

Responding to a Challenging Environment National Academy of Social Insurance January 22, 2010

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The United Way Movement Today



- United Way has 100 year history of improving lives
- 1,300 local United Ways in the United States
- United Way volunteers and partners work in 46 countries
- Thousands of affiliates worldwide
- \$5.6 billion global enterprise
- 13.5 million donors annually
- \$200 average gift

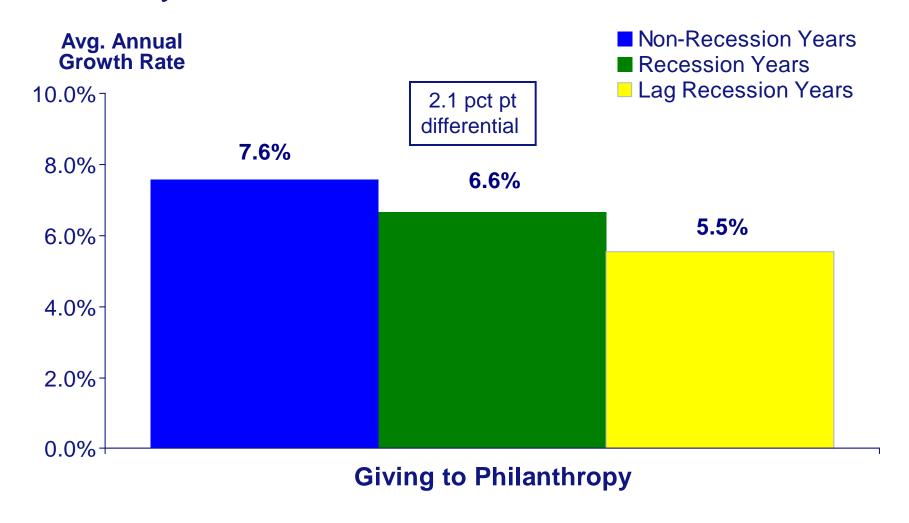
Challenging Environment Unprecedented Community & System Issues



- Volatile U.S. and global economies
- Human need elevated and at great scale
- Tough fundraising campaigns
- Strain on systems
- Worry/fear in community
- United Ways/Sector asked to do more with less

Giving Recedes During Recessions – Particularly the Year After a Recession







Source: Giving USA 2009 5

The Road to Community Impact: **Changing Direction**



From

Strategy is to fund direct services

Partners are primarily agencies

United Way owns the effort

Resources = money

United Way's role is funder/ fundraiser

Ask donors for money for United Way once a year

United Way operates as two separate businesses

To

Strategy is to change community conditions

Partners are whoever can play a role

A community owns the effort

Resources include people, relationships, expertise, etc.

United Way plays various roles

Create long-term relationships with diverse community investors

All organizational resources align



Our Course



Positioning Brand

Brand Promise

Priority Impact

Results to Measure

> Foundation Strategic

United Way. Advancing the Common Good

Creating the opportunities for a good life for all by focusing on:

Education Helping children & youth

achieve their potential

- · Readiness to achieve in school
- Academic achievement
- Productive & engaged youth

Income

Promoting financial stability and independence

- Increased income
- Increased savings
- Assets gained and sustained

Health Improving people's health

- Maternal health and infant well-being
- Basic health care coverage and prevention
- Healthy youth and adults

Community & Volunteer Engagement

Public Policy

2-1-1

Community Investment

Partnerships

Donor Relationships

Inclusion

Resource Generation

Standards of Excellence

Focus Areas for Long-Term Success

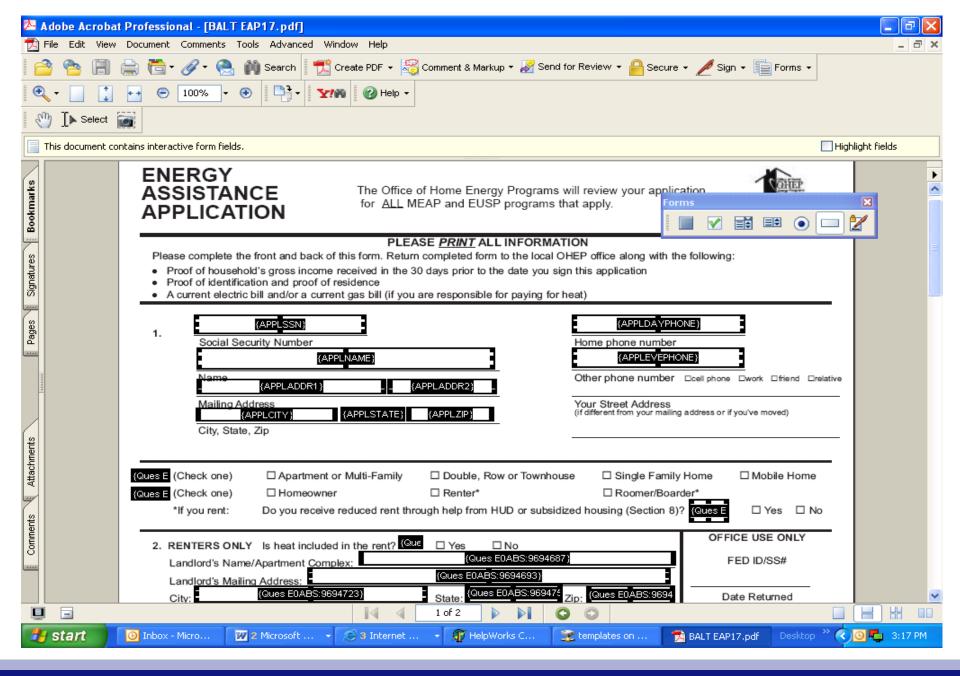


- Advancing the common good through the continued evolution to impact and our commitment to success in the areas of education, income and health
- Reinforcing the core part of our business model to ensure we are a mobilizing force for social change
- Updating our business processes and structure; we can not succeed with systems that are not aligned both in the U.S. and worldwide

Local Response



- Foreclosure prevention and counseling
- EITC outreach and free tax preparation
- Increasing <u>access to public benefits</u> through technology and other innovations (Benefits Calculator)
- Financial education and credit counseling
- Increased <u>marketing for community-based resources</u> related to the financial crisis (2-1-1 and *Financial Stability Partnership*)



Success in this Environment Will Require



- Genuine integrated systems
- Shared, public goals
- People-centered outcomes
- New approaches / innovations



Thank you