>50% - 40%</td>
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<td>13%</td>
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<tr>
<td>Innovation &amp; Rapid Response</td>
<td>0%</td>
<td>1%</td>
<td>2%</td>
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Our plan is to perform a Community Needs Assessment as well as to take a closer look at corporate social responsibility goals and individual donor causes. Then our objective becomes to analyze the areas of convergence to determine potential partnerships and tactics for seeking solutions.
The Community Needs Assessment will identify the social issues that affect our community (verticals) as well as the root causes common to several recurring issues (horizontals). The assessment will determine the scale and priority of community need.
THANK YOU

With the guidance and input from key community leaders who participated in many Strategic Plan Workshops, this document has taken life and will serve as a beacon for future impact throughout Tarrant County. Thank you to all those who were involved in the process.

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Jonathan Black
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Marcelo Cavazos, Ph.D.
Riz Chand
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Matt Dufrene
Robert Earley
Brandom Gengelbach
Corey Fickes
Mike Field
Shannon Fletcher
Bruce Frankel
Zach Freeman
Linda Fulmer
Lindsey Garner
The Honorable Pete Geren
Darien George
Jennifer Gilley
Brian Gutierrez
Melanie Hanna
Harriet Harral, Ph.D.
Keith Harrison
Mant Hawkins
Erika Hersh
The Honorable Bowie Hogg
Charlotte Holm-Teklitz
Faye Johnson
Melody Johnson Garcia
Carla Jutson
Carol Klocek
Todd Landry, Ed.D.
Joe LaMarca
Tommy Lawler
Barbara Lundgren
Jill Lyttle
Rattana Mao
Shelby McCarty
Mark McClendon
Josh McNamara
Kevin Mechenbier
Bill Millett
Steve Newton
Eric Niedermayer
Beth Noble
Martin Noto
Julia Nova
Mark Nurdin
Toby Owen
Kent Paredes Scribner, Ph.D.
Phillip Polidore
Mary Jo Polidore
James Powell
Mark Presswood
The Honorable Betsy Price
Charles Pulliam
Heather Reynolds
Cassandra Rodriguez
FWPD Capt. K. D. Rowell
Elva Roy
Amanda Sanchez
Russell Schaffner
Lyn Scott
Ann Sheets
Tony Shuman
Sherry Simon
Glen Sirles
Scott Spiker
Robert Sturns
Andy Taft
Patsy Thomas
Bill Thornton
Becky Tucker
Kimberly Walton
Phillip Wambsganss
Hadley Woerner
Bret Wedding
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Trey Yelverton
A NEW WAY TO LIVE UNITED
TOGETHER WITH OUR COMMUNITY WE ARE FINDING SOLUTIONS TO THE SOCIAL CHALLENGES FACING TARRANT COUNTY.
Our vision is thriving communities, welcoming neighborhoods and a strong economy across Tarrant County.