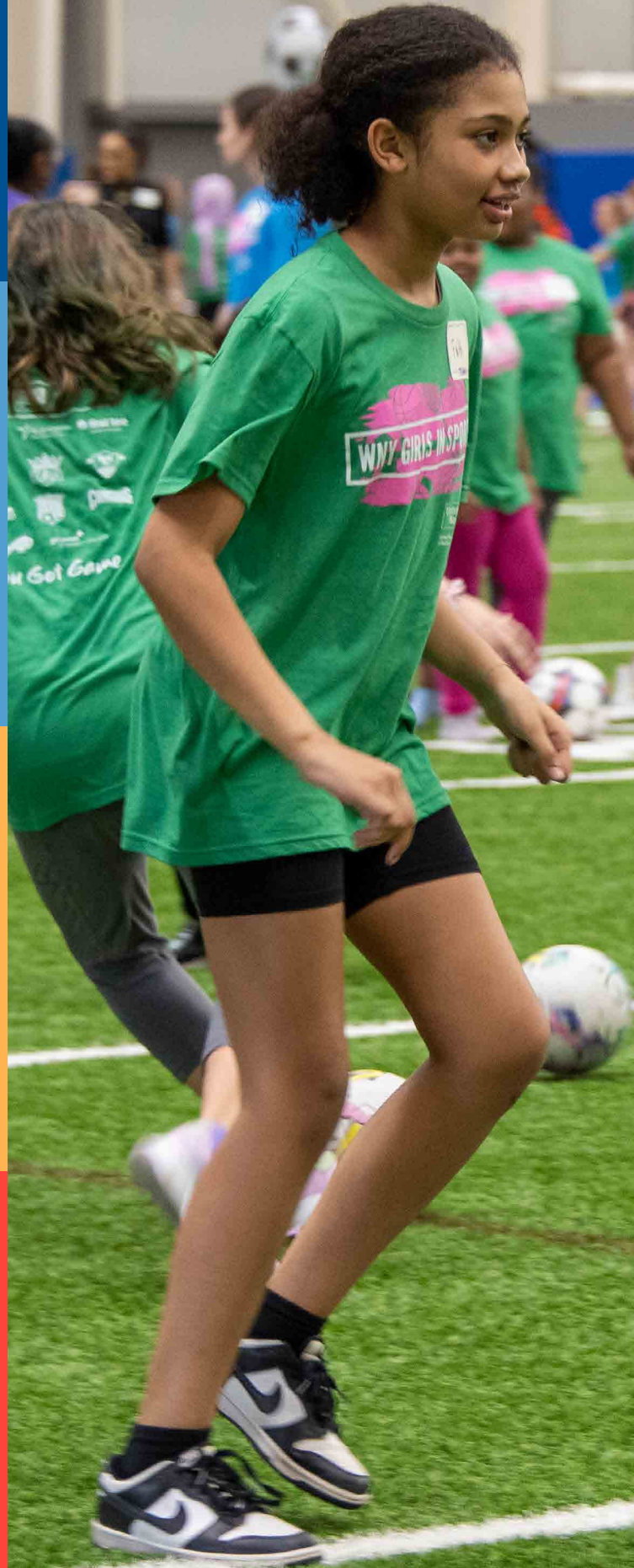


United Way of
Buffalo & Erie County

2024-2027 STRATEGIC PLAN



United Way
of Buffalo & Erie County

LETTER FROM THE PRESIDENT AND CEO

Too often, when we talk about our community we focus on the deficits. Not to say we don't have our challenges – two out of five households in Erie County undeniably struggle to make ends meet – but we also have no shortage of drive and resilience. Since 2019, when I served on the task force that created our 2020 Strategic Plan, I have had many opportunities to witness firsthand how we have worked to bring resources to a variety of issues, including natural disasters and those caused by systemic racism.

Our 2020 Strategic Plan positioned us to lead our community in a time of crisis, just as we entered the COVID-19 pandemic. It laid the foundation for us to become not only heart-driven, but a data-driven organization, committed to equity and able to respond to our community's crises and needs with agility. Our current plan was built on this strong foundation and will inform our actions for the next three years.

This plan spells out what we will do and how we will do it. We will amplify our community's underestimated voices, strengthening impactful nonprofits to drive equitable outcomes. To fuel this work, we will inspire philanthropy in every corner of our community. We will deliver on this promise through a steadfast commitment to operational excellence.

I invite you to see yourself in this plan and join us in this work. Together, we can create the change our community needs.

Best,

Trina



OUR MISSION, VISION AND VALUES

MISSION STATEMENT

We bring people, organizations and resources together to create systemic community change.

VISION STATEMENT

We envision an equitable, thriving and united community achieved through collaborative leadership.

OUR VALUES

Accountability

We meet our commitments and deliver high-quality, high-value results.

Agility

We foster a culture of responsiveness and flexibility conducive to innovation in every area of the business.

Collaboration

We actively include and engage all members of the community so that our work can be informed and enriched by diverse experiences and perspectives.

Equity

We ensure that our policies, practices and distribution of resources prioritize underestimated communities so that all members of our community thrive.

Integrity

We are transparent, honest, dependable and trustworthy in every interaction and as stewards of resources.

Service

We ensure that all of our work is for the good of others, both within the organization, and in the community.



OUR STRATEGIC PRIORITIES



AMPLIFIED COMMUNITY

Increased awareness of, engagement with, and empowerment of the community, particularly those experiencing financial hardship and inequity, to better understand needs, co-design solutions, and promote legislative change.

OBJECTIVES

Increase our understanding of, and engagement with, those experiencing financial hardship and inequity in support of effectively responding to and meeting needs.

Increase opportunities for the community to share needs and co-design services.

Increase legislator and community awareness of issues affecting those experiencing financial hardship and inequity.

IMPACTFUL NONPROFITS

Capacity building of nonprofits in the Buffalo and Erie County region to enable a more connected and impactful sector.

OBJECTIVES

Increase funds to nonprofits who are representative of or serving those experiencing financial hardship and inequity, and ensure grants enable meaningful community change.

Increase the connections between nonprofits we support with grant funds.

Be the voice of the sector and increase awareness of its needs.

EQUITABLE OUTCOMES

Convening sectors and providing services to collectively resource and advocate for more equitable outcomes for those experiencing financial hardship and inequity.

OBJECTIVES

Ensure increased diversity and inclusion within our coalitions.

Deepen our ability to track and measure the impact of our work.



INSPIRED PHILANTHROPY

Engaging, energizing and mobilizing the community to work together to achieve our shared vision.

OBJECTIVES

Increase unrestricted revenue from non-campaign sources.

Increase brand reach, engagement and conversion.

Influence donor behavior to maximize giving potential.

Create a comprehensive donor profile.

OPERATIONAL EXCELLENCE

United Way is the nonprofit of choice for employees, donors, volunteers and community partners who share our mission.

OBJECTIVES

Improve the clarity of our impact and create an internal culture of philanthropy.

Ensure those that work at and with UWBECC are representative of the communities we serve.

Enhance staff well-being and decrease burnout.

Ensure financial viability and commit to only doing the things we can do well.

Ensure UWBECC has a succession plan in place for senior leadership roles.

Develop a Strategic Plan for 2027-2030.



United Way of Buffalo & Erie County

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