

2018–2021 | UNITED WAY OF ADAMS COUNTY, IL

STRATEGIC PLAN

INCREASE REVENUE

INCREASE STABILITY

INCREASE ENGAGEMENT

INCREASE QUALITY



United Way
of Adams County, IL

OUR MISSION

“ To inspire, unite and empower the people of Adams County to reach their full, human potential. ”



OUR CORE VALUES

INTEGRITY We believe in doing the absolute right thing, all the time.

TRANSPARENCY We believe in being open, honest, and accessible without bias.

INCLUSIVENESS We are intentional about diversity and are unifiers, not dividers; includers, not excluders.

RESPONSIVENESS Whether it be natural disaster, community crisis or daily needs – we believe in actively and fully responding to community challenges.

COMPASSION We believe regardless of an individual’s challenges, circumstances, or background, every community member is worthy of empathy and respect.

EXCELLENCE We perpetually strive to improve, to learn, multiply and expand our value and impact in the community. The status quo is not acceptable.

STRATEGIC-MINDED We’re proactive, not reactive; we don’t treat symptoms, we resolve problems. We begin with the end in mind and always look for the highest, best, and longest lasting solutions to community challenges.

We are...

- An attractor & aligner of community resources
- An incubator of new programs in impact areas
- An investor in targeted impacts
- A world-class service provider for our partner agencies
- A community catalyst



This Strategic Plan is more than a document.

It is a road map to fully align community need, organizational priorities, and targeted community investments.

This Strategic Plan is grounded on a foundation of collected data and a diverse stakeholder input.

How well do you know United Way of Adams Co?

- United Way impacts over 34,000 residents or 50% of the total Adams County population through direct services and investments in 20 partner agencies.
- Originally founded as the Community Chest in 1937.
- 82% of every dollar is invested in programming and 99.4% of United Way dollars stay local, only a nominal annual charter fee is paid to United Way Worldwide.
- Nearly 2/3 of those served by United Way are youth.
- The United Way Help Line takes over 1100 calls annually.
- The United Way VITA program returned \$1.6 million in rebates, credits, and refunds to Adams County residents last year through filing 1168 returns and saved those taxpayers over \$200,000 on filing fees.

The 2018 United Way Strategic Planning Task Force

Mike Elbe, President of John Wood Community College (Board Member)
Chaka Jordan, VP of Marketing & Strategic Planning, Blessing Health System (Board Member)
Jim Sours, Consultant and retired ADM Executive (Board Member)
Jim Benz, Adams Electric Co-op/Retired Marketing/Training Consultant (Board Member)
Carlos Fernandez, WGEM General Manager (Board Member)
Mark Schmitz, Executive Director, Transitions of Western Illinois
Todd Bale, Executive Director, United Way of Adams County
Maureen Hill, Director of Community Impact & Investment, United Way of Adams County
Morgan Parker, Director of Programs & Services, United Way of Adams County
Adam Duesterhaus, Director of Development & Communications, United Way of Adams County

Over a six-month period, the Strategic Planning Task Force developed, considered and utilized the following:

DEC
17

STRATEGIC OFF-SITE MEETING

31 staff, board, community building council and partner agency executives assembled to begin the planning process. Collectively and collaboratively 'rebooting' the organization and developing a new mission statement, shared values and succinct identity for the new United Way of Adams County.

FEB
-MAR
18

MISSION STAKEHOLDER SURVEYS

Over 5,000 mission stakeholders were offered an opportunity to participate, 128 surveys were collected, tallied and utilized in the planning process.

MAR
-APR
18

FOCUS GROUPS

Over 70 individuals were involved in the planning focus groups giving more lengthy and detailed opportunities to provide feedback on the planning process. These groups engaged United Way Board and staff, United Way partner agency executives, donors and the general community.

Challenges & Opportunities

Impact Vision:

To be a community catalyst in supporting education.



EDUCATION

Invest in leadership and character development in school-age youth through partnership with Adams County Academic Success Initiative (ACASI).

Assist and support Adams County School districts by increasing 3rd Grade level student reading proficiency levels by 15%.

Ensure that every Adams County family with school age children has at least three age-appropriate books in the home.

Ensure that every Adams County youth, with lower than average Partnership for Assessment of Readiness for College and Careers (PARCC) testing and English and Languages (ELA) proficiency and/or chronic and out of school time, has the opportunity for academic enrichment programming.

Ensure that 75% of Adams County kindergarteners are prepared to enter the formal education process.

Assist and support Adams County Schools in reducing district absenteeism.

Develop the community coalition to launch the national grade level reading campaign for Adams County (Community Building Council Initiative).

COMMUNITY CHALLENGES

3 out of 5 Adams County school districts 3rd graders are lower than state average in student English & language arts proficiency.

QPS schools have a higher than state average in chronic absenteeism (12% vs. 10%).

In 2012, Quincy Early Childhood & Family Center conducted an assessment of 256 three-year-olds entering their program:

- 78% did not recognize any letters.
- 80% did not recognize any numbers.
- 90% did not recognize their own names in print.
- 48% did not have age-appropriate social skills.





Impact Vision:

To be a community leader in increasing financial stability.

FINANCIAL STABILITY

Continue VITA program service that currently files over 1,100 annual returns that generates over \$1.8 million in annual rebates, refunds, and savings on taxpayer filing fees.

Developed strategic partnership with Members First Community Credit Union to provide additional tools, resources and financial literacy programming to assist the current 1,100+ residents accessing the VITA program (Community Building Council Initiative).

Target resource investments in programs that are empirically proven to move participants into full-time, permanent employability and self-sufficiency.

Continue to support and invest in 'safety net' programs such as UnMet Needs Committee, Veteran Referral Initiative (VRI), Tri-State Warriors.

Continue to invest in short-term crisis shelter and long-term case management programs like those offered at the YMCA, The Salvation Army, and Quanada.

Continue to invest in workplace development programs like those at Transitions of Western Illinois.

COMMUNITY CHALLENGES

1,100 current employment vacancies in Adams County.
(approx estimated total by combined local employees)

21.3% of Adams County households live below the poverty line. (US Census - 2010)

12.9% of Adams County individuals live below the poverty line. (US Census - 2010)

Limited financial literacy programs and opportunities are available and offer limited incentives to utilize them.

42.2% of families do not have sufficient assets to live without income for three months. (Social Impact Research Center)

12% of Adams County families live with food insecurity. (Illinois County Health Rankings)



Challenges & Opportunities

Impact Vision:

To be a community impact partner in health.



HEALTH

Continue targeted resource investment in agency partner programs that show quantifiable improvement in the mental health of program participants.

Continue targeted investment in counseling and treatment services that show empirical improvement in the reduction of illegal drug use and former addict/abuser recovery.

Support the 5210 program (5 fruits and vegetables, 2 or less hours of screen time, 1 hour of physical activity, and 0 sugary drinks) in conjunction with the Adams County Health Department.

Community Building Council initiative will launch a community-wide health-related Strategic Initiatives (TBD) in response to childhood obesity or behavioral health awareness or mental wellness.

Conduct the Community Assessment every three years in collaboration with Blessing Health System, University of Illinois Extension and the Adams County Health Department.

COMMUNITY CHALLENGES

37% of Adams County residents are obese - above the state average of 29.4%. (24/7 Wall Street)

41% of Adams County youth 10-17 years old are overweight or obese. (Adams County Health Department)

13.9% of adult Adams County residents are currently diabetic. (9.9% state average - 24/7 Wall Street)

The percent of Adams County 10th graders reporting to have considered suicide in the past 12 months increased from 18% to 26%. (IL Youth Survey, 2014).

Adams County experienced a nearly 360% increase in emergency department visit rates related to opioid and heroin overdoses, and a 300% rise in the overdose mortality rates due to opioids and heroin between 2010-2015.

Suicides in Illinois have increased over 22% since 1999. (CDC Vital Signs, June 2018)

Opioid overdoses have increased 82% in Illinois since 2013. (Illinois Department of Public Health)



WE LIVE UNITED

ENGAGE PARTNERS

- Participation in direction
- Mutual investment
- KPI development
- Training and development
- Community Building Council support
- Documentation efficiencies

INCREASE REVENUE

- Engaging community leadership for cabinet
- Increased donor stewardship
- Relative and local messaging
- Major and planned giving launch



STRENGTHEN STABILITY

- Volunteer and employee retention
- Increase financial security
- Clear and consistent brand identity
- Increased training and development

INCREASE QUALITY

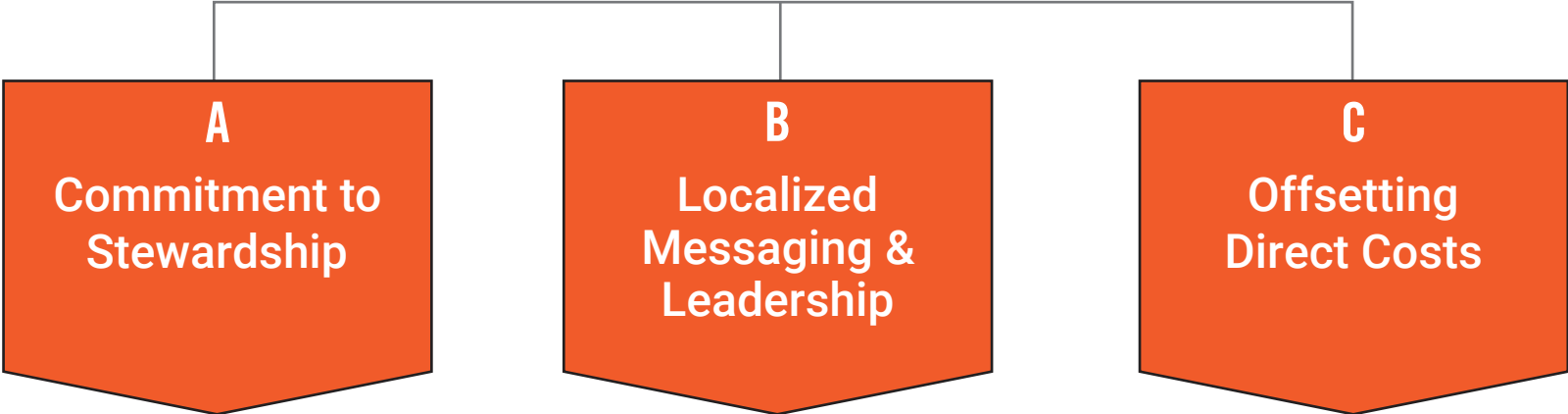
- More mission-recipient feedback
- Increased mission-investor/donor feedback
- Annual self-assessments at every level
- Three impact area KPI development to better measure impact

2021ST IMPACT: THE ROADMAP TO RESULTS

THE STRATEGIC PLAN FOR UNITED WAY OF ADAMS COUNTY

STRATEGY 1

Increase Revenue for Greater Impact



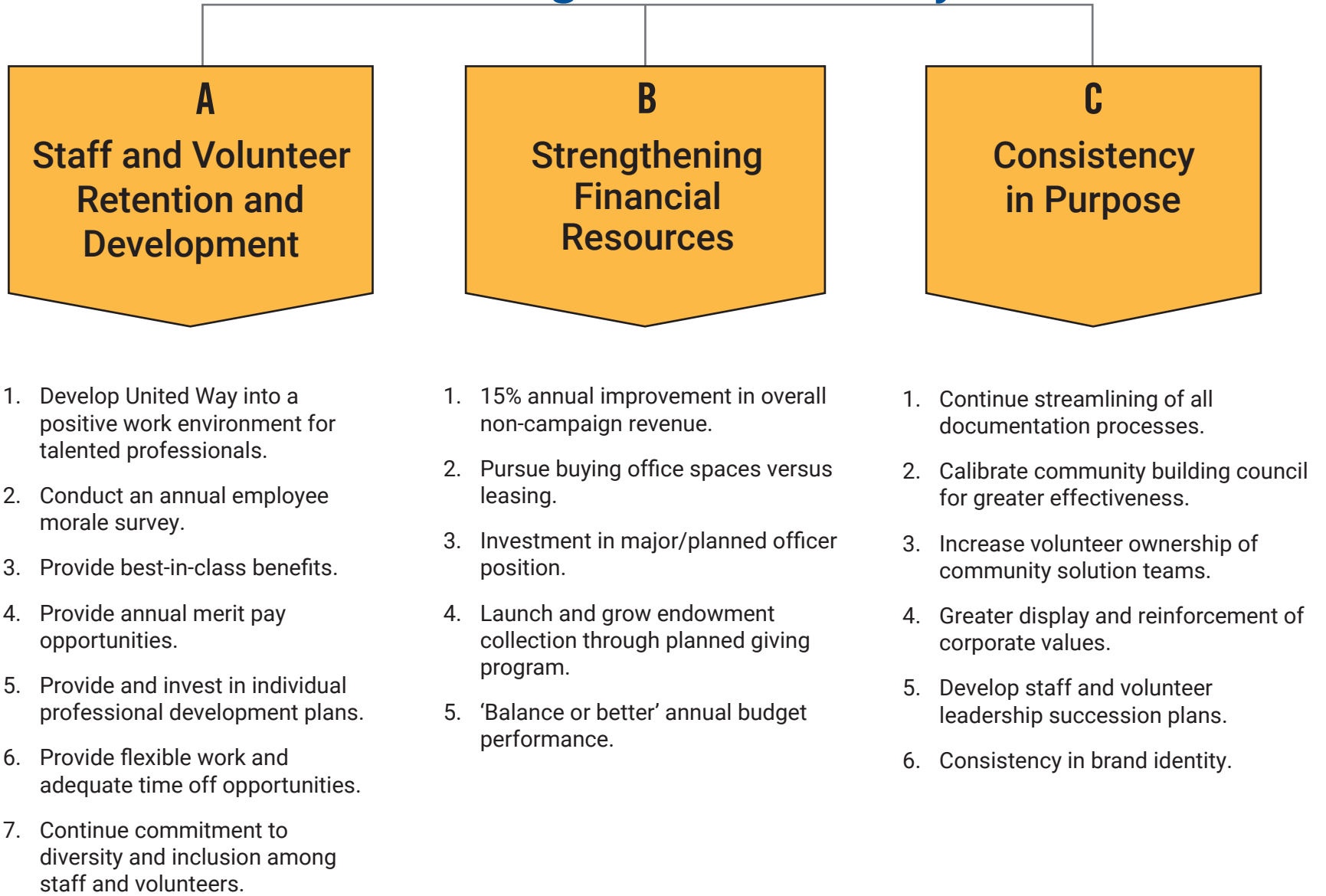
- 1. Grow annual Thank-A-Thon to include a call to every campaign contributor.
- 2. Improve capturing of donor cell phone and email addresses during campaign pledge collection.
- 3. "Cheers for Volunteers" annual event to better steward employer campaign volunteers.
- 4. Develop formal annual stewardship plan.
- 5. Day of Caring event for top employer campaign employer engagement.

- 1. Develop annual campaign cabinet leadership with succession planning.
- 2. Utilize local messaging with local stories and mediums.
- 3. Increase utilization of social media to highlight direct programs and partner agency investments
- 4. Develop and implement annual marketing plan.
- 5. Increase Loaned Executive volunteer work force to get each LE at 5-7 total relationships to manage.

- 1. Develop and implement annual grants plan to located non-campaign funding sources to underwrite direct program costs.
- 2. Develop Adams County united legacy fund to develop formal planned-giving campaign to fund operational expenses.
- 3. Utilize more formal fiscal agent agreements with management investments to assist in funding accounting staff.
- 4. Grow individual contribution revenue by 15% annually.

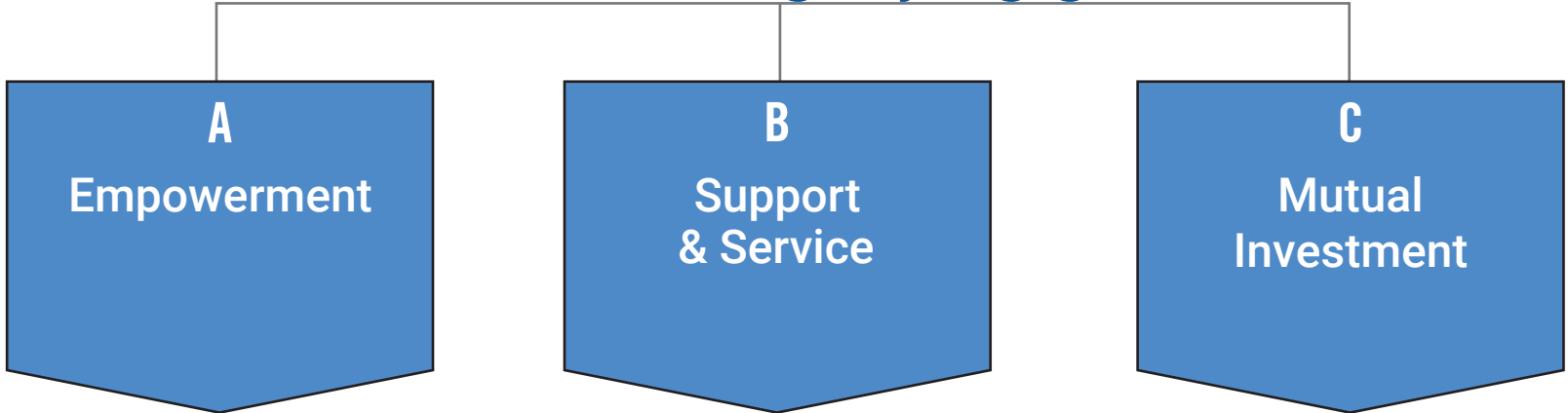
STRATEGY 2

Increase Organizational Stability



STRATEGY 3

Increase Partner Agency Engagement



- 1. Timely, topical and transparent communication; partner e-blasts and quarterly executive breakfast club.
- 2. Opportunities for inputs into decisions; task force participation, resource investment process.
- 3. Inter-agency council participation.
- 4. Resource Investment Key Performance Indicator (KPI) development for each impact area.

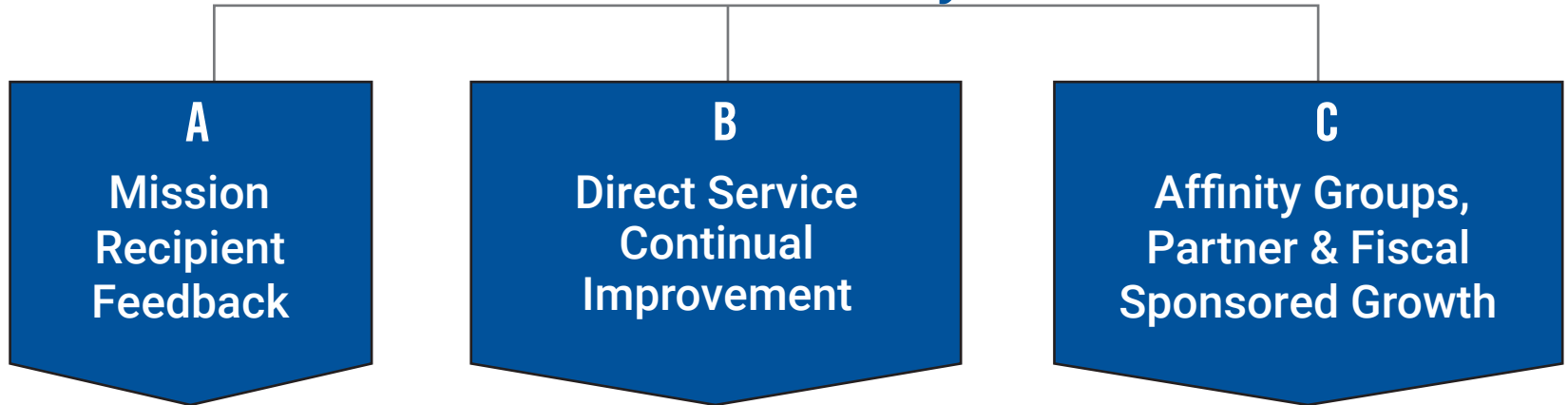
- 1. Day of Caring site project completion.
- 2. Continue shortening and simplifying of processes; onus on UWAC to prove need.
- 3. Cross marketing of events and programs that address impact areas.
- 4. Annual calendar of technical professional development opportunities; local conference development.

- 1. Project matching grants through Community Building Council (CBC).
- 2. Highlight partner experts with special attention to impact area responses.
- 3. Participation and support of partner agency events that highlight efforts addressing an impact area response.



STRATEGY 4

Increase Quality



- 1. Annual satisfaction survey of donors and volunteers.
- 2. Continue VITA (Volunteer Income Tax Assistance) satisfaction survey collection.
- 3. Helpline activity and successful support data.
- 4. Annual agency partner survey and interview with board advocate.



- 1. Annual VITA recommendations for improvement from volunteers and staff.
- 2. Annual LEAN assessment.
- 3. Helpline and VITA expansion to Brown County.
- 4. If feasible, AmeriCorps exploration program development.
- 5. Continued exploration of feasibility in providing low cost benefits for partner agency employees.

- 1. Quality support of affinity groups to allow them access to professional accounting, HR, organizational development, and marketing for a minimal fee.
- 2. Continue supporting Unmet Needs, Helpline, referral initiatives, and all affiliate groups.
- 3. Incubation of new programs in the three United Way Impact Areas through the Community Building Council (CBC).
- 4. Develop Key Performance Indicators (KPI) for impact area investments.
- 5. Utilize annual Board effectiveness and partner agency relationship assessment.

2021ST IMPACT: THE ROADMAP TO RESULTS

THE STRATEGIC PLAN FOR UNITED WAY OF ADAMS COUNTY

BOARD OF DIRECTORS

Mike Elbe, President
Kent Stegeman, President-Elect
Nancy Bluhm, Secretary
Mark Reuschel, Treasurer
Todd Bale, Executive Director
Luke Bealor
Dave Beenes

Jim Benz
Matt Bergman
Skip Bright
Mellissa Douglas
Carlos Fernandez
Nathan Frese
Jenny Hayden



Adam Hendrian
Jerry Jackson
Chaka Jordan
Randy McFarland
Tim Moore
Nathan Nuttelman
Mike Ridder

Jim Rubottom
Courtney Saxton
Pam Shaffer
Jim Sours
Kent Voran
Ron Wallace
Ryan Whicker

OUR PARTNER AGENCIES

Adams/Brown/Pike County RSVP
Addicts Victorious
Advocacy Network for Children
American Red Cross
Big Brothers Big Sisters of West Central Illinois
Boy Scouts - Mississippi Valley Council
Cheerful Home Childcare and Early Learning Center

Community for Christ Assistance Center
Cornerstone: Foundations for Families
Girl Scouts of Central Illinois
Horizons Social Services
Panther Pride Foundation for Central Schools
QUANADA
Quincy Catholic Charities

Quincy Family YMCA
Quincy Teen REACH
The Salvation Army
Transitions of Western Illinois
Tri-State Audio Information Service
YWCA of Quincy



United Way
of Adams County, IL

Adopted by the United Way of Adams Co, IL
Board of Directors, July, 2018

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