

## UNITED WAY OF KENNEBEC VALLEY

### Strategic Framework

2026-2028

#### **Mission**

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

#### **Vision**

United Way of Kennebec Valley envisions a strong, self-sufficient community in which people are healthy, educated and financially stable.

#### **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.

#### **Strategic Goals**

##### ***Goal 1: Enhance Organizational Capacity and Operational Efficiency***

**Objective:** Strengthen infrastructure, leadership, and processes to enable sustainable growth, staff development, and scalable impact.

**Key Strategies:**

1. Optimize board and committee structures—clarifying roles, expectations, and deliverables—and build volunteer pipelines that reflect the diversity of the communities we serve.
2. Strengthen and sustain Diversity, Equity and Inclusion (DEI) leadership by keeping the Committee's work visible, actionable, and aligned with organizational priorities, supported by two-way communication with the board.
3. Operationalize the new staffing structure, improving workflows and technology use while investing in staff retention and strategic focus.
4. Provide dedicated staff and volunteer resources to support Community Impact work, ensuring sufficient capacity for program development, execution, and evaluation.
5. Evaluate and redesign key initiatives and operations to reduce staff burden while maintaining mission alignment and effectiveness.
6. Strengthen strategic partnerships and operational efficiencies through statewide collaboration.

***Goal 2: Connect and Align UWKV Initiatives for Maximum Impact***

**Objective:** Strengthen cohesion, clarity, and effectiveness across UWKV initiatives.

**Key Strategies:**

1. Position Community Impact as the driver of organizational strategy, ensuring Development aligns with community needs and Marketing amplifies stories to present a unified, compelling narrative.
2. Use data, community needs assessments, and stakeholder feedback to guide strategic alignment, program design, and storytelling.
3. Create clear outcomes, performance metrics, and reporting mechanisms to guide strategic decisions around key Community Impact initiatives—including, but not limited to, Impact2032, ALICE, Community Investment, inclusion, volunteer programs.

### *Goal 3: Diversify Revenue Streams and Strengthen Financial Sustainability*

**Objective:** Build a resilient and adaptable funding model that supports long-term mission delivery and organizational growth.

**Key Strategies:**

1. Implement multiyear budgeting and revenue goal-setting to plan proactively and ensure financial stability.
2. Expand and diversify the donor base across multiple channels using innovative, technology-driven approaches.
3. Explore mission-aligned, revenue-generating services such as paid ALICE simulations, fee-for-service volunteer opportunities, and other community-based offerings.
4. Provide annual fundraising and ambassador training for board and staff to strengthen their comfort and effectiveness in donor engagement.

### *Goal 4: Strengthen the Community Investment Process*

**Objective:** Ensure funding decisions are strategic, equitable, and responsive to evolving community needs.

**Key Strategies:**

1. Conduct a regular review of the Community Investment Process, including criteria, decision-making practices, and funding priorities, to ensure continuous improvement, alignment with community needs, and measurable impact.
2. Standardize financial accountability, leveraging expert review to ensure organizations' effective use of funds, and incorporate trust-based philanthropic approaches where appropriate.
3. Use data and evaluation to track organizations' outcomes, demonstrate impact, and communicate results clearly to donors and the broader community.