



Strategic Plan 2005.2010

our vision

A generation that creates and sustains a thriving community.

our mission

To inform, connect, and inspire people in their 20s and 30s to take action in our community.

what we do

Seattle Works enables people to more effectively:

Volunteer *think outside yourself*

Volunteerism is at the core of the rich Seattle Works heritage and is an important gateway to community involvement. Our programs provide people in their 20s and 30s with the information, skills, and connections they need to get involved in and exposed to all facets of the community while also recognizing the impact of their work.

Lead *action not position*

We view volunteerism, civic engagement and philanthropy through a lens that recognizes people in their 20s and 30s as stewards of this community. Our programming provides active and accountable opportunities to affect change and enact vision.

Influence *information + new ideas x conversation = action*

Civic decision-making benefits from the involvement of people in their 20s and 30s whose creativity, expertise, and dynamism invigorates the region's civic and political processes. Our programs provide this new generation of leaders and activists with the information, skills, and forums they need to make a meaningful impact and serve as the vanguard of the community.

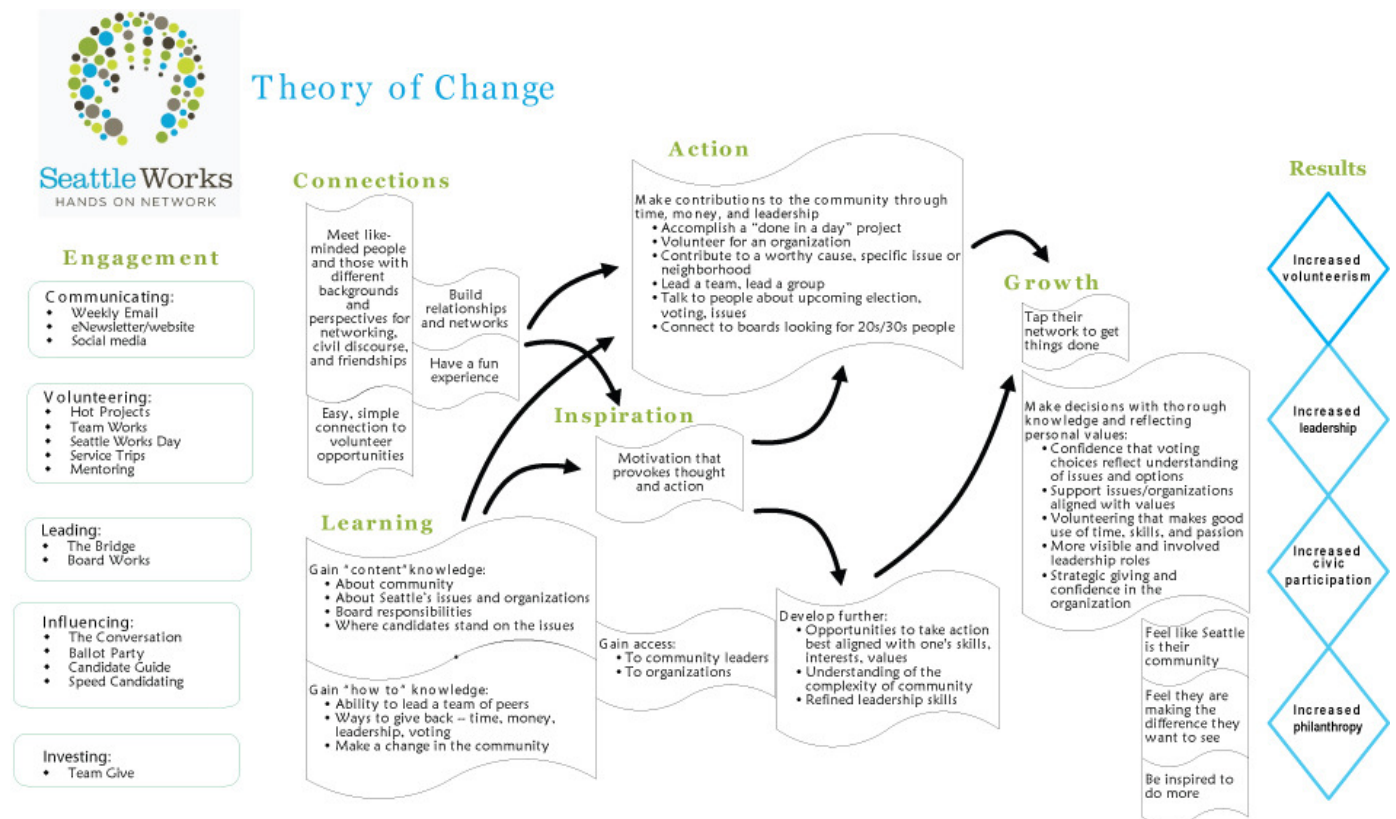
Invest *in our future*

People in their 20s and 30s are critical social investors whose role will continue to grow as they make choices about how to give. Our programs educate and mobilize this generation to be active and knowledgeable donors who see the power of their community investments.

how we do it

Seattle Works theory of change posits that providing people in their 20s and 30s with information, connections and inspiration creates the following results:

- **people who volunteer, give, assert their influence and step up to lead at increased rates**
- **people whose volunteer efforts and civic actions align with their skills, interest and values**
- **people who feel like a part of their community**



We engage this demographic by ensuring programs, events and communications are:

- **Accessible**, with activities focused on weekends and evenings, when most people have free time
- **Social**, with opportunities to connect with peers and build relationships
- **Timely**, with frequent opportunities for people to jump in as participants
- **Spirited**, with a sense of humor and innovation
- **Flexible**, with varied amounts of time and experience required
- **Holistic**, with a focus on the value and interconnectedness of all four program areas: volunteering, influencing, leading and investing
- **Inclusive**, with the goal of a participant base who reflect the ethnic and political make-up of our community

Volunteer

Goals

- Double the participation in Seattle Works volunteer programs by 2010
- Ensure volunteers feel like their time, skills and passion are well utilized

Accomplishments

2005

- Total hours of volunteer service: 15,559
- Total number of active volunteers: 2,143; Seattle Works Day participants: 1,402
- Community partners served: 347
- % of volunteer leaders active for more than one year: 50
- Launched Hot Projects (one time volunteer opportunities): 16 projects
- Re-imagined Team Works: new model launched in the fall with 13 teams

2006

- Total hours of volunteer service: 20,380
- Total number of active volunteers: 2,034; Seattle Works Day participants 1,270
- Community partners served: 580
- Hot Projects: 100 projects
- Team Works: 25 teams

2007

- Total hours of volunteer service: 20,325
- Total number of active volunteers: 3,351; Seattle Works Day participants 1,361
- Community partners served: 189
- Hot Projects: 98 projects
- Team Works: 42 teams
- Launched two new programs: Gulf Coast Trips and Men's Mentoring Group; piloted Team Works 201 focused on projects and activities in the Central Area

2008

- Total hours of volunteer service: 25,275
- Total number of active volunteers: 3,065; Seattle Works Day participants 1,480
- Community partners served: 202
- Hot Projects: 87 projects
- Team Works: 43 teams
- Service Trips expanded to include overnights in the state our first international trip

2009.2010 Objectives

- Continue to provide a quality introduction to team-based volunteering in Seattle
- Provide volunteers with a more in-depth volunteer experience
- Provide volunteers with a more interactive experience
- Recruit and engage non-traditional communities

Lead

Goals

- Double Seattle Works placements of people in their 20s and 30s in community leadership roles and civic decision making processes by 2010.
- Increase the leadership skills of Seattle Works participants.
- Increase the leadership roles of Seattle Works participants to be more visible and significant.

Accomplishments

2005

- Launched The Bridge (civic training program): 200 graduates
- % of graduates currently serving in a board or commission role: 40%

2006

- Bridge graduates: 118
- % of graduates connected with board and commission roles through Board Works: 30%
- Active volunteer leaders participating in other programs: 87

2007

- Bridge graduates: 120
- Active volunteer leaders participating in other programs: 122
- Convened 100 movers and shakers at The Assembly, a volunteer-created and led event that forged connections and a forum for discussing our power as community leaders.

2008

- Bridge graduates: 105
- Active volunteer leaders participating in other programs: 118

2009.2010 Objectives

- Increase the number of people in their 20s and 30s serving on Boards and Commissions
- Inform and connect the SW community to leadership opportunities

Influence

Goal

- Increase the knowledge of the Seattle Works community on voting choices, civic decisions and candidates.

Accomplishments

2005

- The Conversation (issue-based discussions): 8 events, including topics focused on transportation, education and health care
- By the People local convener (national series of dialogues on state of our democracy): 2 public deliberation events

2006

- The Conversation (shift to discussions with community leaders): 6 events, including Attorney General Rob McKenna, Governor Chris Gregoire and Mayor Greg Nickels
- By the People local convener (national series of dialogues on healthcare): 1 public deliberation event

2007

- The Conversation: 3 events, including UW President Mark Emmert, King County Executive Ron Sims and Mayor Greg Nickels
- Developed our first Candidate Guide with volunteers representing a spectrum of political points of view
- Hosted our first Ballot Party, 50 people showed up (some with ballots in hand) to discuss the primary election and our candidate guide over cocktails
- Co-hosted Seattle's first "Speed Candidating" in partnership with CityClub.

2008

- The Conversation: 4 events, including Gubernatorial candidates Chris Gregoire and Dino Rossi, Mayor Greg Nickels and Secretary of State Sam Reed
- Candidate Guide
- Three events: Super Tuesday Party; Ballot Party and Debate Watching/Speed Candidating

2009.2010 Objectives

- Inform and connect the SW community with each other and the community
- Create more active and informed voters within the SW community
- Develop new programs to meet the needs of SW community

Invest

Goal

- Increase the degree to which Seattle Works community members' financial contributions are more thoughtful and strategic.

Accomplishments

2005

- Planned for launch of 2006 program pilot, Team Give
- Seattle Works community raised dollars to benefit Tsunami and Hurricane Katrina victims and promoted participation with other young professional groups' fundraising events

2006

- Launched Team Give pilot (facilitated giving circle): 11 participants gifted \$2500 to Technology Access Fund
- Promoted participation with other young professional groups' fundraising events

2007

- Provided information on effective giving and fundraising woven into the Weekly Email and our programs

2008

- Provided information on effective giving and fundraising woven into the Weekly Email and our programs

2009.2010 Objectives

- Provide an easy way for people in their 20s and 30s to give money in a fun, impactful way

Resource Development

Goal

- Increase Seattle Works' financial stability by increasing total budget by 50% by 2010.

Accomplishments

2005

- Increased cash budget by 21% to \$433k
- Increased individual, workplace and corporate match by 13%
- Launched first ever Alumni Challenge, with leadership from T.J. McGill, Chris Prentice and Dan Ederer and the generosity of 25 board alums: \$28,000
- Implemented program fees for Team Works and The Bridge
- Engaged in 3 Corporate Fee for Service projects

2006

- Increased cash budget by 7% to \$454k
- Increased individual contributions, including corporate matching gifts, by 18%
- Increased Fee for Service income by 18%

2007

- Increased cash budget by 12% to \$514k, net income loss of \$36k
- Individual contributions, including corporate matching gifts, 14% of total budget
- Increased Fee for Service and earned income to 29% of total budget

2008

- Total budget \$484k, net income loss of 11k
- Increased individual contributions, including corporate matching gifts, to 17% of total budget
- Maintained Fee for Service and earned income at 28% of total budget

2009.2010 Objectives

- Engage in donor center fundraising model
- Increase fundraising by 20% annually overall
- Deepen relationships with institutional supporters, resulting in increased corporate and foundation giving by 10% annually
- Attract new support from individuals and institutions
- Retain one month operating expenses in cash at all times
- Increase Board Reserve account to six months operating expenses

Events

Goal

- Increase Seattle Works' financial stability by hosting fun and innovative events that attract new people to Seattle Works and raise no more than 35% of total budget.

Accomplishments

2005

- Event net income: \$116,128, 26% of total budget
- Recognized 4 community leaders via Anniversary Celebration Breakfast: Genevieve Aguilar, Getting **it Done; Deborah Barge, Outstanding Alumni Board Member; Mike Flynn Sr., Making Room at the Table; and Frederick B. Northup Jr., Seattle Works Volunteer of the Year

2006

- Event net income: \$158,084, 26% of total budget
- Emerald City Swank raises a record \$110k
- Recognized 5 community leaders via Anniversary Celebration Breakfast: Krista Rillo, Getting **it Done; Dan Brady, Outstanding Alumni Board Member; Bob Santos, Making Room at the Table; Laura Pilcher, Volunteer of the Year; and KEXP, Organization of the Year

2007

- Event net income: \$172,550, 36% of total budget
- Emerald City Swank raises a record \$136k
- Recognized 5 community leaders via FRIEND-raiser Breakfast: Matt Messina, Getting **it Done; Jeannie McNabb, Outstanding Alumni Board Member; Bob Drewell, Making Room at the Table; Noelle Smithhart, Volunteer of the Year; and EarthCorps, Organization of the Year

2008

- Event net income: \$138,443 28% of total budget
- Emerald City Swank net income \$69,080
- Selected as CityChase local charitable partner; \$3.891 in contributions
- Tabled awards breakfast in light of 2009 anniversary planning and increasing popularity of fall Influence programs/events including Ballot Party and Speed Candidating.

2009.2010 Objectives

- Provide opportunities for people to learn about Seattle Works programming
- Provide opportunities for corporate supporters, alumni board members and the general community celebrate our work
- Provide opportunities for individuals to support Seattle Works through event participation
- Optimize staff resources through effective collaboration

Communications

Goal

- Increase the understanding of Seattle Works mission, programs and unique value to the community.

Accomplishments

2005

- Website hits: 30,787; unique visitors: 16,305
- Weekly Email subscribers: 2,359; total mailing list: 5,034
- Comcast PSA launches
- Editorial mentions in Seattle PI, Puget Sound Business Journal and Seattle Magazine
- Provided editorial content to Seattle Times' NEXT section for people under 30

2006

- Website hits: 50,297; Unique visitors 31,920
- Weekly Email subscribers: 3,100; total mailing list: 6,219
- Seattle PI Op-Ed in partnership with 18to35; PSBJ column on generations in Corporate Social Responsibility insert

2007

- Website hits: 74,595; Unique visitors: 39, 517
- Weekly Email subscribers: 3,265; Total mailing list: 6,657
- Blog launches; posts: 136
- Op-Ed in Puget Sound Business Journal's Corporate Social Responsibility insert on our generation and philanthropy; Seattle Magazine readers name Seattle Works "Best Charitable Organization" (tied) and Emerald City Swank "Best Charitable Event" (tied)

- Conducted first ever participant outcomes survey and compared to national data
 - Seattle Works participants volunteer at a much higher rate than the general population and for people their same age (81%% vs. 29% average)
 - A higher percentage of Seattle Works participants vote than any other age group except those over age 60 *82% vs 69%)
 - Seattle Works' charitable giving is considerably higher than the norm for the demographic (86% made a gift last year vs. 69%)

2008

- Website hits: 84,577; Unique visitors: 42, 537
- Weekly Email subscribers: 3,277; Total mailing list: 8,244
- Facebook fans: 227
- Blog posts: 180
- Op-Ed in Seattle Times on Service Nation in October

2009.2010 Objectives

- Deliver a consistent and well defined brand that positions Seattle Works as the premier organization for connecting people in their 20s and 30s
- Build relationships with Seattle Works community by expanding Weekly Email and Enews subscriber base by 20% annually
- Build Seattle Works' public presence through earned and purchased media

Infrastructure

Goal

- Function organizationally with peak efficiency.

Accomplishments

2005

- Launched Hands On Technology (HOT), new web and data system
- Published The Findings, a quantitative and qualitative generational research project
- Invested in staff professional development
- Staff retention: 100%, 4 people
- Staff participation in community leadership roles: 100%

2006

- Upgraded computer hardware through anonymous donor gift
- AmeriCorps member awarded to build capacity; staff expanded to 5 FTE at the conclusion of AmeriCorps term
- Invested in staff professional development
- Staff participation in community leadership roles: 100%

2007

- AmeriCorps member awarded to work build a college-aged program through HandsOn Network
- Invested in contract bookkeeping services
- Expanded role of Development Director to Associate Director
- Staff participation in community leadership roles: 100%

2008

- Reorganized Operations Team shifting position to part time Operations Manager focused on data management and technology
- Retained 3 key staff members for 5+ years
- Documented all office procedures
- Reaffirmed partnership with HandsOn Network; Transformer-level membership
- Downsized office space to create a 10% savings in the 2009 budget
- Revamped technology to allow for effective remote work access, including the conversion to cloud computing, pbx phone system and upgrades to collaboration tools
- Staff participation in community leadership roles: 100%

2009.2010 Objectives

- Ensure Seattle Works is financially stable
- Recruit and retain appropriate staffing levels
- Ensure all hardware and software systems are functional and efficient
- Ensure all organizational data is current and useable
- Efficiently execute office procedures
- Measure and evaluate program impact
- Engage in ongoing operational and strategic planning

Goal

- Ensure Board of Directors continues to effectively govern the organization.

Accomplishments

2005

- Unanimously adopted 2005.2010 Strategic Plan
- Restructured board size to 16 members, oriented 5 new board members
- Conducted Annual Board Self-Assessment
- % of board members making a personally significant financial contribution: 100%

2006

- Adopted Employee Handbook
- Maintained a 15 person board; oriented 5 new board members
- Conducted Annual Board Self- Assessment
- % of board members making a personally significant financial contribution: 100%

2007

- Maintained a 15 person board; oriented 5 new board members
- Conducted Annual Board Self- Assessment
- % of board members making a personally significant financial contribution: 100%

2008

- Adopted Board Policy Handbook, updated Employee Handbook and Operational Procedures
- Expanded board to 18 people; oriented 7 new board members
- Conducted Annual Board Self- Assessment
- % of board members making a personally significant financial contribution: 100%

2009.2010 Objectives

- Monitor and Update 2005.2010 Strategic Plan
- Conduct Executive Director Review Process
- Conduct Officer & Director Selection Process
- Conduct Annual Board Self-Assessment
- Maintain 100% board giving

Appendix A:

About Seattle Works

In 1989, a motivated group of twenty-somethings formed an organization dedicated to involving their generation in the Seattle community. Calling themselves The Benefit Gang, the group believed that people in their twenties desired community engagement but needed alternatives to the Rotary Clubs and high-priced charity balls attended by their parents. Benefit Gang leaders understood the importance of ‘giving back’ and sought means of community participation that matched their lifestyle. What started as “the party of the year” has evolved into the mobilization of a generation to take action.

Over time the name has changed and the horizon has expanded to embrace a broader scope of volunteerism, civic engagement and philanthropy. What was The Benefit Gang is now a veritable force called Seattle Works. From the beginning we were providers of energetic volunteer teams that have sprung inventive programs recognized for their impact on the community. Seattle Works was nominated for the Presidential Points of Light Award in 1992, and honored with a community service award from the Municipal League of King County in 1996, the History Makers in Community Service Award from the Museum of History and Industry in 1997 and the YMCA of Greater Seattle’s AK Guy Award in 2002.

Over the years our work has been championed by some of Seattle’s foremost philanthropists. In 1999, we received a \$250,000 capacity building grant from the Bill and Melinda Gates Foundation to strengthen the internal capabilities of the organization. In 2003, we were awarded the Seattle Foundation’s 21st Century Leadership Grant. In 2009, we were recognized by the Municipal League of King County as Outstanding Community Organization.

Seattle Works is governed by a 18-member Board of Directors and is managed by a dedicated staff team—all of whom are under the age of 40. Our legacy is rooted in the idea that people in their twenties and thirties care enough to ‘give back’ where they live and work. Our future lies in our belief that once they’ve started, they will continue to demonstrate their mettle as volunteers, activists and patrons bringing positive impact to their communities.

After nearly two decades of operation, Seattle Works has become the premiere organization for people in their twenties and thirties in the Puget Sound.

Appendix B

Why 20s and 30s

Seattle Works strives to create the opportunities and social networks essential for creating meaningful impact in society while also developing the skills needed for a lifetime of community engagement.

Seattle Works' fundamental belief is that people in their 20s and 30s actively seek opportunities to get involved but often in ways that are different from previous generations.

We are a generation that grew up post-Kennedy, Watergate, King Jr., Vietnam (for the most part) and any world war. We were born after the peak of the civil rights and feminist movements but in time for the serious threat of nuclear proliferation. We were witness to the economic turmoil of the 80s and came of age in the dot com expansion and contraction. We entered early adulthood in an economic environment punctuated by ballooning salaries and astronomical personal debt.

We value choice and individualism. We read Choose Your Own Adventure books as children. We played with Cabbage Patch Dolls, of which no two are alike, and Transformers, which could change shape and function based on our mood. We grew up using technology that gives us unprecedented amounts of information, opinions and points of view. We customize jeans, shoes and cars specifically to our personal desires. The websites or web logs we create can be read by anyone in the world, giving us, as individuals, the largest audience of any generation before us.

To many of us, there is not one grand cause; there are thousands of causes – from our own backyards to the backyards of those living across the globe. We have had exposure and access to opportunities to affect our world and we expect to be able to customize that world to meet our needs.

Most of all, we are a generation that was taught action speaks louder than words. We are unfazed by revolution, expect change and embrace the opportunities to do things differently. Despite common perceptions, we recognize that many of the decisions being made in our community will most greatly affect our generation and our children—and we want to help define this vision for the future.

Seattle Works' goal is to harness and enhance the energy, creativity, diversity and integrity that characterize individuals in their 20s and 30s to create positive impact on our community.

Volunteer. Lead. Influence. Invest.
Do Something. www.seattleworks.org