



**Fox Valley United Way**

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## 2023-2028 Strategic Plan

April 2023

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**Prepared by Illuminant**

Lisa Tylke, Principal

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# Overview

## About Fox Valley United Way

Fox Valley United Way's history began in 1922 with the founding of the Aurora Social Service Federation. The organization incorporated the United Way name and community tenets in 1972 and was renamed the United Way of the Aurora Area. The name was changed in 2004 to Fox Valley United Way following the merger with the United Funds of Yorkville and Plano. In 2016 United Way of Central Kane County Dissolved and merged its assets and service territory into Fox Valley United Way. Today Fox Valley United Way represents 23 communities in Kane and Kendall Counties and supports over 50 social service agencies serving the families and individuals that reside within these communities.

## Mission Statement

Fox Valley United Way is committed to ensuring that all families in our communities have equitable access to opportunities and resources by investing in positive health, education and financial outcomes.

Tagline: *Inspiring Hope for a Better Tomorrow*

## Our Vision

We envision a community where all families have a strong foundation for success in life.

## Our Core Values

We value the experiences, cultures, voices, and intellect of our diverse stakeholders. We bring equity to the forefront of our work. We hold forth the core values of Integrity, Compassion, Collaboration, Innovation and Accountability.

## 10-Year Vision Statement

Ten years from today, Fox Valley United Way (FVUW) is actively influencing and supporting positive outcomes in health, education and financial stability among its 23 communities. We are the leading model of Collective Impact in the region; serving as the convenor of critical conversations, and the data-driven collector, bearer and disseminator of vital information and knowledge on mission-related issues. We are at the forefront of identifying critical needs within our community; and investing in those areas to create lasting change. As a result, FVUW is the backbone organization for a robust early childhood education and care initiative (e.g., *SPARK*) and United for ALICE initiative (*FVUW ALICE – A Poverty Prevention Program*).

Our work, and organization, is centered in diversity, equity and inclusion at all levels and in all actions. Our team of professional staff, board members, volunteers and community partners bring a diversity of expertise, knowledge, perspectives and lived experience to the work which enriches both the organization and its programming. FVUW raises over 3 million dollars annually secured through braided funding that includes campaigns, grant funding through government, foundation, and corporate sources; as well as community partnerships. The organization infrastructure is fully staffed with administration, fundraising and programming departments that ensure FVUW's Collective Impact work continues to produce positive outcomes for FVUW's 23 communities well into the next decade.

## Strategic Plan Pillars

Reaching this 10-year vision will require prioritization and focus. The strategic plan identifies the following four priority areas (*Pillars*) to organize FVUW's efforts and resources to move collectively toward its shared vision.

1. Operations
2. Financial
3. Community Engagement
4. Community Impact

The following pages outline each Pillar area with one goal statement<sup>1</sup> supported by initial (12-18 month) strategies.

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<sup>1</sup> The goal statements range in timeframe from 1–3-years. As progress is made on the plan, it is expected that the goals will be reviewed, evaluated and either maintained, amended or replaced as needed within the 5-year timeframe of the plan.

# Pillar Goals and Strategies

## Operations Pillar

### Goal Statement

Over the next three years, build our infrastructure to increase representation of diverse perspectives, lived experiences and expertise to strengthen our position of leadership in the communities we serve.

### Initial Strategies

1. Invest in professional development of staff within the focus areas of the United Way Pillars of Health, Education and Financial Stability.
2. Build board diversity and representation.
3. Evaluate staffing structure to ensure FVUW has the tools and resources necessary to implement the strategic plan.
4. Evaluate, develop and implement an updated board committee structure.

## Financial Pillar

### Goal Statement

Over the next three years, diversify revenue sources (braided funding).

### Initial Strategies

1. Develop an annual fundraising plan.
2. Increase staffing support for development.
3. Identify strategic partnerships.
4. Explore new grant opportunities.
5. Increase the number of corporate partners.
6. Increase campaign revenue by \_\_% annually over the next three years.

## Community Engagement Pillar

### Goal Statement

Over the next three years, increase public awareness of FVUW's work and its impact within the 23 communities it serves.

### Initial Strategies

1. Develop an annual marketing plan.
2. Craft a unified message about FVUW and its impact.
3. Increase staffing support for marketing/communications.
4. Increase outreach efforts into the 23 communities served.

## Community Impact Pillar

### Goal Statement

Over the next year, re-introduce FVUW's investment priorities and over the next three years implement investment priorities to align with the United Way Pillars of Health, Education and Financial Stability.

### Initial Strategies

1. Conduct community needs assessment within the United Way Pillars of Health, Education and Financial Stability.
2. Establish a data-driven decision-making process.
3. Demonstrate impact within our 23 communities within the United Way Pillars of Health, Education and Financial Stability through increased grantmaking to partners in our community.