



Vision 2031: Thriving Horizons

Strategic Plan 2024–2031





LETTER FROM THE CEO & EXECUTIVE DIRECTOR

In 2023, the United Foundation of Central Florida, Inc. (UFCF) embarked on a transformative journey by approving its inaugural strategic plan, developed in collaboration with UCF Consultants. This comprehensive blueprint, crafted through extensive engagement, establishes a roadmap for UFCF's growth over the next 8 years. The plan is designed to steer the Foundation's expansion, securing resources for land/building acquisition, program expansion, and extending outreach beyond Central Florida.

Despite facing challenges, UFCF has set clear goals, focusing on fundraising, financial resilience, and technological innovation. To achieve these objectives, UFCF has outlined plans to intensify fundraising efforts, fortify financial resilience, nurture a culture of technological innovation, and enhance programs through cutting-edge technologies.

Implementation and evaluation plans have been meticulously devised to address key issues. Emphasis is placed on prioritizing youth in Central Florida, diversifying revenue streams, and seamlessly integrating technology. These plans are poised to measure success through comprehensive metrics, tracking student success, fundraising endeavors, financial policy efficacy, and feedback on technological platforms.

By overcoming limitations and strategically addressing challenges, this plan positions UFCF to make a lasting positive impact on Central Florida, ultimately contributing to the creation of a prosperous region for all.

On behalf of the United Foundation of Central Florida community, I am pleased to present our **2024-2031 Strategic Plan – Vision 2031: Thriving Horizons.**

Sandra Fatmi-Hall
CEO & Executive Director



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Vision Statement

Empowering Communities One Family At A Time Globally

Mission Statement

The mission of the United Foundation of Central Florida is to bridge the gaps in family, educational, and mentoring needs in our community through a holistic approach, employing early intervention strategies to foster prevention on a global scale.

UNITED
FOUNDATION
of Central Florida





Core Values: Principles We Live By

Eight fundamental principles guide the United Foundation of Central Florida, Inc. Each principle is essential to our ability to provide a holistic experience for students, families, and other clients while delivering an experience in pursuit of the promise of a limitless future. They are:

1. **Equality/Equity:** Ensuring fairness and justice for all. In our programs, we actively promote inclusivity, recognizing and addressing diverse needs to create an environment where everyone can thrive.
2. **Faith:** Building trust and confidence. In our operations, we instill faith by transparently communicating with students, families, and partners, fostering a sense of reliability and commitment.
3. **Nonviolence:** Promoting peace and harmony. Within our community initiatives, we emphasize conflict resolution and peaceful dialogue, creating an atmosphere where individuals feel safe and respected.
4. **Education:** Empowering through knowledge. We incorporate education into our programs, recognizing it as the cornerstone of personal and societal growth, equipping students and families with the tools they need for success.
5. **Love:** Fostering compassion and connection. Our operations embrace love by cultivating a supportive and caring environment, where students and families feel genuinely valued and cared for.
6. **Leadership:** Guiding with integrity and vision. In our organizational practices, we exemplify leadership by setting high standards, inspiring others, and fostering an environment that encourages growth and development.
7. **Selflessness:** Prioritizing the welfare of others. Within our community outreach, we exemplify selflessness by dedicating resources and efforts to address the needs of individuals and families, putting their well-being at the forefront.
8. **Hope:** Inspiring optimism for the future. In our programs, we infuse hope by providing opportunities and support that instill confidence, resilience, and a positive outlook on what lies ahead.

To carry out the mission set before us, we embrace the Eight Noble values, which are the foundation for supporting our community successfully through their life's journeys. As the principles and values sync with one another, the result will be an institution listed amongst the nation's top-tier nonprofit organizations, making a lasting impact on the lives of our programs' participants, students, and their families.



Introduction to the Strategic Plan

In 2014, the United Foundation of Central Florida (UFCF) embarked on a mission to bridge gaps in family, educational, and mentoring needs in the community. Born from the visionary leadership of Sandra Fatmi-Hall, UFCF has evolved into a transformative force, leaving an indelible mark on the lives of countless individuals and the well-being of Central Florida. As UFCF looks to the future, it is committed to expanding its impact and addressing the evolving needs of the community through Vision 2031: Thriving Horizons.

Driven by a track record of success, UFCF has partnered with UCF Consultants to craft a strategic plan that charts the course for the organization's growth over the next 8 years. This plan, meticulously developed through extensive engagement, addresses critical strategic issues and sets clear goals for UFCF's future. The strategic plan focuses on prioritizing youth in Central Florida, diversifying revenue streams, and seamlessly integrating technology to enhance programs.

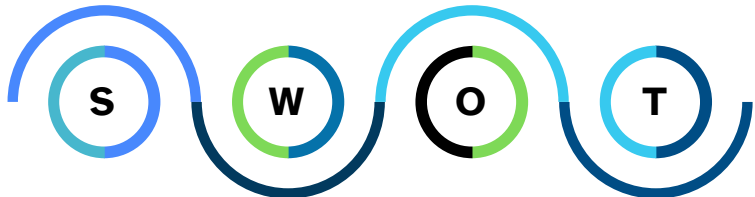
UFCF acknowledges the challenges it faces, from time constraints and awareness limitations to financial constraints. However, these limitations have not deterred the foundation from forging ahead with a comprehensive plan that positions UFCF to make a lasting positive impact on Central Florida. **Vision 2031: Thriving Horizons** is more than a strategic document; it is a commitment to expanding programs, strengthening financial resilience, fostering innovation, and creating a thriving and prosperous region for all.

This introduction sets the stage for a transformative journey, showcasing UFCF's dedication to building a brighter future for Central Florida through strategic expansion, organizational capacity building, and a commitment to holistic community support.

Approach to the Strategic Plan

The approach of the Vision 2031: Thriving Horizons strategic plan reflects the United Foundation of Central Florida's (UFCF) commitment to a meticulous and collaborative process. Developed in partnership with UCF Consultants, the plan encapsulates UFCF's dedication to addressing strategic issues and achieving ambitious goals. The approach involves a comprehensive understanding of the organization's history, mission, and the unique needs of Central Florida. Through extensive engagement with the Foundation's board of directors, program participants, donors, stakeholders, and community partners, UCF Consultants ensured that the strategic plan is rooted in a deep understanding of UFCF's ecosystem. The plan's core strategic areas - prioritizing youth, securing and diversifying revenue streams, and technological integration - underscore UFCF's forward-thinking approach. Furthermore, the plan incorporates a robust implementation and evaluation strategy, emphasizing measurable outcomes and performance indicators. Despite challenges such as time constraints, awareness limitations, and financial considerations, UFCF has demonstrated resilience, working collaboratively to overcome limitations and position itself for sustained growth and impact in Central Florida.

SWOT ANALYSIS



Strengths

Weaknesses

Opportunities

Threats

1. Strong community ties and support
2. Holistic approach
3. Dedicated and passionate staff and volunteers
4. Success in improving graduation rates, reducing crime, and promoting economic development

1. Limited budget
2. Challenges in reaching and serving all members of the community
3. Lack of strategic plan
4. Limited technological infrastructure

1. Growing demands of services
2. Expansion partnerships with businesses, government agencies, and other nonprofits
3. Increased access to technology and other resources
4. New funding sources and grant opportunities

1. Cuts to government funding for social services
2. Competition from other nonprofits
3. Changes in demographics and community needs
4. Economic downturn
5. Natural disasters and unforeseen events

TOWS ANALYSIS

FUTURE

INTERNAL FIX

- O1.S1 Growing as much as the funds allow
- O2.S2 Creating a yearly plan to implement new programs and partnerships in the area
- O3.S2 Finding new ways to use technology in the current processes to innovate programming and services
- O1.S4 Keeping staff engaged and cultivating a positive culture to ensure there is a team to support the demand of growth for the services in the community

- I1.W3 Creating a strategic plan to account for 10% growth every year
- O2.W2 Adding new partnerships from sponsors to gain more funds and raise awareness
- O3.W4 Get more technology incorporated in programs and registration process (online links, Social Media presence)
- O4.W1 Designate more staff to find and secure grant and government funds

EXTERNAL FIX

SURVIVAL

- T1.S2 Finding innovative solutions to any funding issues
- T2.S1 Keeping a positive community image to create a competitive advantage over competition
- T3.S3 Researching and staying up to date on any social and community changes
- T4/5.S4 Maintaining and adding positive culture to stay ahead of any negative social issues.

- T1.W1 Secure funding for programs from all area
- T2/3.W2 Focus on the main families and communities in the area-then branch out
- T4.W.3 Prepare a plan to suffice for budget cuts/lower funding
- T5.W4/3 Select smart/strategic goals each year to combat outside changes and lack of technology.
- T3.W4 Increase Technology opportunities and implement them into the programming

FORMULATING STRATEGIES

ISSUES

OBJECTIVES/GOALS

STRATEGIES

- Issue 1:** How will UFCF focus on the main families and communities in the area before branching out to other regions?
- Issue 2:** How can UFCF secure funding for programs from all areas and prepare a plan for budget cuts/lower funding?
- Issue 3:** Increase Technology opportunities and implement them into the programming

- Goals were created as aspirations that aligned with the your organization's missions & vision statements
- Objectives were created to explain each goal to measure and keep track of progression to achieve the goals

- Several strategies were created to show the actions that need to be taken to achieve the goals
- EX. Strategy 1.1.3:** Embrace innovative fundraising strategies, such as crowdfunding campaigns, online donation platforms, and cause-related marketing partnerships

Foundation Strategic Priorities

As UFCF charts its course for the future through Vision 2031: Thriving Horizons, several strategic priorities emerge, each aimed at fortifying the foundation's commitment to Central Florida and ensuring sustainable growth. The foundation's key strategic priorities include:

1. Prioritizing Core Region:

- Goal: Grow programming in 80% of Orange County schools before expanding to other regions.
- Objective 1.1: Increase current programming by 35% by the end of 2026.
- Objective 1.2: Build awareness of program needs through community engagement and surveys.

2. Securing Funding and Financial Resilience:

- Goal 1: Increase fundraising efforts by 15%.
- Objective 1.1: Create new donor plans/outreach for diversified funding.
- Objective 1.2: Develop a comprehensive budget showcasing program needs and growth opportunities.
- Goal 2: Strengthen financial resilience and adaptability.
- Objective 2.1: Develop a contingency plan for potential budget cuts.
- Objective 2.2: Establish a financial reserve fund to navigate economic uncertainties.

3. Integrating Technology into Programs:

- Goal 1: Foster a culture of technological innovation.
- Objective 1.1: Identify and evaluate emerging technologies.
- Objective 1.2: Implement technology solutions across programs.
- Goal 2: Enhance programs and services through technology.
- Objective 2.1: Monitor and evaluate the impact of technology integration.
- Objective 2.2: Develop a technology integration plan with specific solutions and timelines.

These strategic priorities underscore UFCF's dedication to Central Florida, financial sustainability, and technological innovation, positioning the foundation for impactful and future-oriented community service.





Foundation Strategic Goals, Objectives, and Indicators

The strategic plan for the United Foundation of Central Florida (UFCF) outlines key objectives and performance indicators aimed at achieving four core strategic goals. Firstly, the organization seeks to prioritize youth in Central Florida through its FLU Program and Alumni Program. Objectives include increasing current programming by 35% by 2026 and building awareness in the community. Secondly, the goal is to build up the FLU Alumni Association, targeting 75% Orange County alumni. Objectives involve understanding and expanding the alumni base through surveys and awareness campaigns. Financial resilience forms the third strategic goal, with objectives focusing on donor outreach plans and creating budgets that account for minimum program needs. Lastly, fostering technological innovation constitutes the fourth goal, emphasizing the identification and evaluation of emerging technologies, followed by their seamless integration into UFCF's operations. Key performance indicators are aligned with each objective, providing measurable targets to track the organization's progress in achieving its strategic goals. Regular evaluations and adjustments are integral components of the plan, ensuring flexibility and adaptability to the evolving needs of the community and the organization.

Ensuring Student Success | Organizational Expansion Financial Independence | Increased Program Effectiveness

This Plan consists of four key elements: (1) Foundation's Strategic Goals (FSGs), (2) Foundation Strategic Objectives (FSOs), (3) Key Performance Indicators (KPIs), and (4) the Foundation's Balanced Scorecard. Each of the four elements combined to create the overall framing of the Foundation Strategic Plan. The Foundation's Strategic Goals (USGs) anchor this Plan in strategies that support and sustain the organization's long-term viability.



Strategic Goal 1

Strategic Goal 1: Prioritization of Youth in Central Florida through the FLU Program and Alumni Program

Objective 1.1: Increase the amount of current programming by 35% by the end of 2026

- **KPI 1:** Achieve 36% programming in Orange County Public Schools (OCPS) by the end of 2026.
 - **Strategy 1.1.1:** Revitalize relationships with OCPS to promote participation in events for recruitment (Target Date: 2/20/2024).
 - **Strategy 1.1.2:** Re-imagine outreach plan, representations of existing students' success data, and post-graduation data to convey the agency's story and collective impact (Target Date: 5/20/2024).
 - **Strategy 1.1.3:** Meet with local school principals for program expansion, review program effectiveness in existing schools, and present annual and midterm reports (Target Date: 8/20/2025).
 - **Strategy 1.1.4:** Meet with local colleges/universities to accommodate the expansion of programs and services with volunteers (Target Date: 10/20/2026).
 - **Strategy 1.1.5:** Attend 50% more OCPS Fairs/Events to promote programs, services, and opportunities (Target Date: 12/20/2027).

Objective 1.2: Build awareness of program needs in the community to grow community support and get new staff members on board

- **KPI 2:** Achieve increased awareness of needs by 12/20/2027.
 - **Strategy 1.2.1:** Attend OCPS school fairs/events to promote UFCF programs and opportunities (Quarterly).
 - **Strategy 1.2.2:** Obtain more funding from local entities and businesses to build a stronger community (Quarterly).
 - **Strategy 1.2.3:** Conduct research and create community surveys to gain better insight into unmet needs in Orange County (Quarterly).



Strategic Goal 2

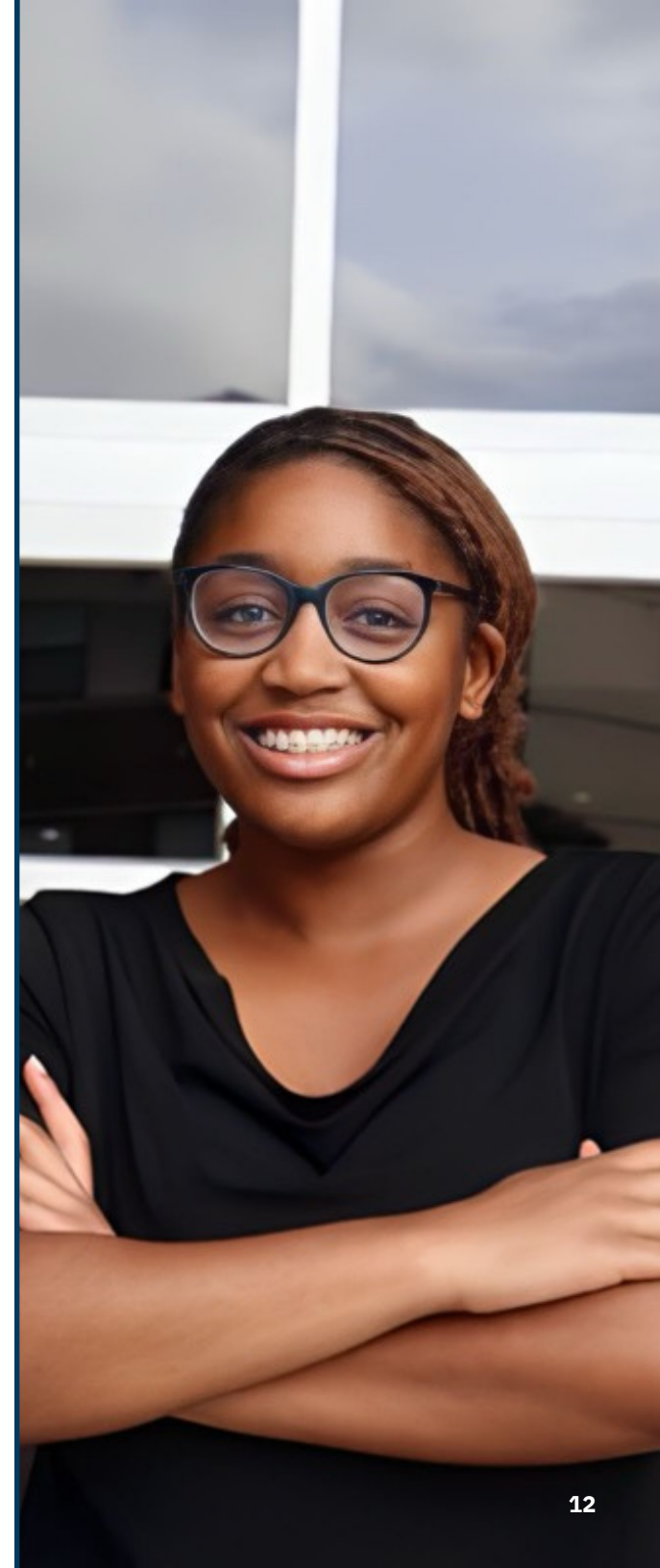
Strategic Goal 2: Building up the FLU Alumni Association to have 75% of Orange County Alumni

Objective 2.1: Achieve understanding of alumni population by 2027

- **KPI 3:** Achieve 30% participation in the community survey about alumni representation by 5/20/2024.
 - **Strategy 2.1.1:** Understand the community members/students more and build a representation of the population (Quarterly).
 - **Strategy 2.1.2:** Create a survey and track where members start from and keep up with where they go (Quarterly).

Objective 2.2: Achieve a large alumni base by 2027

- **KPI 4:** Achieve 50% participation in the survey about alumni initiatives and programs by 12/20/2027.
 - **Strategy 2.2.1:** Spread awareness about the alumni program to current students involved in UFCF (Quarterly).
 - **Strategy 2.2.2:** Develop two new alumni initiatives or programs to get alumni involved in the community (Quarterly).





Strategic Goal 3

Strategic Goal 3: Strengthen UFCF's financial resilience and adaptability to effectively serve families and communities in the face of changing economic conditions

Objective 1.1: Achieve newly developed donor/outreach plans by 2027

- **KPI 5:** Build a stronger online presence for donors (Quarterly).
 - **Strategy 1.1.1:** Utilize data analytics to identify potential donors, track fundraising progress, and tailor messaging to specific audiences (Quarterly).
 - **Strategy 1.1.2:** Embrace innovative fundraising strategies, such as crowdfunding campaigns, online donation platforms, and cause-related marketing partnerships (Quarterly).

Objective 1.2: Achieve new budgets that account for minimum program needs by 2027

- **KPI 6:** Implement financial management practices that promote transparency, accountability, and efficient resource allocation (Quarterly).
 - **Strategy 1.2.1:** Evaluate the impact and effectiveness of each program, identifying those that are essential to UFCF's mission (Quarterly).
 - **Strategy 1.2.2:** Develop fundraising targets that correspond to different levels of program growth (Quarterly).



Strategic Goal 4

Strategic Goal 4: Foster a culture of technological innovation within UFCF, ensuring that technology is seamlessly integrated into the organization's operations and programs

Objective 1.1: Identify and evaluate emerging technologies by 2025

- **KPI 7:** Establish a technology advisory committee by 2/20/2024.
 - **Strategy 1.1.1:** Conduct regular technology scans to identify emerging trends and promising technologies (Quarterly).
 - **Strategy 1.1.2:** Utilize immersive technologies to create engaging learning experiences (Quarterly).

Objective 1.2: Implement technology solutions by 2027

- **KPI 8:** Pilot technology-enhanced programs to test their effectiveness by 12/20/2027.
 - **Strategy 1.2.1:** Develop training programs for staff that focus on technology literacy (Quarterly).
 - **Strategy 1.2.2:** Create mobile apps or responsive websites to provide easy access to UFCF's resources (Quarterly).
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Summary

The United Foundation of Central Florida (UFCF) unveils its visionary roadmap for the future through Vision 2031: Thriving Horizons, a strategic plan meticulously crafted in collaboration with UCF Consultants. This transformative journey is anchored in UFCF's rich history, where it evolved from addressing immediate needs to becoming a comprehensive resource center. The strategic plan is strategically aligned with the foundation's mission, placing Central Florida at the forefront of its expansion goals over the next 8 years. Despite challenges, UFCF is resolute in prioritizing youth, diversifying revenue streams, and embracing technological innovation.

Strategic Priorities for Impact:

At the core of the plan are strategic priorities aimed at fortifying UFCF's impact. The foundation is committed to prioritizing its core region before expansion, securing funding through diversified strategies, and seamlessly integrating technology into its programs. Each priority is meticulously outlined with specific goals, objectives, and strategies, ensuring a comprehensive and targeted approach.

Holistic Approach to Challenges:

UFCF acknowledges the challenges it faces, from time constraints to financial limitations. However, the strategic plan adopts a holistic approach to overcome these obstacles. By conducting SWOT and TOWS analyses, UFCF aims to refine its strategic direction, enhance its understanding of community needs, and foster collaboration with local stakeholders. The plan acknowledges external factors through PEST analysis, ensuring adaptability in a changing landscape.

Innovative Expansion and Impact:

As UFCF embarks on a bold expansion plan, the strategic document underscores a commitment to innovation and adaptability. By fostering a culture of technological innovation, UFCF seeks to seamlessly integrate emerging technologies into its operations and programs. The strategic plan outlines a clear path for growth, combining financial resilience, community engagement, and technological advancement to maximize impact and create a thriving region for all.

Commitment to Central Florida's Prosperity:

Vision 2031: Thriving Horizons is not just a strategic document; it embodies UFCF's unwavering commitment to Central Florida's prosperity. The plan positions UFCF to make a lasting positive impact on the community, emphasizing youth development, financial resilience, and technological innovation. Through these strategic initiatives, UFCF envisions a future where it continues to bridge gaps, empower individuals, and foster a vibrant, prosperous Central Florida for generations to come.

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