



STRATEGIC PLAN

2019—2021

(Approved: September 28, 2018)



**COMMUNITY
FOUNDATION**
BOULDER COUNTY

INSPIRING IDEAS. IGNITING ACTION.™

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Table of Contents

Purpose of the Plan.....	1
The Planning Process	2
Vision and Values	3
<i>Vision</i>	3
<i>Values</i>	3
Goals and Strategies.....	4

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.

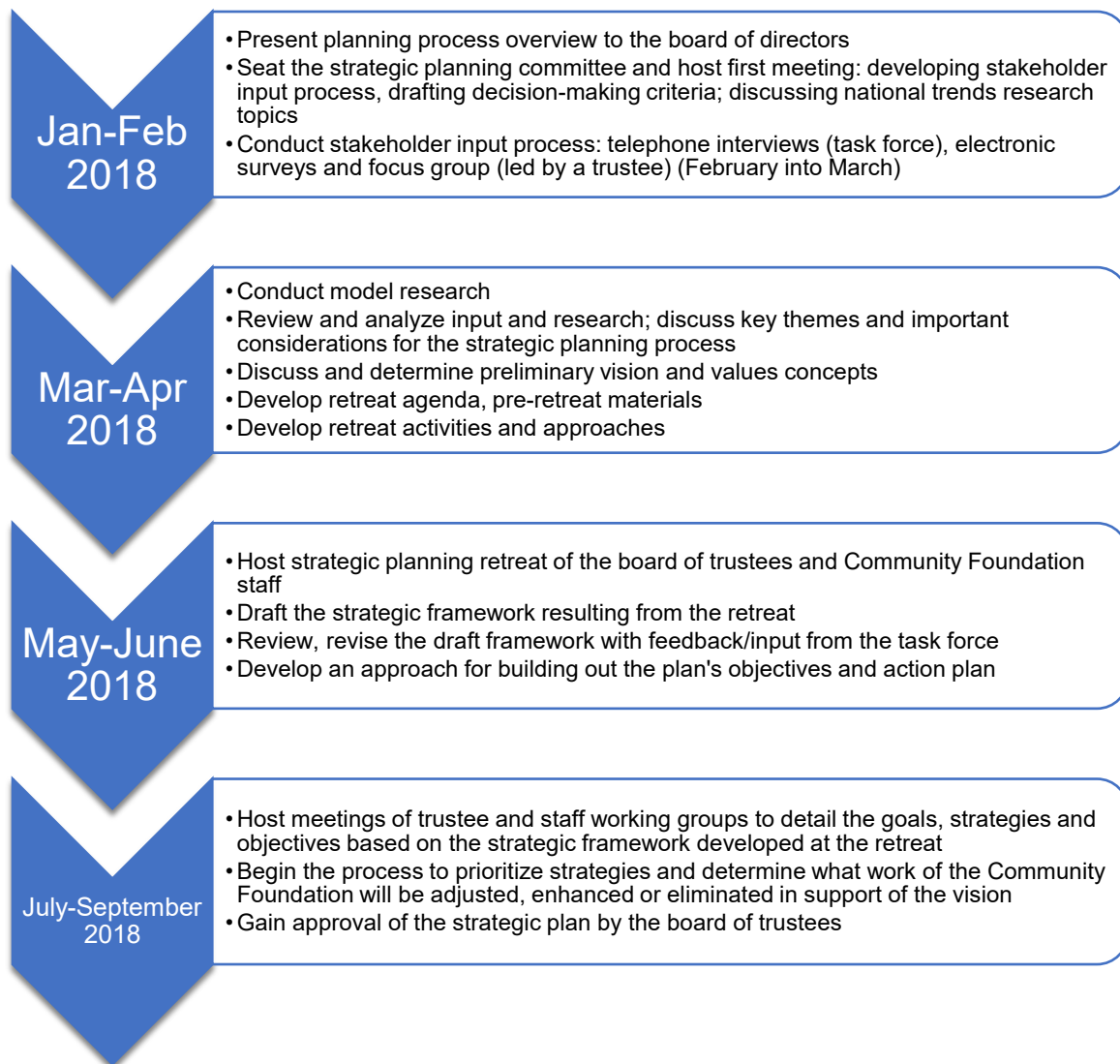
Our plan is a living, breathing commitment to a path towards a north star of a more equitable Boulder County. At the same time, it wrestles with the challenges – and the true magic – of a community foundation that takes into account so many points of view. It's not perfect, but it is a wholehearted attempt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



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 time-frame 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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