



GREENWICH UNITED WAY
GOALS for 2019-20

Approved by the Executive Committee
July 15, 2019

I. COMMUNITY IMPACT

(Community Planning Council, Direct Impact Programs, Grants/Community Investment Process)

1. Community Planning Council: continue to review purpose, goals and effectiveness
2. Needs Assessment: plan and initiate process for 2020 publication
3. Direct Impact Programs:
 - ECAGS – Continue to work with partners to expand program and ensure success
 - HSTS - Complete pilot, evaluate program and plan expansion if appropriate
 - YIP - Expand Finance Champions, launch Math Champions and increase number of Reading Champions tutorsFor all DIP: Continue to collect data and report metrics to relevant parties
4. Grants/CIP:
 - Continue to work with agencies to improve applications
 - Plan and execute grant-writing seminar

II. FUND DEVELOPMENT & MARKETING

(Annual Campaign, Events, Direct Impact Fundraising, Marketing/Communications)

Fund Development:

1. Annual Campaign: Continue to study trends, identify best practices and implement strategies to increase dollars raised
2. Plan and execute Comedy Night, Sole Sisters and Golf fundraisers
3. Plan and initiate DI fundraising for ECAGS, HSTS and YIP for Years 4-6 as appropriate
4. 2019-20 Fundraising Targets: *

Annual Campaign	\$1,180,000
Events	\$350,000
Direct Impact	\$410,000

 - * From preliminary budget approved by Board of Directors June 19, 2019
5. Evaluate best use of Board leadership to assist staff in fundraising efforts

Marketing/Communication:

1. Continue to develop a marketing plan with staff and marketing consultants
2. Evaluate board position on Fund Development & Marketing Committee to serve as liaison to staff and marketing consultants

III. FINANCE

(Audit, Finance, Board Designated Reserve Fund)

1. Continue to review our Charity Navigator rating and take steps to improve if appropriate

IV. STEWARDSHIP (Board Goals)

(Governance, Nominating, Officers Nominating, Strategic Initiatives, Human Resources)

1. Board/Organization year alignment process
 - In addition to Bylaws override provision required to extend board member term length, any changes needed to Bylaws?
 - Other considerations and/or procedures (refer to ACS document from 5/10/19 EC meeting)?
2. Review Bylaws and update as appropriate (previous revision January 2018)
 - Create provision for board vote to override Bylaws on occasion
3. Review Board Handbook and update as appropriate (written in Fall 2017)
 - Make sure “current practices” are up-to-date
 - Reflect year alignment change
 - Make sure all board members are aware of handbook and review it!

V. INTERNAL OPERATIONS & CORE FUNCTIONS (CEO goals)

1. Plan for expected move of office in summer 2020
2. Maintain expenses at budgeted goal or below
3. Continue to ensure that GUW has proper staffing in place and that staff is functioning effectively
4. Increase proficiency with financials of the organization
5. Work with Nominating Committee to recruit a more diverse Board of Directors
6. Evaluate community outreach strategy to leverage CEO time most effectively
7. Successfully manage day-to-day operations