

DISMANTLING POVERTY. REBUILDING FOR EQUITY.

2022-2025 Strategic Plan



Welcome to the 2022-2025 United Way Bay Area Strategic Plan, and the beginning of our next century of dismantling poverty and building equitable pathways to prosperity. Over the last year we have worked together to understand who we are at the tumultuous end of this 100-year journey and who we need to be for the start of the next 100 years.

I am excited to share this roadmap to launch us into our centennial year and invite you to join us on this journey of hope, inspiration, and action. Together, we will respond, recover and rebuild as we work toward an equitable Bay Area where all people have the opportunities and resources needed to thrive.



Kevin Zwick, CEO, United Way Bay Area

DIVERSITY, EQUITY AND INCLUSION

United Way Bay Area is committed to embodying the values of diversity, equity, and inclusion. Though we are early in our anti-racist journey, we are taking a deliberate approach to ensure that our internal and external practices combat institutional racism, bias, and ethnic discrimination. After several months of deep dialogue, interviews, focus groups, questionnaires and other input sessions that included all members of our organization, we finalized a DEI Action Plan focused on 10 specific parts of the organization and resulted in more than 50 actionable, concrete, and accountable actions we can take to achieve our goal of being a more anti-racist organization and to better center racial equity and racial justice in our work.

This work then formed the foundation for our [strategic plan](#), and nearly all recommended actions were embedded into our strategic plan along with timelines for completion over the next three years. The principles in our strategic plan offer a proactive stance to dismantling systemic racism both within the organization and within the community.

Learn more about our commitment to DEI and our DEI planning principles in [Appendix B](#).

THE FOUR PILLARS OF OUR PLAN

United Way Bay Area identified the need to engage in a focused, inclusive, and comprehensive three-year strategic plan to refine our focus and meet the unique and evolving needs of the communities we serve, rooted in diversity, equity, and inclusion.

Early in the planning process, it became clear that we needed to focus our attention on four aspects of our work which will be the most critical in supporting our next century of service. These four pillars of our plan are Community Impact, Regional Impact, Financial Growth and Sustainability, and Operations and Culture. Each pillar is defined by a set of focus areas, and the goals we have set to address those issues.

We have also detailed strategies and metrics for each pillar, which can be found in [Appendix D](#). As we forge ahead together in our efforts to dismantle poverty, we must also rebuild for equity around these four pillars.



PILLAR 1: COMMUNITY IMPACT

- Help 1,000,000 Bay Area residents meet basic needs and access pathways to prosperity
- Improve access to quality, safe, and affordable housing
- Leverage data to guide racial equity work

PILLAR 2: REGIONAL IMPACT

- Align program development to the unique needs, challenges, and opportunities in each community
- UWBA will work to strengthen regional representation and presence, ensuring volunteers, donors, and relationships are focused on true regional representation and impact.

PILLAR 3: FINANCIAL GROWTH & SUSTAINABILITY

- Develop sustainable resources to \$30M annually from diversified sources committed to investing in our mission
- Enhance our partnerships & programmatic impact through greater community understanding of engagement with UWBA

PILLAR 4: OPERATIONS & CULTURE

- Drive improvement of employee experience and satisfaction
- Enhance operational infrastructure to better serve the region
- Address internal and external inequities through consistent practice of anti-racism and DEI principles



HOW YOU CAN HELP

JOIN

We are seeking to build and maintain a robust Advisory Council that authentically represents the Bay Area's diverse community. Learn more about our Advisory Council and if you or someone you know is interested in being considered for a role on our [Board](#) or [Advisory Council](#), please [nominate](#) a candidate.

INVITE

We are a regional organization that works best when alongside our partners. [We welcome invitations](#) to coalitions, partnerships, and workplaces that share our vision of an equitable Bay Area where all people have the opportunities and resources needed to thrive.

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SUPPORT

We need your support to successfully realize the vision set forth in this Strategic Plan. If you resonate with this vision and the goals we have outlined to achieve it, here are three ways that you can get involved:

- **FUNDING:** Help us meet our new, ambitious goals while continuing to address the overwhelming need in our region. [Make an investment](#) in disrupting poverty throughout the Bay Area now and commit to helping us build a more equitable future as we enter our next century of impact.
- **ADVOCACY:** Help us advocate for the policy changes we need to meet our mission. [Join the policy campaigns](#) we lead and amplify. And invite us to support your campaigns.
- **ACCOUNTABILITY:** Help us stay accountable to meeting our goals effectively and efficiently, while continually centering equity. [Let us know](#) if what we are doing is working, what we can be doing more of and what we can be doing differently.