

United Way of Whatcom County 2019 Annual Operational Plan – Progress Report May 2019

2019 SWOT Analysis

- **Strengths:** The organization is fiscally sound with a small, highly competent staff, strong executive leadership, and a committed board of directors. We have restructured our grant-making process to be open and flexible to support the changing needs of the community, and developed communication tools and branding to carry our message. There is a solid core of loyal donors and partnerships with local businesses and organizations. The organization maintains a very positive reputation in the community.
- **Weaknesses:** External factors have disrupted the traditional workplace fundraising campaign, resulting in sharp drops in giving. The existing donor base is leaving the workplace in great numbers, with limited participation by the new generations of workers. United Way's current efforts to create community change are spread over a large number of causes and the results are difficult to quantify and communicate.
- **Opportunities:** Our recent shift to focus on the issue of poverty is seen as a top priority by the community; The "issue-focused" model has the potential of improving impact and building a more compelling brand; The Community Health Improvement Plan and Generations Forward process built strong relationships with key institutions and laid the groundwork for collaborative action around child development and poverty.
- **Threats:** Difficulty showing impacts on systemic problems; lack of direct connection to many donors; solicitation methods not keeping up with current trends; difficult economic conditions impact much of the community; collaborative projects with other community institutions are slow and challenging.