



United Way  
of Kennebec Valley

# UNITED WAY OF KENNEBEC VALLEY

## Strategic Framework 2023-2025

### MISSION

United Way of Kennebec Valley (UWKV) unites all people and resources to improve lives in our community.

### VISION

*Long-term:* UWKV envisions a strong, self-sufficient community in which people are educated, financially stable and healthy.

*Short-term:* In the coming years, organizations and individuals across the county will unite to address our community's most pressing needs with urgency and care, leveraging the region's strengths in coordinated fashion and yielding measurable improvements together. To meet the challenges of our dynamic world, UWKV will be a model of organizational health and sustainability.

### VALUES

UWKV is:

- **Community Centered** – We serve the community, are inclusive of all people, and are responsive to needs.
- **Results Driven** – We are forward-thinking and deliberate as we translate strategy into measurable and lasting outcomes.
- **Collaborative** – We champion collective action, align community efforts, and engage different perspectives.
- **Leading with Integrity** – We foster trust, ensure our work is equitable and transparent, and hold ourselves accountable.

## 2023-2025 STRATEGIC GOALS

**GOAL 1:** Achieve and model community unity and engagement from corner to corner

### Objectives

1. Ensure staff, board, and partners at all levels of the organization are representative of our community
2. Increase the percentage of board members and committee members from Northern Kennebec to reflect the population ratio
3. Split programs and events among Northern and Southern Kennebec locations
4. Establish a physical office and develop regular staff presence in Northern Kennebec
5. Establish greater diversity, equity and inclusion focus and geographic balance in Community Investment Process funding
6. Build UWKV's reputation as an organization that does more than distribute funding
7. Increase inclusivity and accessibility of marketing materials in Kennebec County to reduce barriers to services
8. Increase inclusivity and accessibility of community events in Kennebec County to reduce barriers to services. Aim for anyone entering a room to recognize themselves in that room

**GOAL 2:** Increase and diversify revenue to raise \$2M by 2025

### Objectives

1. Increase overall revenue to \$2M in 3 years
2. Build upon successful donor affinity groups
3. Increase residential/non-workplace donor base by 10% and improve donor retention
4. Increase planned giving commitments from 10 to 16 families

**GOAL 3:** Ensure the sustainability of Impact2032

### Objectives

1. Develop project leadership and build community ownership
2. Increase organizational support and engagement
3. Engage with and encourage collaboration among partners
4. Identify and address trends regarding community needs