



**UNITED WE WIN.**  
**LIVE UNITED®**

2022-2024 Strategic Plan





## OUR MISSION

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

## OUR VISION

We envision a community where every person has an equal chance at a bright future.

## OUR GUIDING PRINCIPLES

### **We 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 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 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 value integrity and accountability.**

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

### **We 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. Purposefully create a path toward a more equitable and just society.*

### **We seek continuous improvement.**

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

# CREATING BOLD AND MEASURABLE CHANGE BY 2024

We will work to reduce multi-generational poverty and improve the financial stability of 15,000 individuals.

We will do this by working with sector partners to develop career pathways that lead to livable wages, connecting our neighbors with financial counseling and increasing access to free tax prep.

*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 the number of kids reading on grade level by the end of third grade.

We will do this by working with providers, educators and parents to improve access to books, school climate, attendance, summer learning, parent resources and educator capacity.

Strategize with the community to fund an increase in the number of accessible high quality, affordable childcare seats in the areas of highest need.

*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 27,500 of our most vulnerable neighbors.

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 200,000 neighbors in crisis and increase our community's access to resources through 100,000 helpline referrals.

We will do this by providing direct financial resources and coordination of services to support food, housing, utilities, health care and disaster relief. We will also improve the quality and quantity of resources in the 211 database to increase community awareness.

*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 constituents to volunteer and advocate, expanding our donor base, engaging more corporate partners and providing more public platforms for educating the public about our work.

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We will continue to expand our 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 increasing sponsorship and grant revenues.

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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, increasing employees' satisfaction with workplace culture, and by providing ample opportunities for professional development and growth.

