

***The Community Foundation
Boulder County
2010-2014 Strategic Plan***

Mission

The Community Foundation exists to improve the quality of life in Boulder County now and forever, and to build a culture of giving.

Core Values

- ✓ The Community Foundation is the place for inspired giving in Boulder County because of its community expertise and commitment to helping donors enhance their impact on the community.
- ✓ The Community Foundation provides transformational leadership for the community through grant making, education, and convening groups to address community needs. We define transformational leadership as the vision to foresee emerging needs in the community and leverage resources and strategic partnerships to affect related positive change.
- ✓ The Community Foundation is flexible. It can and should adapt to changing needs and opportunities in the community.
- ✓ The Community Foundation understands that philanthropic education (Donor Services and Donor Education) is a valuable function and a required ongoing activity.
- ✓ The Community Foundation is committed to building a culture of giving by increasing the number of local donors and the dollars they give, including working with youth whenever possible.
- ✓ The Community Foundation values the trust of the community and will continue its governance and practices to assure credibility for our grant making, operations and service to the community.

With the mission and our core values as our guide, The Community Foundation has adopted a five-year strategic plan with seven goals to address by 2014.

Goal 1: To be the place for inspired giving, providing extraordinary donor advocacy and service.

Objective 1: Focus on donors as key constituents for the Foundation and the community.

Objective 2: Support donors and meet their needs in a responsive and timely way.

Objective 3: Help donors develop their philanthropic strategy while connecting them to local needs and programs working to address those needs.

Goal 2: To be a catalyst for transformational leadership.

Objective 1: Focus on addressing one critical community issue with the intention of making a measurable difference and creating related sustainable positive change. In 2009, the Trustees agreed to focus on reducing the achievement gap by improving school readiness for children before they enter kindergarten.

- Identify and forge strategic partnerships with public and private entities to help address the issue.
- Seek a long-term sustainable funding source to support school readiness.
- Work to expand local community leadership capacity related to the issue.
- Identify another community entity to assume responsibility for ongoing work on the issue.

Objective 2: Select a second critical community issue and launch an initiative to address it by the end of the plan period.

Objective 3: Focus and prioritize each of our programs based upon these criteria:

- Essential to our mission
- Cost, including staff time
- Opportunities to leverage strategic partnerships for long-term sustainability

Objective 4: Continue our role as convener of local stakeholders and experts to discuss important community issues.

Objective 5: Be proactive in expanding the diversity and inclusiveness of leadership in the nonprofit community and the community at large.

Goal 3: To be a proactive and responsive grant maker in Boulder County.

Objective 1: Award an average of \$2 million per year in grants to local nonprofits.

Objective 2: Continue our community-based grant making process.

Goal 4: To share our knowledge and build community awareness of The Community Foundation.

Objective 1: Be known as a trusted source of information about Boulder County; especially in areas related to non-profits, grant making and civic engagement.

Objective 2: Continue to track emerging trends and share our research with community leaders, policy makers, donors and other decision makers.

Objective 3: Help secure a source for technical assistance to non-profits, recognizing that there is a need in the community to provide that support.

Objective 4: Increase public awareness for the necessity of building a Culture of Giving.

Objective 5: Clarify our message and effectively market The Community Foundation to become better known to our key constituents (including donors, professional advisors, and non-profit agencies).

In order to accomplish these grant making and programmatic goals, we have outlined the following financial/operational goals:

Goal 5: To increase our assets with an emphasis on building The Community Trust Endowment, the unrestricted grant making fund of The Foundation.

Objective 1: Increase our overall assets under management to \$50 million, while raising an average of \$6 million a year.

Objective 2: Complete the Community Trust initiative.

- Raise \$4 million
- Double the Community Trust Endowment

Objective 3: Award an average of over \$5 million per year in grants, totaling over \$25 million over five years.

Goal 6: To strive for financial sustainability

Objective 1: Ensure that operations are at least 70% funded by management fees, partnerships, interest earnings and program administrative costs.

Objective 2: Place less emphasis on fundraising for administrative operations and more on development, donor relations and community leadership.

Goal 7: To achieve organizational and operational excellence

Objective 1: By the end of 2010 establish clear systems to deal with leadership/staff/board turnover and ensure that TCF as an organization remains stable and on mission.

Objective 2: Increase operational efficiencies through the use of technology and streamlining wherever possible.

Objective 3: Continue to meet all requirements for compliance with the Council on Foundations National Standards and state and federal regulations, and adhere to best practices identified by these governing entities.

Objective 4: Use this document to develop board and staff work plans with specific success measures, and review those plans annually.

What we believe

Like the community we serve, The Foundation expects to experience the ups and downs, highs and lows of economic trends, human and physical resource issues, challenges and opportunities.

We do not shy away from that future. On the contrary, we embrace our calling to be the place for inspired giving, for improving the quality of life in Boulder County and for building a culture of giving.

While there is lots of work to do, we have opened extraordinary windows for demonstrating transformational leadership. For example:

- Our work in trying to eliminate, or at least narrow the achievement gap in Boulder County schools is daunting, yet perfectly in tune with our mission. While measurable success may be elusive for many years, we are confident that by working in concert with other committed partners, we can truly affect lasting and meaningful change.

- Our biennial *Trends* report gives us the information necessary to truly measure community assets and shore up weak spots. More and more, community leaders look to *Trends* for solid research and use it in their decision making.
- Our Expanding Leadership Initiative and Community Impact Internships have the potential to literally change the face of leadership in the nonprofit sector and throughout Boulder County. By taking a leadership role toward inclusion we are in a position to provide the tools necessary for the community to grow the next generation of multicultural leaders.
- The Health Information Exchange has brought health care stakeholders to the table for the first time, and resonates perfectly with the state and federal initiatives to improve health care.
- Our commitment to our donors is resolute; they are the fuel that keeps our engines humming and we value their generosity, their entrepreneurial bent and their good ideas. Our Social Venture Partners are mining new territory for engaged philanthropy.
- Our relationship with the business community further cements our commitment to collaboration. Our business partners and friends in the Entrepreneurs Foundation of Colorado have established a new ethic for corporate giving.
- The Community Trust Initiative and grants program defines us in many ways. It demonstrates our willingness to engage this community in critical decision making about issues, and it solidifies our intention to establish a meaningful endowment from which we can be part of the solution.
- While we are a relatively young Foundation, we embrace the power of our Legacy Society to ensure that the transformational work we do will endure.

Background and Trends

Organization's History & Evolution

When the foundation was established in 1991 its primary function was to provide a place where philanthropically minded community residents could strategically focus their charitable giving through donor-advised funds. In 2005 the foundation's trustees and staff agreed to expand the Foundation's work to take a proactive role in identifying community issues and helping to identify solutions. This move toward transformational leadership recognizes the importance of our work with donors and their funds, and adds heightened importance to researching and evaluating local issues, "taking a stand" on select issues, and leading community efforts to address them.

As a precursor to updating the strategic plan, in the summer of 2009 TCF trustees solicited current perceptions of TCF and suggestions for its future direction from a variety of stakeholders including: donors, staff of county non-profit organizations, community leaders, and financial advisors. This information was combined with data from the Foundation's latest Boulder County *Trends* report, discussions at the spring 2009 trustee retreat and at subsequent trustee meetings. Information and recommendations provided by all the stakeholders consulted are incorporated into the goals of this plan.

Current trends in the county (from TCF's 2009 Trends Report)

- There are significant gaps in K-12 educational achievement in public schools in the county. 75% of students thrive, while 25%, who are mostly poor and Latino, get left behind.
- 15-20% of the County's adults are uninsured, and a disproportionate number of those are Latino.
- Parents' communications with their teen-age children greatly influences the youth's decision-making related to risk behaviors.
- Boulder County's middle class is in jeopardy. It costs \$66,000 for a family of four to live here, yet more than 25% of our families earn less than \$50,000 a year.
- Boulder County has growing "green job" industries and is a national leader in efforts to reduce its carbon footprint.
- Contributions to county arts and cultural organizations have been drastically reduced because of the recent recession.
- Boulder County residents volunteer and engage in politics, but give little money away. County residents give less money (2.7% of annual income) than the state (3.1%) or national (3.4%) averages. Yet our per capita personal income is the 12th highest in the country.

School Readiness

As part of its commitment to being a transformational leader, TCF has recently undertaken an initiative to reduce the achievement gap in Boulder County schools by addressing the lack of quality early childhood education programs for all residents under age 5. The goal is to have all children start kindergarten with a

minimum of basic skills and knowledge. This is referenced under Goal 5 of this plan.

- When donors/grantees were queried in 2009 about TCF's focus on school readiness, the vast majority agreed that this is a critical issue facing our county, and that it is appropriate for TCF to play a leadership role in tackling it.