

# COMMUNITY FOUNDATION OF THE VALLEYS (“CFV”)

## 2022-2027 STRATEGIC PLAN – SUMMARY VERSION

The following is a summary of the goals and strategies agreed to by the CFV Board of Directors. The more detailed version of the Plan includes specific dates, quantitative targets and measurements, outcomes, and a timeline for completion of various targets, spread out over the five years of the plan.

### **RESOURCE DEVELOPMENT GOALS/STRATEGIES**

#### **Donor Education**

GOAL: To motivate financial services professionals to proactively engage their clients in discussions about charitable giving.

Activity Owners: CFV Exec Director, CFV Board members

Strategies with specific metrics from 2022-2027 include: 1) holding tax benefit seminars annually, endowment/legacy fund workshops for nonprofits, 2) educating CFV donors annually on charitable giving opportunities and, 3) individual meetings with financial service providers.

#### **Growing Donor Advised Funds (“DAF”)**

GOAL: By 2027 to have a minimum of \$10 million and a minimum of 150 funds (DAFs, corporate funds, family endowments, nonprofit endowments, etc.) under CFV management.

Activity Owners: CFV Executive Director, CFV Board

Strategies with specific metrics over the 2022-2027 timeline include: 1) retain a CFV executive director who would add new funds at CFV annually to reach five-year goals, 2) network by attending multiple business/community meetings each month, 3) set up appointments monthly with potential donors, 4) speak at events on behalf of the CFV throughout the year, 5) research and develop a list of the wealthiest households in the SFV/SCV service area for potential CFV cultivation and, 5) launch a Giving Circles program.

#### **Funder Relations**

GOAL: To develop strong relationships with foundations and corporations that provide grants to nonprofits in the SFV/SCV

Activity Owners: CFV Executive Director, CFV board

Strategies with specific metrics over 2022-2027 include: 1) create list of SFV/SCV-based family, corporate or other foundations and develop plans to contact them over time; 2) participate in Southern California Grantmakers events;

### Funder Relations: Activity Owners (continued from previous page)

3) work with Board members involved with the CFV Homeless Initiative to create and develop a CFV-specific fund for homelessness (to potentially include grants from other foundations and/or government) use board-driven CFV Homeless Initiative as a model to develop other CFV program pillars over time; follow up with donors to CFV Homeless Fund to ask them to consider DAF or other fund with our foundation.

### Donor Engagement

GOAL: To ensure that CFV donors are aware of the good work that nonprofits are doing in the SFV/SCV, and that they are motivated to actively engage in charitable giving.

Activity Owners: Executive Director, Communications Intern/contractor

2022-2027 strategies include: 1) developing a monthly CFV newsletter for donors and stakeholders, 2) developing and implementing a plan for CFV social media platforms, 3) partnering with another community organization to host a Nonprofit awards event/working meeting focused on services to the unhoused and, 4) hosting annual event for the wealthiest SFV/SCV households to encourage them to “give local” (See also strategies under “Donor Education” and Homelessness Program Pillar).

### Nonprofit Funds with CFV:

GOAL: Actively cultivate relationships with nonprofit organization leadership to encourage the establishment of NPO endowment/legacy funds managed by CFV

Activity Owners: CFV Exec Director

Strategies for the Executive Director include several meetings with nonprofit leaders each year as well as securing nonprofits endowment/stewardship funds to be managed by CFV

## **INFRASTRUCTURE GOALS/STRATEGIES**

### Building the Board

GOAL: To recruit and retain a robust and impactful board of directors of ideally 12-15 members (as many as 21) that guides the foundation.

Activity Owners: Current board members, board nominating committee, executive director

Strategies to be implemented over 2022-2027 timeline include: 1) appointment of an on-going Governance and Nominating Committee to support the expansion of the CFV board of directors to 12-15 members, 2) update the CFV Board orientation materials and then the scheduling of meetings with new board members to cover these materials, 3) ensuring that effective and on-going communications as well as training are provided to board members and, 4) creating additional board standing committees.

### CFV Staffing

GOAL: To hire an Executive Director to provide consistent professional support to the organization; to support the Executive Director by providing funding to hire a part-time communications/back office intern.

Activity Owners: Board of directors; Board Executive Search Committee; new Executive Director.

#### Systems and Database

GOAL: To maintain a current donor management/database system and establish essential business functions

Activity Owners: Executive Director, Communications Intern, Key Board members

Strategies for the 2022-2027 timeline include: 1) ensuring access and training to Executive Director and Communications Intern on effective management of the Network for Good (or other CRM), 2) developing standard operating procedures (SOPs) for N4G/CRM for staff to use, 3) writing and implementing SOPS for timely donor acknowledgement and donor stewardship activities and 4) general business operations

#### Financial Management

GOAL: To ensure strong management practices around donations to CFV and our foundation investments

Activity Owners: Executive Director

On-going strategies for the Executive Director to implement include: 1) regular audits of N4G/CRM donations to ensure effective and timely protocol implementation, 2) maintenance of CFV financial accounts and California Community Foundation account as well as timely payment of invoices and preparation of related reports for the treasurer and, 3) work with the treasurer to provide financial statements and reports during regular CFV board meetings.

### **VISIBILITY GOALS/STRATEGIES**

#### Content Leadership

GOAL: That CFV is viewed by community leaders and stakeholders as the SFV/SCV subject matter expert on philanthropy, on the nonprofit sector, and on CFV initiatives and giving priorities

Activity Owners: Executive Director, Communications Intern or Contractor, Board

Strategies include: 1) regularly reading and reviewing philanthropy-focused newsletters and reports, 2) including related excerpts and other information in CFV communications, 3) regularly distributing to CFV stakeholders information and materials related to CFV Giving Pillars (homelessness, healthcare/mental health, disaster relief, education).

#### Resource Provider

GOAL: That CFV becomes the recognized professional development resource related to the tax benefits of charitable giving

Activity Owners: CFV Board Members, Executive Director

See “Donor Education” goal under “Resource Development” re tax-benefit seminars. Consult with estate attorneys, CPA’s, financial planners, stockbrokers and others who need assistance with clients’ interests in charitable giving

### Community Building Events

GOAL: That CFV would be seen as a “convener” in the SFV/SCV, bringing nonprofit agencies together with leaders from business, education, religion, and other sectors around areas of common interest and concern.

Activity Owners: Executive Director, CFV Board, contracted event planner.

See “Donor Engagement” goal under “Resource Development” re Nonprofit Awards event/working meeting.

### Outreach and Communications (broad outreach)

GOAL: To double CFV’s e-blast list annually, as well as double responses to CFV social media posts, and to ensure that CFV’s website and materials are regularly updated and current with design and writing trends

Activity Owners: Executive Director, Communications Intern/contractor, CFV Board

Strategies include: 1) re-building of CFV website and regular updates to site, 2) development of monthly e-newsletter as well as social media strategies, 3) updating of CFV’s print materials as needed, 4) development of an annual report and 5) regularly submitting CFV press releases.

### Work with Nonprofits (also see “Nonprofit Funds” under “Resource Development”):

GOAL: That CFV will become the “go-to” leadership organization for nonprofit charitable giving, and nonprofit/business/education/government/religious collaboration in the CFV

Activity Owners: CFV Board, CFV new Exec Director

Strategies for the Executive Director include: 1) several meetings with nonprofit leaders each year and, 2) securing nonprofits endowment/stewardship funds to be managed by CFV

## **PROGRAM PRIORITIES GOALS/STRATEGIES**

### CFV Program Priorities

GOAL: To focus the Community Foundation grantmaking and program initiatives on four strategic program priorities that will allow the CFV to best utilize its resources for greatest impact in our Valleys, and to develop program expertise for which the Foundation will become recognized among community leaders and stakeholders.

Activity Owners: Current board members (FY 21-22 and beyond), executive director (FY 2023-24 and beyond)

1. Homelessness (see CFV plan for Homelessness Crisis with greater detail)

Convene business/community partners to develop localized action plans to alleviate homelessness; engage nonprofit involved in homeless services network; meet with education partners to identify land that can be used for student/homeless housing; convene funders for CFV Homeless Fund; scale up homeless housing development in SFV/SCV through establishment of privately financed CFV “evergreen fund.”

2. Healthcare: access to care and mental health

Develop plans for specific initiatives and strategies for mental health and/or access to care; research access to care in LA County Service Planning Area 2; start a dialogue with community-based clinics as well as hospitals; consider a health care “summit, conference, workshop, symposia” with a business and community leader audience. Research issues relating to mental health and substance abuse. This could be a program connection related to the CFV Homeless Initiative.

3. Disaster Relief: coordinated responses for fires, torrential flooding/raining, earthquake, etc.

Develop plans for specific initiatives and strategies for disaster preparedness and relief that could be uniquely filled by the Community Foundation of the Valleys.

4. Education: early childhood through grade 12

Beginning in FY 2024-25, develop plans for specific initiatives and strategies for education priority. Beginning in FY 2025-26, launch education program initiatives and strategies.

Workshops for Nonprofits – see plans for Visibility and for Resource Development for greater detail

GOAL: That CFV will become the “go-to” leadership organization for nonprofit charitable giving, and nonprofit/business/education/government/faith groups collaboration in the SFV/SCV

Activity Owners: CFV Board, Executive Director

Strategies with specific metrics from 2022-2027 include holding tax benefit seminars annually, as well as endowment/legacy fund workshops for nonprofits.

Convening Funders

GOAL: To identify funders, identify topics of possible interest, and identify outcomes.

Activity Owners: Executive Director, Board of Directors

Strategies with specific metrics over 2022-2027 include: 1) creating list of SFV/SCV-based family, 2) corporate or other foundations and develop plan to contact them over time, 3) hosting high level, exclusive event/activity where SFV/SCV funders could meet and, 4) using this meeting to plan future events focused on customized topics of shared interest.

Developing Business Partners

GOAL: To strengthen the connections between SFV/SCV businesses with the nonprofit organizations in the region to promote increased charitable giving, to identify opportunities to meet potential CFV DAF donors, and to develop partnerships for community events and the implementation of CFV program initiatives.

Activity Owners: Executive Director, Board of Directors

Strategies include: 1) CFV executive director networking by attending multiple business/community meetings each month, 2) setting up appointments monthly with potential donors, 3) speaking at events on behalf of the CFV throughout the year, 4) partnering with community organization to host a Nonprofit awards event/working meeting focused on services to the unhoused.