Investing in the Power and Potential of Successful, Resilient Youth

Strategic Plan Outline
June 12, 2019

Our Why
We believe in the power and potential of successful, resilient youth to create thriving communities.

Today’s Reality
Our youth are under stress. They need – and want – social, educational and community support to succeed.

Our Purpose

Our Distinct Role
United Way of Northern Arizona fosters and invests in high-potential, community-based initiatives to achieve our purpose.

We do so through our role as:

• Community champion
• Funder and fundraiser
• Convener and collaborator
• Incubator and accelerator

Our Goals
Over the next five years, United Way of Northern Arizona will achieve its purpose through the pursuit and realization of these goals:

• Engage as a valued partner in vital community-based initiatives (movements).
• Oversee and administer selected initiatives where our expertise and resources provide capacity and strength.
• Communicate the passion and purpose of the “new” United Way of Northern Arizona with City and County leaders, nonprofit partners, workplace partners, prospective individual and institutional donors, and the collective Flagstaff community.
• Transition our funding model to a greater emphasis on individual and foundation giving, as well as grants, with less dependence on workplace giving.
Our Partners

Our partners are corporations, foundations, individuals, government entities and nonprofits in the community.

Examples of current community-based initiatives United Way of Northern Arizona is engaged with include: Stronger as One, Front Door, and LAUNCH Flagstaff.

Criteria for Partnership and Support

United Way of Northern Arizona has identified leading criteria we believe are important in achieving positive social change and sustainable impact for our youth and community. These include community-conceived and inspired initiatives which:

- Take holistic approaches to youth success and resiliency.
- Focus on children and youth, ages 0 – 18.
- Nurture life skills which can be owned, retained and sustained by youth and used throughout their adult lives to navigate challenges and seize opportunities.
- Commit to an outcome- and impact-based, mutually agreed upon programmatic and financial accountability, and reporting.

Our Vision for Success – 5-Years

1. United Way of Northern Arizona is fostering and investing in community-based initiatives to inspire and accelerate youth resiliency and success.
2. The Flagstaff community supports and embraces the focus and impact of UWNA.

Our Vision for Success – 10-Years

1. United Way of Northern Arizona is a valued partner in the community’s youth-based initiatives which contribute to a thriving community.
2. Our community invests in our youth to become valued, engaged and successful adults in Northern Arizona and the world.
Transition.

Our future requires a new role and a new way of thinking. The transition of United Way of Northern Arizona will include:

**PAST**
United We Win

**FUTURE**
Investing in the Power and Potential of Successful, Resilient Youth.

<table>
<thead>
<tr>
<th>Past Priorities</th>
<th>Current Engagement Aligned with Future Vision</th>
<th>Vision for Success 5 years</th>
<th>Vision for Success 10 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>LAUNCH Stronger as One Front Door Early Childhood Youth Mental Health</td>
<td>Youth Success Youth Resiliency</td>
<td>Youth Success Youth Resiliency Thriving Community</td>
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<tr>
<td>Income</td>
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<td>Health</td>
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33% of current beneficiary organizations will clearly align with future vision; 33% may align; 34% will not align

100% of beneficiary organizations will be aligned with our vision and purpose

### RESOURCE DEVELOPMENT MODEL

<table>
<thead>
<tr>
<th>PAST</th>
<th>FUTURE (5 – 10 YEARS)</th>
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<tbody>
<tr>
<td>Workplace (70%)</td>
<td>Workplace (25%)</td>
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<tr>
<td>Individual (4%)</td>
<td>Individual (25%)</td>
</tr>
<tr>
<td>Government (20%)</td>
<td>Government (20%)</td>
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<tr>
<td>Foundation (6%)</td>
<td>Foundation (20%)</td>
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<tr>
<td>Corporations (10%)</td>
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