



<p><b>Mission, Vision and Goals</b></p> <p>The <b>mission</b> of United Way is to mobilize the caring power of communities to improve lives in measurable and lasting ways.</p> <p>Our <b>vision</b> is communities in which people’s lives are improved through the dedicated time and talent of diverse volunteers working to achieve measurable outcomes in the areas of education, income and health.</p> <p>That vision will come to life as we achieve our two primary <b>goals</b>:</p> <ul style="list-style-type: none"> <li>▪ To <b>drive more impact</b> in the areas of education, income and health by providing real strategies and opportunities for people to create sustainable change through volunteering their time, talent, voice and expertise.</li> <li>▪ To <b>build and deepen relationships</b> with people who care about their communities by inspiring and inviting them to take an active role in helping United Way advance the common good in their communities; placing particular emphasis on baby boomers (securing the base) and young people (new recruits).</li> </ul> <p>We are committed to engaging volunteers in meaningful, quality service opportunities that make a measurable difference in the quality of life for people where they live and work.</p>	<p><b>Rationale</b></p> <p>Engagement of volunteers is an effective strategy to accomplish our mission because:</p> <ul style="list-style-type: none"> <li>▪ Early impact innovators have shown that money alone does not get us to lasting change on a community issue.</li> <li>▪ People have various resources to contribute to advancing the common good in their communities—finances, time, talent and voice. Each has the potential to make a measurable difference.</li> <li>▪ People who volunteer contribute more money. The median gift of volunteers is more than three times that of non-volunteers.</li> <li>▪ United Way has significant <b>existing assets</b> to leverage:             <ul style="list-style-type: none"> <li>• 149 United Ways (Metros 1-4) run an internal Volunteer Center. 78 fund an external Volunteer Center. Volunteer Centers provided 1.27 million referrals in 2006.</li> <li>• A million+ people volunteer with United Way each year.</li> <li>• 549 United Ways (Metros 1-4) held a Day of Caring in 2006, mobilizing over 355,000 people.</li> <li>• Volunteer Solutions has 200 partners and 2-1-1 is serving 75% of the population.</li> </ul> </li> </ul>
<p><b>Our Core Strategies</b></p> <p><b>Re-position volunteer engagement</b> as a central part of United Way’s business strategy—within UWA and throughout the system. Brand United Way as the premier mobilizer in education, income and health:</p> <ul style="list-style-type: none"> <li>▪ Embrace, brand and support <b>Volunteer Centers</b> internal to United Ways, and leverage this asset to create more volunteer opportunities that create impact in education, income and health.</li> <li>▪ Create national and local <b>signature volunteer events</b> that promote and advance United Way’s work in education, income and health. Coordinate these efforts to maximize impact.</li> <li>▪ Revitalize relationships with <b>NCL companies</b> by providing tailored volunteer programs for their employees in the areas of education, income and health.</li> </ul> <p>Deploy online and on-the-ground <b>advocacy</b> to engage diverse individuals in advancing the common good by becoming champions of our community impact work and critical public policy issues.</p> <p>Use available technology to turn <b>liveunited.org</b> into a robust engagement portal for those who want to advance the common good: give, advocate, volunteer.</p>	<p><b>Monitoring Outcomes</b></p> <p>Ultimately, we’ll know that this effort has been successful when demonstrable improvements have been made in the education, income and health of individuals and families in our communities.</p> <p>As this initiative evolves, we’ll know we have been successful when we see increases in:</p> <ul style="list-style-type: none"> <li>▪ Those indicators that assess the community’s well-being, especially those that relate to education, income and health.</li> <li>▪ The number of people who indicate United Way is their nonprofit of choice when they choose to give, advocate and/or volunteer to advance the common good.</li> <li>▪ The number of United Ways who identify volunteer engagement as a critical component of their strategies to advance the common good.</li> </ul>



**Roll-Out Strategy**

While full implementation of this volunteer engagement strategy will require time as well as additional system engagement, the following elements can be addressed in 2008:

- Engage key United Way professionals and corporate partners from across the system to guide and inform the strategy and implementation.
- Create a template for United Ways and Volunteer Centers to identify and lead with volunteer opportunities that are tied to education, income and health—branding them as United Way experiences.
- Engage partner organizations—traditional and non-traditional—to identify/create/promote meaningful opportunities in targeted impact areas along the continuum of volunteer engagement (from episodic to ongoing).
- Identify and share best practices tied to volunteer engagement in education, income and health.
- Provide local United Ways with turnkey ideas and opportunities to advance the common good through a coordinated nationwide “day of action.”
- Use available technology to turn unitedway.org into a robust engagement portal for those who want to advance the common good: give advocate, volunteer.
- Secure new resources to enable UWA and local United Ways to more effectively mobilize volunteers to advance the common good.

**Resources**

Full implementation of this community and volunteer engagement strategy will require new resources to increase our capacity to achieve our priorities.

Critical resource needs include:

- UWA staff dedicated to implement this strategy and to leverage existing and prospective resources.
- Coordinated, cross-functional team that inter-relates and connects the emphasis on volunteer engagement to the work of the national initiatives. This approach would build upon existing activity.

We anticipate resource development opportunities to support implementation of this work. In addition to potential funding from corporations, numerous private foundations are likely to support efforts by United Way to leverage volunteer engagement as an effective strategy to meet the critical needs of our communities.

FROM	TO
149 Volunteer Centers “technically” affiliated with United Way, serving the broad needs of community	149+ branded United Way Volunteer Centers providing a wide-range of volunteer opportunities and emphasizing opportunities in education, income and health
Volunteer engagement as low-visibility, “optional activity” for local United Ways	Volunteer engagement as highly visible core impact strategy and brand experience
Episodic volunteer activities and events	Continuum of volunteer opportunities from episodic to ongoing to skills-based to advocacy.
Key question: What are the volunteer needs of our agencies’ programs?	Key question: What do education, income and health impact strategies require?
Matching “available” activities from local agencies	Identifying, creating and promoting volunteer opportunities tied to education, income and health
“Generic” volunteer activities and capacity building for the sector, the community and companies	Focused volunteer strategies and activities directly tied to impact in education, income and health
United Way as a sporadic, broad, general volunteer <u>connector</u>	United Way as an intentional, focused volunteer <u>mobilizer</u> for education, income and health