



2015 – 2018 Strategic Plan

THE 2015 - 2018 STRATEGIC PLAN: MAKING A DIFFERENCE IN BOULDER COUNTY

Nothing is more inspiring than knowing that you are making a difference. We believe this Strategic Plan addresses one of the most significant parameters for any organization: Are we making a positive impact? We believe that this plan allows us to answer this question and to demonstrate to our donors and to our community that The Community Foundation is making a difference by inspiring giving, providing timely and relevant information about needs in Boulder County and to demonstrate leadership and impact on the biggest issues facing the people living here.

Specific objectives within this plan address how The Community Foundation (TCF) will increase its presence in Boulder County, infuse our entire organization with leadership goals and measure those goals to demonstrate the impact we have on our community. It builds on the success of our past work and reflects our mission and values, particularly as they relate to increasing equity in Boulder County. It emphasizes the importance of information and data – in grant making, identifying community needs and measuring results for our donors. It outlines how The Community Foundation, working together with others, will achieve our stated goals and intended impact. The plan is broad enough to lay out the scope of work over the next three years but flexible enough to allow trustees and staff to adopt responsive annual work plans to accomplish it. It is specific enough to define what success looks like in 2018. Most importantly, it reflects the core values of the organization:

CORE VALUES

- Maximize impact in all we do
- Establish the highest levels of trust and integrity in our relationships with all stakeholders
- Demonstrate outstanding leadership in all our work
- Be recognized as the organization for inspired giving and outstanding donor relationships
- Identify and meet the most critical local needs using data and community input, and ensure that the desired results are achieved
- Respond flexibly to meet changing needs and opportunities in the community
- Increase equity and provide access to opportunity for people in Boulder County
- Strive for resident engagement in all of TCF's work, by adhering to the value "Do nothing about me without me"
- Strive for operational and internal excellence by operating according to the profession's highest standards and best practices

STRATEGIC GOALS

1. Leadership – Demonstrate outstanding leadership in everything we do

Objectives

- Measure the impact of the Foundation’s community leadership activities
- Help the entire community own the goal of closing the achievement gap through school readiness and ensure the early learning gap closes significantly
- Be flexible in all work as a community leader – responding as initiator, responder, partner or convener as appropriate
- Ensure TCF advice is highly valued and requested on a wide array of community issues
- Expand TCF’s spheres of influence through a growing number of forged relationship and collaborative projects, with a constant eye on inclusive leadership
- Provide operational, programmatic and capital support to community organizations working in the Foundation’s areas of interest
- Be open to new leadership activities
- Transform leadership across sectors in Boulder County to more closely reflect our community’s demographics and to demonstrate inclusive leadership practice.
- Serve as a catalyst for new/increased philanthropy by other community organizations
- Adhere to ongoing operational and organizational excellence
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2. Development – Innovation in philanthropic strategies that enhance the donor experience, constant focus on sustaining TCF’s financial stability, and exploring new approaches to resource creation are the hallmarks of TCF’s development goal

Objectives

- Be identified as the source for advice on philanthropic matters
- Prioritize building unrestricted assets to support leadership work and other initiatives by focusing on planned giving work, major gifts for community leadership, and additional income opportunities
- Continue to offer outstanding personalized service and to value donor funding interests through Donor Advised Funds
- Continue to evaluate investment opportunities to maximize returns
- Reallocate human and financial resources when necessary to meet program demands and community leadership priorities
- Continue to build a diverse donor base
- Create a more philanthropic community in Boulder County

- Increase engagement by Foundation donors and volunteers in our story and our work
- Pursue innovative and diverse development programming to broaden development opportunities

3. Grants – Maximize impact on meeting community needs through responsive grant making across a broad range of community needs and organizations

Objectives

- Develop targeted criteria for grant making that both supports TCF leadership goals and meeting areas of greatest need
- Evaluate the criteria and process for TCF’s grant making to ensure data-driven results which clearly demonstrate impact
- Uphold donor intent with regard to Donor Advised Fund grant making
- Continue to build inclusivity into the grant making process
- Build greater Trustee and donor involvement
- Meet field best practices by maintaining 80/20 ratio of grant making and program expenditures to administrative costs

4. Engagement – In order to maximize its impact, TCF will reach beyond traditional leaders to directly engage stakeholders as partners for change by adhering to the value of “Do nothing about me without me.”

Objectives

- Utilize engagement strategies in all TCF programs
- Increase TCF focus in Longmont and East Boulder County
- Prioritize engaging people who have had personal experience with targeted issue areas
- Prioritize segments of the community for specific engagement; e.g. mid-level donors, professional advisors, millennials, under-represented groups
- Ensure that inclusivity is embedded in all TCF programs
- Practice being responsive (listening and convening) and align activities to best meet community needs
- Convene stakeholders to identify/discuss important issues
- Develop a process to determine if/when the next community leadership initiative will be developed and pursued. This could be modeled after the public policy process.

5. Communication – TCF will ensure that it is keeping our community, our partners and our stakeholders educated and informed in the most effective way possible

Objectives

- Using TRENDS as the foundation, expand and deepen information sharing throughout the community
- Continue to create emotional connections with the community (storytelling)
- Communicate and promote a greater focus on TCF research and analytic capability
- Develop an effective branding and communication strategy in 2015