

UNITED WAY FRESNO MADERA 2026-2029 Strategic Plan

Creating pathways to financial stability, education,
and well-being in Fresno and Madera Counties.



Introduction

Since becoming CEO of United Way Fresno and Madera Counties, I've spent a lot of time listening to our community, partners, staff, and Board while reflecting on how our role continues to evolve in a complex and changing environment.

Throughout that process, the Board and I asked a few important questions: how can we be most useful, where can we add the greatest value, and how do we ensure our work is both meaningful and measurable? This strategic plan is our answer to those questions and reflects what we have learned together.

Over the next three years, our work will focus on three priorities:

- Strengthening community impact
- Growing a financially sustainable organization
- Expanding organizational capacity

We are focusing our efforts where we believe we can make the greatest difference by helping families meet basic needs, supporting the transition from survival to long-term stability, and strengthening the organizations and partnerships that strengthen our communities.

None of this work happens alone. I'm grateful to the Board of Directors, staff, partners, and community members who make it possible.

I invite you to come alongside us as we continue building toward a future where every person in Fresno and Madera Counties has access to the resources, opportunities, and support they need to thrive.

In Partnership,

Stephanie Nathan
President and CEO
United Way Fresno Madera



About UWFM

Our Vision

We envision a community where everyone can access the resources, opportunities, and support they need to succeed.

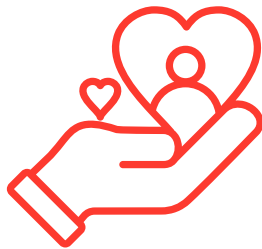
Our Mission

United Way Fresno and Madera Counties creates pathways to financial stability, education, and well-being.

Our Values



INTEGRITY



SERVICE



RESPECT



COMPASSION

Our Operating Principles

Collaboration

Accountability

Accessibility

Transparency & Trust

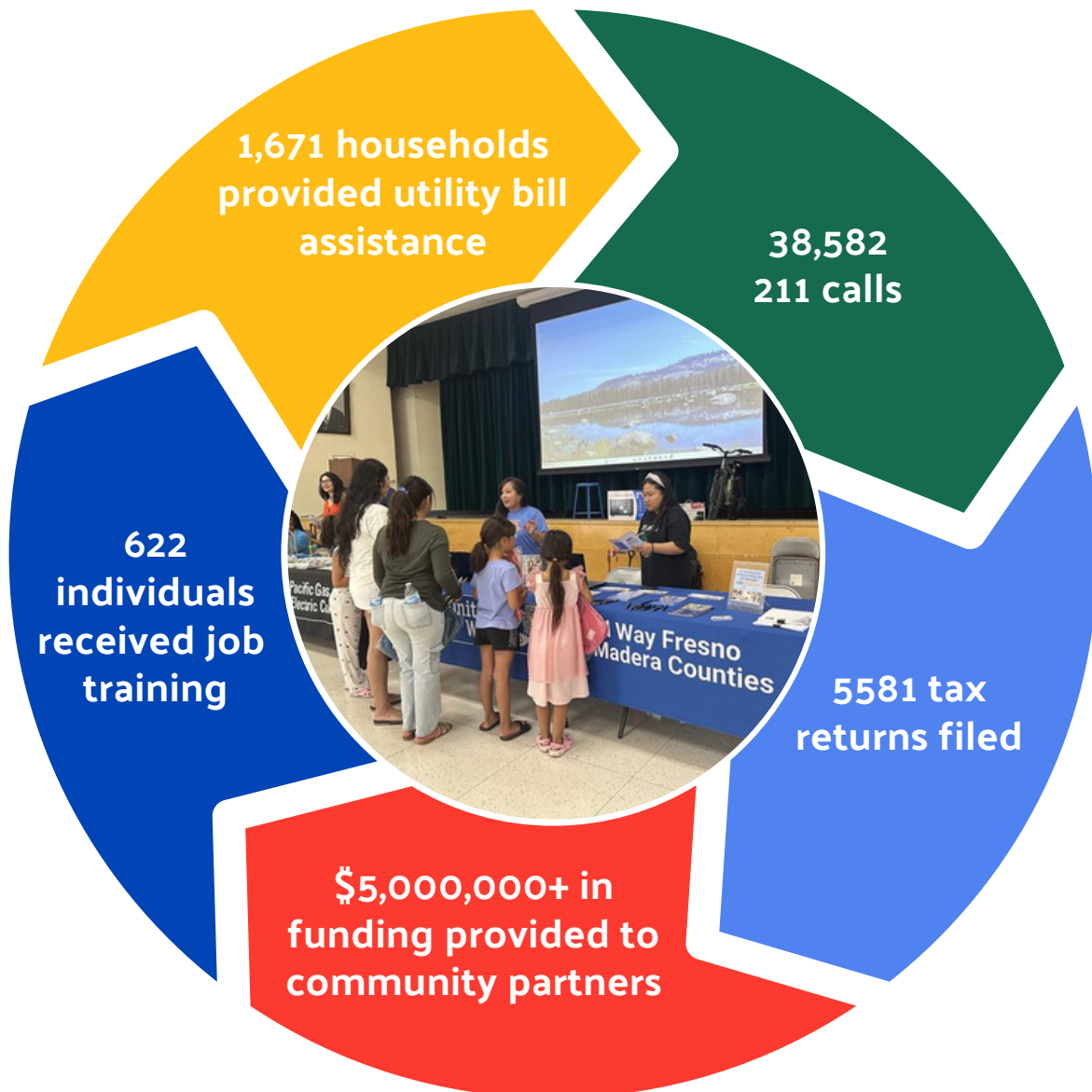
Continuous Learning & Feedback



Our Impact

Our work supports individuals and families in moving from survival to achieving long-term stability.

“Being a grantee of UWFM helps us fulfill their mission by being boots on the ground to deliver services. We appreciate that they work to include smaller community based organizations in funding and convenings.”
- Madera County Organization



What We Do



Community Access & Stability

We connect residents to essential services, benefits, and coordinated support so they can meet basic needs and navigate complex systems.

- 211 resource navigation & referral systems
- Housing stabilization support
- Benefits access & Community Health Worker navigation



Oppportunity & Economic Mobility

We create pathways for income growth, financial stability, and wealth creation through initiatives focused on workforce development, entrepreneurship, and financial inclusion.

- Free tax preparation (VITA) & tax credit access
- Financial education, resources and banking access
- Utility assistance
- Workforce pathways & career advancement partnerships



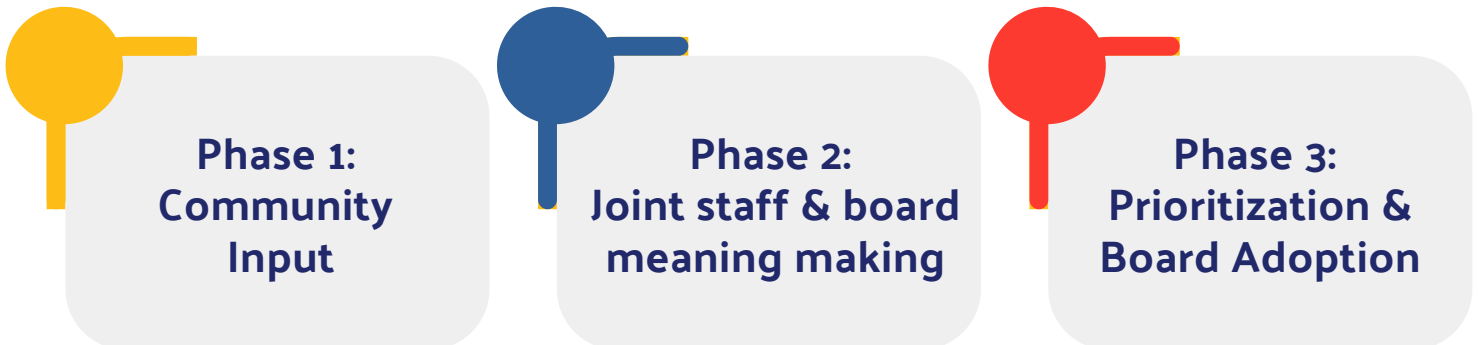
Resilience & Community Capacity

We strengthen community-based organizations, partnerships, and local leadership to build resilient, prepared communities while advancing long-term, community-driven solutions.

- Nonprofit capacity building & training
- Community leadership & skills development
- Disaster preparedness and response & community resilience

The Strategic Planning Process

United Way Fresno and Madera partnered with ImpactLaunch.org to develop this three-year strategic plan through an inclusive process involving input from over 100 stakeholders – staff, board, partners, funders and program participants. A joint board-staff committee synthesized that input into clear priorities, measurable goals, and defined approaches. The Board has formally adopted the plan, and we invite all partners and community members to join us in advancing our shared goals.



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“This strategic plan reflects a shared commitment to the needs of Fresno and Madera and the communities served. Through a thoughtful and collaborative planning process, it brings greater clarity to how impact can be measured and outlines a shared vision for stronger outcomes, while creating a path to strengthen partnerships and support the well-being of our region in the years ahead.”

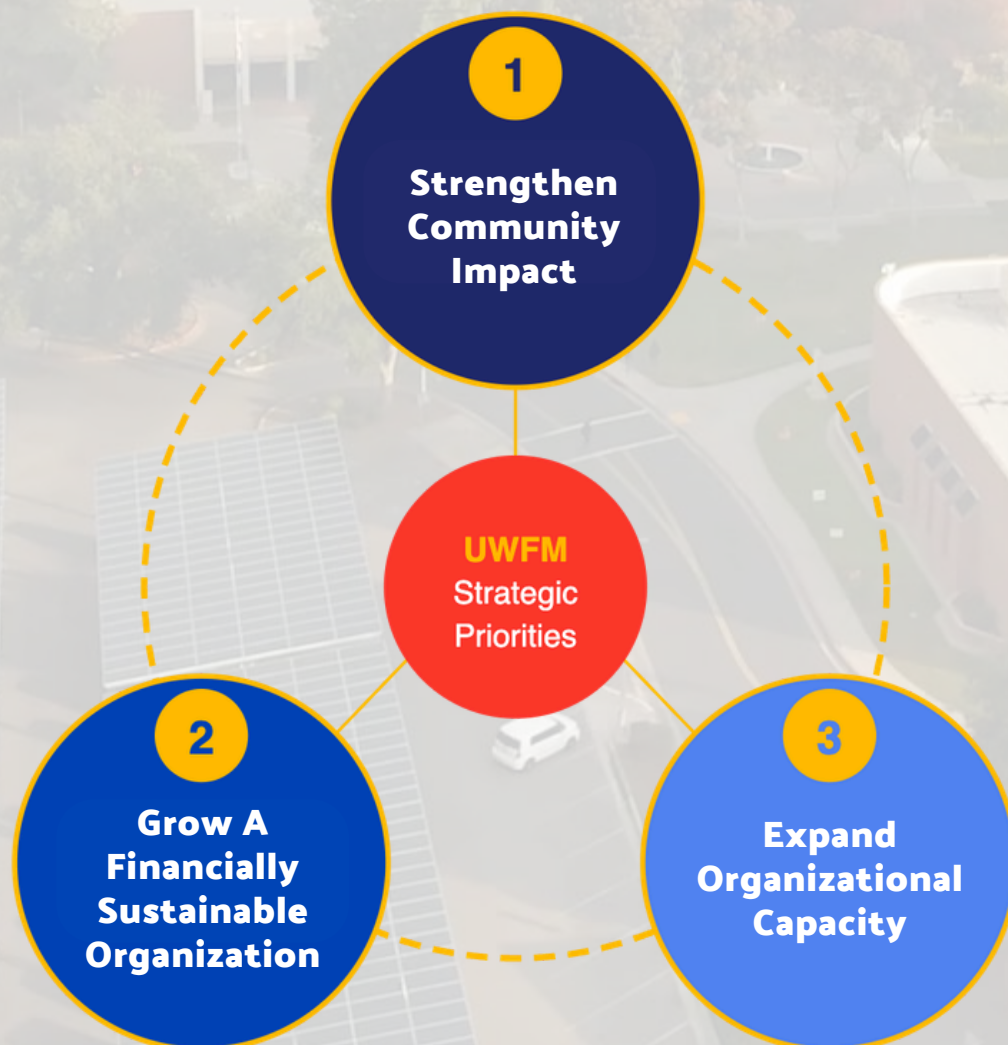
- Ratan, Board Member

Strategic Plan 2026-2029

United Way Fresno & Madera

“ Our region’s challenges are real, and so is the strength and commitment of the people who call Fresno and Madera Counties home. At United Way, we are aligning our programs with the most urgent needs and investing in the internal capacity that helps us serve with heart and purpose. By growing our revenue and deepening how we measure and share our impact, we’re building a foundation that honors the trust our community places in us. This plan reflects our dedication to creating lasting, meaningful change—together.

- Ivonne Der Torosian, United Way Fresno Madera, Board Chair



1 Strengthen Community Impact

What does success look like?

- 80% of partners and program participants know UWFM's purpose & impact
- 80% of priority programs meet identified outcomes

Objectives

1.1	Focus programming on a defined number of high-impact community priorities, especially in Madera and rural communities
1.2	Establish baseline data to measure programmatic outcomes
1.3	Clarify and communicate a data-driven value proposition that demonstrates impact



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Before I connected with UWFM, the biggest weight on my shoulders was an \$800 utility bill. I felt overwhelmed and unsure of where to turn. The most difficult part of trying to find help on my own was not knowing what programs were available or whether I qualified for assistance.

Once I had guidance from UWFM, everything changed. I received help applying for the REACH Program, learned about other resources, and worked with staff to create an action plan for my finances and utility needs. As a single woman living on my own, having someone guide me through these challenges lifted a lot of stress.

If I were speaking to someone going through the same situation, I would tell them not to hesitate to reach out, because the support here is genuine, informative, and truly makes a difference.”

- Community health worker participant

2 Grow a Financially Sustainable Organization

What does success look like?

- At least 6 months of operational reserves maintained within 3 years
- Year-over-year growth in organizational financial stability (e.g., net asset growth)
- 100% of board members actively contribute to fundraising and organizational advancement

Objectives

2.1	Diversify and grow revenue streams beyond traditional funding sources
2.2	Develop and operationalize a multi-year development plan
2.3	Build and maintain operational reserves

3 Expand Organizational Capacity

What does success look like?

- Audit and compliance reviews validate the effectiveness of current processes and governance
- 100% of board members contribute to fundraising
- 90% of staff report organizational culture is consistently reflected in decisions and behaviors

Objectives

3.1	Ensure core operational and financial systems and infrastructure is in place within our available resources
3.2	Strengthen board engagement as strategic ambassadors, advisors, and active fundraisers
3.3	Create organizational culture with clear staff roles and functions, shared values, and commitment to growth



Join us in making an impact!

Donate

Support United Way Fresno and Madera Counties through a direct contribution or by giving through your workplace. Your investment helps expand access to resources, strengthen families, and build long-term community stability.

Volunteer

Join a United Way event, serve as a free tax preparation (VITA) volunteer, or partner with us to organize workplace and team volunteer opportunities that support local needs.

Get Connected

Follow us on social media and sign up for our newsletter to stay informed and inspired by the work happening across Fresno and Madera Counties.

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My experience volunteering with VITA has been both educational and rewarding. I gained hands-on experience preparing taxes. It was fulfilling to help people in the community while also building my confidence and professional skills.

- Deewanshu, Volunteer

