STRATEGIC PLAN
2019—2021
(Approved: September 28, 2018)

COMMUNITY FOUNDATION
BOULDER COUNTY
INSPIRING IDEAS. IGNITING ACTION.™

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Purpose of the Plan

After a year of major organizational transition, it was only right that the board, staff, and supporters of Community Foundation Boulder County paused to consider our next chapter.

In addition, we asked ourselves, what’s next? What difference are we inspired to make in our community? What assets and resources do we bring to our community table and how are they best employed for the well-being of all people of Boulder County?

These are the questions of strategic planning and we are dedicated to making this a plan that is not one of generalities but is rather a plan aligned behind a set of values and core beliefs about the needs of this community. We felt challenged to put a stake in the ground in the face of great need and limited resources.

We started from the inside out and first reflected on the work we have already done and the progress we have made in partnership with others in the community. We then mined the inspiration and dedication of our staff and board to reconfirm our commitment to equity and inclusion in Boulder County. Then we asked our closest allies – former trustees, donors, grantees, and partner organizations – what opportunities and challenges they see for us to make a greater impact on the County we serve.

Our plan is a living, breathing commitment to a path towards a north star of a more equitable Boulder County. At the same time, it wrestles with the challenges – and the true magic – of a community foundation that takes into account so many points of view. It’s not perfect, but it is a wholehearted attempt to document our resolve to tackle the challenges of inequity in a place that has so much.

Leslie Allen, Chair
Board of Trustees
The Planning Process

A comprehensive strategic planning process—designed by Community Foundation Boulder County (Community Foundation) and its planning consultants interSector Partners, L3C—was implemented as outlined below during the three quarters of 2018.

Jan-Feb 2018
- Present planning process overview to the board of directors
- Seat the strategic planning committee and host first meeting: developing stakeholder input process, drafting decision-making criteria; discussing national trends research topics
- Conduct stakeholder input process: telephone interviews (task force), electronic surveys and focus group (led by a trustee) (February into March)

Mar-Apr 2018
- Conduct model research
- Review and analyze input and research; discuss key themes and important considerations for the strategic planning process
- Discuss and determine preliminary vision and values concepts
- Develop retreat agenda, pre-retreat materials
- Develop retreat activities and approaches

May-June 2018
- Host strategic planning retreat of the board of trustees and Community Foundation staff
- Draft the strategic framework resulting from the retreat
- Review, revise the draft framework with feedback/input from the task force
- Develop an approach for building out the plan's objectives and action plan

July-September 2018
- Host meetings of trustee and staff working groups to detail the goals, strategies and objectives based on the strategic framework developed at the retreat
- Begin the process to prioritize strategies and determine what work of the Community Foundation will be adjusted, enhanced or eliminated in support of the vision
- Gain approval of the strategic plan by the board of trustees

The process was led by a dedicated strategic planning task force comprised of Community Foundation trustees and staff. Special thanks to the task force for their dedication to this process: Leslie Allen, chair; Sue Anderson, vice chair; Chris Barge, vice president of strategic initiatives; Josh Forman, trustee; Jeff Hirota, CEO; Amy Howard, trustee; Jennifer Kilpatrick, chief financial officer; Eliberto Mendoza, former trustee; Gretchen Minekime, vice president of communications; Elvira Ramos, vice president of programs and inclusive leadership; Maegan Vallejo, individual giving coordinator.
Vision and Values

Vision

_Boulder County is a place of just and fair inclusion where all can participate, prosper and reach their own potential. Community Foundation Boulder County aligns its community programming, business and philanthropic services toward this north star of equity._

Values

We believe

The Community Foundation’s ability to make a difference is based on our ability to live by these core values. We believe in:

I. Prioritizing those most impacted by inequity benefits all

II. Do nothing about us without us

III. We accomplish more together than alone

We operate with

The Community Foundation operates with the following approaches in support of its core values and vision:

- Accountability / Transparency / Honesty
- Understanding and open minds / Humility
- All of Boulder County in sight / Wisdom of the community
- Measurable impact / Excellence
- Passion / Fun / Enthusiasm
- Best practices / Pragmatism with an eye on the attainable
- Understanding of our limitations / Able to admit that we make mistakes
Goals and Strategies

The following goals (broad primary outcomes), strategies (approaches taken to achieve the goals) and objectives (measurable steps to achieve the strategies) will drive the Community Foundation’s efforts toward achieving its vision. Strategies and objectives were developed with an 18-month timeframe in mind and will be reviewed by mid-2020 and revised, if necessary, to support progress toward the 3-year goals.

Goal #1 Organizational Equity: Align internal practices, policies, and culture toward increased organizational equity

Goal #2 Programmatic Equity: Integrate programs, grantmaking, and initiatives to advance equity

Goal #3 Equity in the Community: Build consciousness and commitment to achieve equity in action

Goal #4 Equity with Donors: Align philanthropic services behind our vision of equity
Strategic Plan Guidance and Oversight:
Community Foundation Boulder County Strategic Plan Task Force
Leslie Allen, Chair, Board of Trustees
Jeff Hirota, CEO

Strategic Plan Facilitators / Consultants:
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