



UNITED WE WIN.
LIVE UNITED®

2019-2021 Strategic Plan



BACKGROUND

In 2018, United Way of Metropolitan Nashville began to work through a process to create a new Strategic Plan. We started by assembling a team of some of the strongest leaders within our organization. Their first task was to undergo a comprehensive analysis of where we are today by surveying donors, volunteers, partners and community leaders.

We surveyed more than 35,000 local citizens and conducted interviews and focus groups with some of our most-long standing supporters to answer the questions “What are we doing well?,” “What can we do differently?” and “What do you see as the most important issues facing our organization and our community today?” We received feedback and ideas that resulted in more than 500 pages of research.

These findings became the foundation for new mission and vision statements, guiding principles, goals, objectives and strategies that will guide us for the next three to five years as an organization.

As we worked through the planning process, we were presented with the questions: Do we want to aim for the mountains or shoot for the moon? Just how far were we willing to go? Were we going to play it safe and set goals we knew we could easily accomplish? Or were we going to set ourselves on a path that would be a bit riskier, a bit more aspirational? Our team quickly and unanimously voted to shoot for the moon.

We are shooting for the moon because our families deserve our best effort. Our neighbors who are struggling cannot wait for change to come over a decade.

This plan will serve as a guideline for how will focus our energy and resources over the next three years. We will work collaboratively with community partners to execute on strategies and action plans that will result in measurable outcomes and lasting change.



OUR MISSION

We unite the community and mobilize resources so that every child, individual and family thrives.

OUR VISION

We are fighting for a community where every person has an equal chance at a bright future.

OUR GUIDING PRINCIPLES

We will stay focused on our mission.

Remember who we serve. Lead by example. Convene and listen. Strive for excellence. Find joy in what we do.

We will put people first.

Have respect for every person. Show compassion. Approach every day with positivity. Be mindful of our actions. Express gratitude. Use kindness above all.

We will work collaboratively and pursue innovation.

Be open, adaptable and encouraging. Work collectively to solve problems. Embrace change. Serve others before ourselves. Consider all points of view.

We will value integrity and accountability.

Work hard. Earn trust. Accept responsibility. Communicate honestly and openly. Hold ourselves to the highest ethical standards.

We will strive to be a model of diversity and inclusion.

Reflect the community. Embrace the power of diverse talents and perspectives. Respect the dignity, uniqueness and intrinsic worth of every person. Be welcoming to all.

We will seek continuous improvement.

Dream big. Test assumptions. Take risks. Embrace change. Ask questions. Challenge ourselves and others.

CREATING BOLD AND MEASURABLE CHANGE

We will work to alleviate multi-generational poverty for 25,000 individuals by 2025.

We will do this by engaging collectively with our partners to provide pathways to education and training for youth and adults to help them get better, higher paying jobs.

Nashville is thriving, but many are being left behind. Housing prices are rising rapidly but wages are not keeping up with the growth. One fifth of our neighbors are living in poverty. 30 percent of those are children.



We will work to increase reading proficiency among our youngest learners and double the number of children reading on grade level by the end of third grade by 2025.

We will do this by working with providers, educators and parents to provide access to books, increase kindergarten readiness, improve academic achievement and reduce chronic absenteeism.

Only one out of every three students in Metro Nashville Public Schools is able to read on grade level by the end of third grade. Studies show that children not reading on grade level by this point struggle to learn across subjects and rarely catch up. These children are four times more likely to drop out of high school.



We will work to achieve health equity for 33,000 of our most vulnerable neighbors by 2025.

We will do this by ensuring individuals and families have access to quality health care services, stable housing and opportunities to build social capital.

Tennessee ranks 43rd out of 50 states for overall health and ranks in the bottom 20 percent of all states in diabetes and obesity, cardiovascular and cancer deaths and premature death. Roughly 10 percent of our population is uninsured.



We will work to meet the basic needs of individuals and families in crisis for 50,000 individuals by 2025.

We will do this by providing financial resources and coordination of community-wide services to support emergency food, shelter and financial assistance.

In Tennessee, one in seven families doesn't know where they'll find their next meal. More than 3,000 Metro Nashville Public School students have no place to call home—they live in cars, shelters or on friends' couches. Families struggling to make ends meet are often one flat tire or one unexpected medical bill away from not being able to pay their rent or utilities that month.



MAKING IT HAPPEN

We will inspire people to take action and fight for change.

We will do this by providing more opportunities for our citizens to volunteer and advocate, expanding our donor base, engaging more corporate partners and providing more public platforms for educating the public about our work.

We will continue to aggressively increase our fundraising and resources to support the growth and objectives of the organization.

We will do this by working closely with our corporate partners and donors to increase campaign revenue and corporate gifts, expanding our major gifts and planned giving commitments, and supporting the construction of a new facility through a capital campaign.

We will work to achieve a culture of growth, inclusivity and professional fulfillment.

We will do this by attracting and retaining dedicated, talented staff and volunteer leadership that reflect the diversity and inclusivity of our community, and by providing ample opportunities for professional development and growth.

