



# Our Valley Our Future Strategic Plan 2025-29

# INTRODUCTION

Since its founding in 2014, Our Valley Our Future / Nuestro Valle Nuestro Futuro has played a pivotal role in elevating the voice of community members, fostering collaboration among organizations, supporting leadership and change-makers, and advancing the region's shared vision as identified by residents. In turn, Our Valley Our Future (OVOF) partnering organizations have successfully met the objectives of more than 100 initiatives, projects and programs outlined in OVOF's five-year Action Plans.

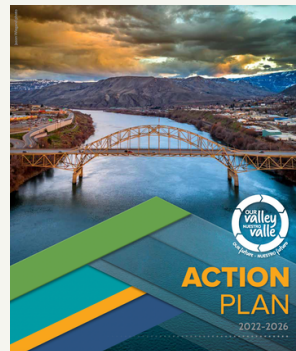
The OVOF Board of Directors sees this Strategic Plan as crucial in ensuring OVOF's long-term viability and sustainability, and in serving as a valuable resource for future OVOF Board members and staff. The Plan is designed to be both rigorous and flexible — keeping OVOF focused on its core mission, while also creating space for the next generation of ideas.

## OUR MISSION

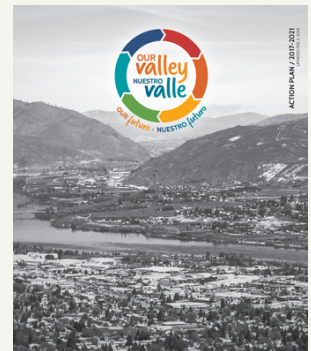
We empower the people and organizations of Our Valley to co-create and achieve our region's shared vision.

## OUR CORE VALUES

- Independent & Nonpartisan
- Leadership & Stewardship
- All Generations & All Voices
- Collaboration & Partnerships
- Engagement & Involvement
- Facilitation & Communication
- Open & Transparent
- Innovation & Creativity
- Forward Looking
- Impactful Outcomes



2022-2026 Action Plan



2017-21 Action Plan

# What Sets Us Apart

Organizational frameworks serve as blueprints, outlining ways to achieve goals and meet needs. OVOF's framework allows the organization to stay true to its community outreach and visioning process, while also formally aligning with collective impact principles and expanding its communication and research work.



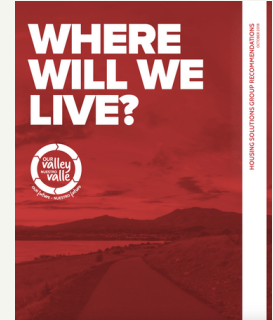
## COMMUNITY VISIONING PROCESS

This has been OVOF's "bread-and-butter" process and part of a five-year work cycle that has led to two Actions Plans crafted by residents and community stakeholders.



## COLLECTIVE IMPACT PRINCIPLES

OVOF engages in collective impact by laying out a common agenda, participating in reinforcing activities, communicating successes and opportunities, and providing a centralized infrastructure.



## COMMUNICATION & RESEARCH

OVOF conducts research to assist in community outreach, visioning, and plan implementation. OVOF has published several reports since 2018 centered on community challenges and opportunities.

## OUR VALLEY OUR FUTURE'S FRAMEWORK

ALLOWS THE ORGANIZATION TO  
**STAY TRUE TO ITS ROOTS**

REMAIN NIMBLE

**AND GROW THE FINANCIAL SIDE**

# 2025-29 GOALS

Establishing goals, and creating strategies to reach those goals, is crucial in achieving organizational milestones. The OVOF Board has adopted the following goals and strategic priorities for the years 2024-29.

## Goal 1

**Increase overall community engagement during the Community Visioning + Action Plan Process**

### STRATEGIC PRIORITIES:

- Continue to utilize OVOF's Community Visioning + Action Plan Process (community outreach, visioning, planning and implementation) every five years as a way to keep the region focused on both the present and future
- Continue to take intentional steps to ensure all groups, including underserved populations, have a voice in the process and have their ideas and concerns heard
- Take steps to engage with and solicit more input from the private sector during OVOF's Community Visioning + Action Plan Process
- Attend a wide range of community events leading up to the kick off of the Community Visioning + Action Plan Process in late 2025, creating understanding and anticipation among residents
- Purchase and utilize software to more efficiently analyze information received from residents during OVOF's Community Visioning + Action Plan Process

## Goal 2

**Increase coordination between OVOF and lead partners, and among lead partners themselves**

### STRATEGIC PRIORITIES:

- Ensure lead partners understand their roles, how that work aligns with the OVOF framework, and how they can move forward under OVOF's Community Visioning + Action Plan Process
- Hold workshops for lead partners to help them work together more effectively, develop implementation plans, and report back to OVOF on the progress of game changers and action items
- Articulate a clear, consistent narrative so lead partners and others have an understanding of what OVOF does and why. Emphasize to lead partners and others that OVOF acts as a neutral convener and brings diverse parties together for a common goal.
- Develop pages on the OVOF website that chronicle and measure the progress of game changers and action items led by lead partners over the life of the five-year Action Plan

# 2025-29 GOALS



## Goal 3

**Increase communication, learning opportunities, and research under OVOF's organizational framework**

### STRATEGIC PRIORITIES:

- Continue to communicate and engage with the community in a nonpartisan, inclusive manner to build trust and to promote a healthy and livable region for all.
- Work with organizations that have the programming capacity to provide learning opportunities for residents about regional challenges reflected in OVOF game changer initiatives and action items
- Articulate a clear, consistent narrative so lead partners and others have an understanding of what OVOF does and why. Emphasize that OVOF is a neutral convener and brings diverse parties together.
- Educate elected officials and community leaders about OVOF, its initiatives, and its community benefits
- Turn local data into stories so more people understand community needs and solutions
- Research and publish data-driven reports that help community leaders make decisions

## Goal 4

**Bolster organizational structure and operations**

### STRATEGIC PRIORITIES:

- Ensure operations, events and activities align with OVOF's mission statement, core values, and framework
- Expand organizational capacity so there is sufficient staffing and resources to operate under the framework
- Determine what services OVOF will offer in the immediate and longer-term future. Ensure these services align with OVOF's framework and stay true to OVOF's mission and values.
- Recruit Board members to assist with particular aspects of operations, such as communications, fundraising, facilitation, and event planning.
- Ensure there is a gradual transition to the next coordinator or executive director so there is an ample opportunity to learn from the departing coordinator. Ensure new leadership embodies the values and vision that have been the foundation of OVOF.

# 2025-29 GOALS



## Goal 5

**Develop additional funding streams for OVOF to successfully implement its Hybrid Framework**

### STRATEGIC PRIORITIES:

- Establish and employ a long-range funding model that includes diverse funding sources as recommended in the OVOF Strategic Plan. Create a structure to ensure that fundraising is being worked on regularly throughout each calendar year.
- Continue to offer community outreach and visioning services to other organizations in the region for a fee, if the work fits OVOF's mission and core values, and if OVOF has the capacity to complete the work.
- Continuously educate funders and the general public about the long-term value and impact of OVOF's work and how it will accelerate the region's long-term vision
- Continue to serve as a fiscal agent as needed for new organizations that have emerged from the OVOF Action Plan or that specifically tackle regional challenges identified during OVOF's process

## Goal 6

**Enhance alliances and partnerships built on Collective Impact Principles**

### STRATEGIC PRIORITIES:

- Create a united front for positive change by enhancing the alliances that OVOF has built with like-minded organizations. Explore ways OVOF and these organizations can better engage in collective impact work by sharing data and resources, co-creating innovative solutions, and carving out roles that are not duplicative.
- Continue to foster partnerships with organizations



- Articulate OVOF's role in the region as more organizations embrace collective impact and community-planning strategies

# 2014-24

## COMMUNITY BENEFITS

OVOF and its partner organizations have assisted the region in the following ways:

### The Grassroots

OVOF strives to hear the voices of all residents. By doing so, it spurs more conversations, the building of relationships, and platforms for co-creation.

### Participation

A total of 10,686 residents have provided input to OVOF for the two Action Plans and for big regional challenges such as housing and pandemic recovery.

### Assessing Needs

OVOF's key questions that identify core values, community changes and challenges, and vision ideas serve as a regional needs assessment.

### Inclusion

OVOF is intentional about reaching underrepresented groups. For example, during OVOF's 2021 survey work, 27 percent of respondents self-identified as Latino.

### Collaboration

OVOF has shown what is possible when residents and organizations get out of silos, work together, and strengthen the bonds of community.

### Successes

Since 2017, lead partner organizations have met the objectives of more than 120 game changers and other projects in the first two Action Plans.

### Resources

Action Plans provide proof to funders that residents support a project. More than \$100 million in grants have been won for Action Plan projects since 2017.

### Resiliency

The game changers in the 2022-26 Action Plan are designed, at least in part, to build greater community resiliency in the face of a rapidly changing world.

### Change-Making

OVOF helps the community solve problems with new approaches and methods. OVOF serves in the role of a disrupter from time to time.

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## Prepping for the Next OVOF Action Plan

In fall 2025, OVOF will begin designing a Visioning + Action Plan Process, the first step in developing a new five-year community-generated Action Plan. The outreach work for the new Action Plan will kick off in January 2026.

# ACKNOWLEDGEMENTS

The OVOF Board and staff wish to thank **Summer Hess of Sage Step Consulting** for her valuable research and guidance in the crafting of this document and the **Community Foundation of NCW** for the grant that helped support her work. OVOF also expresses gratitude to the **43 community leaders and stakeholders** who provided input about OVOF's outreach, visioning, planning and implementation process, and about potential new strategies and services.

A special thanks to **our Board of Directors** for their dedication, time, and insightful contributions.

## Our Valley Our Future Board of Directors for 2025

- **Lori Barnett**, Friends of the East Wenatchee Library member, retired East Wenatchee community development director
- **Amanda Brack**, NCW Libraries communications and community engagement manager
- **Bob Bugert**, Chelan-Douglas Land Trust interim executive director, former Chelan County commissioner
- **Shiloh Burgess**, Douglas County PUD government affairs director
- **Alma Chacon**, Community for the Advancement of Family Education (CAFÉ) co-founder
- **Ron Cridlebaugh**, Chelan County economic development director
- **Becca Freimuth**, North Central Educational Service District communications specialist
- **Norma Gallegos**, Hand in Hand Immigration Services program manager
- **Laura Gloria**, City of Wenatchee administrator
- **Kim Hatfield**, Catholic Charities' North Central director
- **Stacy Luckensmeyer**, consultant, former WVC business and industry liaison
- **Shayne Magdoff**, City of East Wenatchee council member
- **Nik Moushon**, MJ Neal & Associates architect
- **Kevin Overbay**, Chelan County commissioner
- **Kevin Precht**, Jones & Jones-Betts Funeral Home owner
- **Alan Walker**, Chelan Douglas Community Action Council executive director

## Our Valley Our Future staff

- **Steve Maher**, coordinator
- **Jazmin Sanchez**, communications specialist

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