



2026-2031 STRATEGIC PLAN

Community Foundation and United Way of Volusia-Flagler Counties

JULY 2026 - JUNE 2031

OUR STRATEGIC DIRECTION

MISSION

To create lasting solutions and sustainable resources for Volusia and Flagler Counties.

VALUES

PURPOSE	INNOVATION	COLLABORATION	SERVICE
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ABOUT THIS REFRESH

This Strategic Refresh will guide the organization for five years, from July 2026 through June 2031. It replaces prior strategic plans and was developed in conjunction with the Board of Directors, staff, donors and other volunteers.

Special thanks to Lindsay Fox of Sojourner Group and Michael and Read Corley from the Corley Company for their assistance with the creation of this plan.

STRATEGIC PLANNING COMMITTEE

Dr. Audrey Butler (Committee Chair), Michelle Alvarez, Ann Boughtin, Jan Miller, Nicole Miller and Teresa Smith

ADDITIONAL BOARD MEMBERS

Steve Bryant, LaToya Carey, Kathleen Dulko, Bella Hernandez, Robin King, JoAnne King, Brian McMillan, David Petracca, Brittani Preschel, Doug Reece, Maritza Rodriguez, Tywan Arrington and Robert Jepson

STRATEGIC PRIORITIES

01

PHILANTHROPY

Grow organizational assets and sustainable revenue; deepen donor relationships.

02

IMPACT

Strengthen nonprofits, invest in community outcomes and lead through collaboration.

03

COMMUNICATION

Clarify organizational identity and tell a consistent, results-driven story.

04

ORGANIZATIONAL EXCELLENCE

Build an equitable, agile culture and strengthen internal systems.

01

PHILANTHROPY

GOALS AND ACTIONS	CHAMPION(S)	TIMELINE
1. Grow organizational assets. 1.1.1 Create a fund development plan, incorporating opportunities across the organization. 1.1.2 Launch a capital campaign in 2027. 1.1.3 Implement diverse sustainable revenue strategies.		
2. Drive philanthropic growth. 1.2.1 Grow annual sustainable revenue (e.g., fund administration fees, endowment funds, Tocqueville, etc.). 1.2.2 Increase nonprofit partners' sustainability through endowments. 1.2.3 Increase planned giving pipeline.		
3. Grow relationships to leverage impact. 1.3.1 Build a culture of philanthropic ambassadorship through board giving and meaningful board and staff fundraising activities. 1.3.2 Implement year-round donor engagement best practices. 1.3.3 Mobilize the CFUW volunteer network to advance philanthropy.		

Use the Champion(s) and Timeline columns to assign accountability and sequence implementation.

02

IMPACT

GOALS AND ACTIONS	CHAMPION(S)	TIMELINE
1. Strengthen the effectiveness and future sustainability of nonprofits. 2.1.1 Educate nonprofit leaders and their boards on available CF/UWVFC resources. 2.1.2 Advance strategic grantmaking and expand collaborative opportunities for funding.		
2. Invest in organizations and programs that positively impact the community. 2.2.1 Use data to inform community needs and strategies. 2.2.2 Mobilize community resources and sustained partnerships. 2.2.3 Track and evaluate results of investments.		
3. Become recognized as philanthropic thought leaders. 2.3.1 Build a trusted reputation through collaborative partnerships. 2.3.2 Understand and demonstrate engagement in the philanthropic and social landscape. 2.3.3 Strategically convene nonprofits, donors and other funders in organizational focus areas.		

Use the Champion(s) and Timeline columns to assign accountability and sequence implementation.

GOALS AND ACTIONS	CHAMPION(S)	TIMELINE
1. Communicate organizational identity. 3.1.1 Leverage, invest in and implement brand assets. 3.1.2 Enhance and communicate clear messaging of external organizational identity. 3.1.3 Expand strategic communications capacity. 3.1.4 Publish and/or present on nonprofit thought-leadership topics.		
2. Drive intentional storytelling. 3.2.1 Effectively communicate impact results with stakeholders. 3.2.2 Integrate storytelling across channels.		

Use the Champion(s) and Timeline columns to assign accountability and sequence implementation.

04

ORGANIZATIONAL EXCELLENCE

GOALS AND ACTIONS	CHAMPION(S)	TIMELINE
1. Build an equitable, agile, forward-thinking culture. 4.1.1 Evaluate compensation, recruitment and retention. Adjust as necessary. 4.1.2 Intentionally invest in employee growth and development. 4.1.3 Analyze new technology for team integration.		
2. Improve the quality of internal systems. 4.2.1 Review organizational activities to determine mission alignment and business strategy. 4.2.2 Maximize internal systems (software, processes, subscriptions, etc.) to drive progress. 4.2.3 Maintain financial compliance and organizational transparency.		

Use the Champion(s) and Timeline columns to assign accountability and sequence implementation.