



Strategic Plan 2017 – 2019

Approved: Wednesday, May 24, 2017



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COLLABORATIVE IMPACT PROJECT	BOARD DEVELOPMENT	AWARENESS & COMMUNICATION	FUNDRAISING & ASSET DEVELOPMENT	STAFF DEVELOPMENT
<p>#1: Address a significant challenge and define a strategic, collaborative opportunity to make a positive difference in the Wabash Valley.</p> <p>#2: Develop a best practices model to strengthen the Wabash Valley in the identified project area through research of best practices of other organizations and community foundations.</p> <p>#3: Build solutions collaboratively by identifying community stakeholders/experts (agencies, government officials, nonprofits, etc.) engaged in the project area to convene conversations.</p> <p>#4: Determine funding plan, including set aside funds and amounts.</p>	<p>#1: Develop an ongoing process for board recruitment and leadership succession planning to create strategic and seamless transitions.</p> <p>#2: Ensure that new board members are onboarded effectively and receive ongoing education about their roles and expectations on how to best lead the community foundation.</p> <p>#3: Enhance the board member experience to aid in retention and overall engagement.</p>	<p>#1: Engage people with the community foundation and understand the community’s opportunities and challenges.</p>	<p>#1: Determine reasonable asset development goals for the next three years, both overall and for priority funds like the community grant fund and the general scholarship fund.</p> <p>#2: Evaluate existing fundraising events for effectiveness and return on investment.</p>	<p>#1: Create and retain talented, flexible, dynamic and service-oriented staff and become a competitive, preferred workplace in the regional job market.</p> <p>#2: Develop a performance review process for employees based on the achievement of organization and individual goals with eligibility for annual salary performance increases.</p> <p>#3: Develop and create the needed succession planning processes for WVCF.</p>

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COLLABORATIVE IMPACT PROJECT

#1: Address a significant challenge and define a strategic, collaborative opportunity to make a positive difference in the Wabash Valley.

Action Step: Develop a board appointed Special Project Task Force representing all three counties to steer the project development process.

Timeline: July - Sept 2017

Task Force Advisor: Kelli, Beth, Mike

Chair:

Committee:

Resources Needed:

Description of task force scope, roles/responsibilities and estimated time commitment.

Action Step: Determine the greatest needs, problems, opportunities in the Wabash Valley via county-wide focus groups based on geography (not interest areas or socio-economic classes).

Timeline: July – Dec 2017

Task Force Advisor: Kelli, Lisa

Chair:

Committee:

Resources Needed:

County board reps, location, facilitators, light refreshments, volunteer task force.

Action Step: Collect existing data in the three counties related to the biggest issues and opportunities identified by the focus groups.

Timeline: July - Dec 2017

Task Force Advisor : Kelli, Ally

Chair:

Committee:

Resources Needed: Interns, United Way needs assessment, existing data in the county (educational information, hospital system studies), volunteer task force.

Action Step: Present findings of opportunities and needs to all three Boards individually to confirm consensus on the results and discuss a potential plan to move forward.

Timeline: April - June 2018
Task Force Advisor : Kelli, Beth, Emily
Chair:

Committee:

Resources Needed: Volunteer task force.

Action Step: Convene Boards of all three counties together to develop project scope and collaborative criteria.

Timeline: Q2 2018

Task Force Advisor: Kelli, Beth, Emily

Chair:

Committee:

Resources Needed: Results from data collection, focus groups and board meeting discussion.

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COLLABORATIVE IMPACT PROJECT (continued)

#2: Develop a best practices model to strengthen the Wabash Valley in the identified project area through research of best practices of other organizations and community foundations.

Action Step: Reach out via the Indiana Philanthropy Alliance/GIFT network to shape the ‘what, when and where’ to increase the likelihood of success and understand various pitfalls.

Timeline: July-Sept 2018

Task Force Advisor : Kelli

Chair:

Committee:

Resources Needed:
Summary, Beth

Action Step: Explore resources from various professional organizations, such as Grantmakers for Effective Organizations (GEO).

Timeline: July-Sept 2018

Task Force Advisor : Kelli, Beth

Chair:

Committee:

Resources Needed: Volunteer task force, blueprints.org

Action Step: Define WVCF’s role in the initiative to clearly understand the partnerships that will be needed for success as well as an exit strategy.

Timeline: July-Dec 2018

Task Force Advisor : Beth

Chair:

Committee:

Resources Needed:
Representatives from each board leadership, volunteer task force

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COLLABORATIVE IMPACT PROJECT (continued)

#3: Build solutions collaboratively by identifying community stakeholders/experts (agencies, government officials, nonprofits, etc.) engaged in the project area to convene conversations.

Action Step: Compile list of stakeholders associated with the identified challenge by county.

Timeline: July-Dec 2018

Task Force Advisor : Kelli, Beth

Chair:

Committee:

Resources Needed: Volunteer task force, contact information of stakeholders, county board reps

Action Step: Schedule stakeholder meetings in each county (seeking ideas for solutions, project scope and geographic recommendations).

Timeline: Sept 2018 - March 2019

Task Force Advisor : Kelli, Beth

Chair:

Committee:

Resources Needed: Volunteer task force

Action Step: Determine cost estimates for proposed ideas.

Timeline: April-June 2019

Task Force Advisor : Kelli, Beth

Chair:

Committee:

Resources Needed: Volunteer task force, blueprints.org

#4: Determine funding plan, including set aside funds and amounts.

Action Step: Boards in each county to approve their respective funding plans (determine if they are going to hold back unrestricted dollars for a bigger project).

Timeline: April-June 2017

Task Force Advisor : Beth, Kelli

Chair:

Committee:

Resources Needed: Board meeting dates, schedules, agendas.

Action Step: Boards in each county to review and approve their respective projects.

Timeline: July-Sept 2019

Task Force Advisor : Beth, Kelli

Chair:

Committee:

Resources Needed: Board meeting dates, schedules, agendas.

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BOARD DEVELOPMENT

#1: Develop an ongoing process for board recruitment and its leadership succession planning to create strategic and seamless transitions.

Action Step: Examine what board member skill sets the foundation needs relative to its strategic plan.

Timeline: April-June 2017

Task Force Advisor: Beth

Chair:

Committee: Governance

Resources Needed:
Strategic Plan

Action Step: Review the current system for monitoring board membership to fill vacancies with qualified candidates with the needed attributes in a timely fashion.

Timeline: April-Sept 2017

Task Force Advisor: Beth

Chair:

Committee: Governance

Resources Needed:
Tracking matrix, current policy

Action Step: Review and update the current process for board recruitment, including the review (and updating, as needed) of the board member job description.

Timeline: April-Sept 2017

Task Force Advisor: Beth

Chair:

Committee: Governance

Resources Needed:
Bylaws, current job description and policies that govern board elections

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BOARD DEVELOPMENT (continued)

#2: Ensure that new board members are onboarded effectively and receive ongoing education about their roles and expectations on how to best lead the community foundation.

Action Step: Review new board member onboarding/orientation to ensure that it covers board member responsibilities/roles.

Timeline: Jan-Mar 2018

Task Force Advisor: Beth

Chair:

Committee: Governance

Resources Needed: All three boards, consider mentor program

Action Step: Have regular communications or learning meetings with various staff members to educate board members about day to day operations.

Timeline: Jan-Mar 2018

Task Force Advisor: Beth

Chair:

Committee: Governance

Resources Needed: Identify parts of the operation that are important for the board to understand.

#3: Enhance the board member experience to aid in retention and overall engagement.

Action Step: Conduct annual board survey to collect feedback on the board experience and opportunities for improvement (education, information, maximizing skill sets, interest in leadership and engagement).

Timeline: July-Sept 2017; July-Sept 2018; July-Sept 2019

Task Force Advisor: Beth

Chair:

Committee: Governance

Resources Needed: Sample surveys, research what info is needed

Action Step: Consider survey of current board and past board members to understand what would have been helpful when they first joined the board.

Timeline: Jan-Mar 2018

Task Force Advisor: Beth

Chair:

Committee: Governance

Resources Needed: Discuss what is important to know to enhance the board member learning and engagement experience.

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AWARENESS & COMMUNICATION

#1: Engage people with the community foundation and understand the community's opportunities and challenges.

Action Step: Develop a strategic, multi-channel marketing plan (including social media, web updates, utilizing the building, community presentations, brochures and printed pieces).

Timeline: April-June 2018

Task Force Advisor: Dee, Alaina

Chair:

Committee:

Resources Needed: Content calendar for each mode of communication, clarity about defined target audiences, refined brand messaging

Action Step: Assemble a public relations calendar aimed at educating the three counties on how the foundation impacts their communities.

Timeline: July-Sept 2017

Task Force Advisor: Dee, Alaina

Chair:

Committee:

Resources Needed: Media relationships

Action Step: Determine how to best utilize WVCF's 25th anniversary in leveraging public awareness.

Timeline: April-Sept 2017

Task Force Advisor: Beth, Alaina

Chair:

Committee:

Resources Needed: Finalize the plan in May, media relationships

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FUNDRAISING & ASSET DEVELOPMENT

#1: Determine reasonable asset development goals for the next three years, both overall and for priority funds like the community grant fund and the general scholarship fund.

Action Step: Determine the composition of an Asset Development Committee and appoint the same to become active in this initiative.

Timeline: April-June 2017

Task Force Advisor: Beth, Mike

Chair:

Committee:

Resources Needed: Updated list of current committees, volunteers and recent donors who have contributed more than \$10,000 annually for the past three years, all of whom may be potential members of this committee.

Action Step: Draft an Asset Development Policy based on a review of policies adopted by community foundations similar to WVCF.

Timeline: July-Dec 2017

Task Force Advisor: Mike, Beth, Kelli, with subsequent review by AD committee with final recommendation to Board of Directors by July 15, 2017

Chair:

Committee:

Resources Needed: Sample policies, existing policies, include philosophy/culture

Action Step: Conduct a review of existing funds that will show the following:

1. Types of funds with # of funds in each type
2. Within each type, the average fund balance at 12-31-16
3. Estimate staff time devoted to each type of fund
4. Determine type of fund(s) should be grown/sought to further the CF goals

Timeline: July-Sept 2017

Task Force Advisor: Mike with appropriate intern assistance 1-3. Mike, Beth and Kelli for 4.

Chair:

Committee:

Resources Needed: Internal financial records

Action Step: Draft an Asset Development Plan (within the parameters of the AD Policy) to be followed through September, 2019 that will address, among other things, (a) a strategy to develop and implement planned giving and (b) incorporate a stewardship and donor relations program.

Timeline: Jan-Mar 2018

Task Force Advisor: Mike, Cindy, Fred, Curt and Beth

Chair:

Committee:

Resources Needed: AD plans adopted by other community foundations like WVCF

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FUNDRAISING & ASSET DEVELOPMENT (continued)

#2: Evaluate existing fundraising events for effectiveness and return on investment.

Action Step: Conduct a review of the fundraising activities conducted in the past three (3) years to determine:

1. How much \$\$ did it make for the CF
2. How much staff time did it involve from beginning to end
3. What was its contribution to donor development and/or contributions
4. Which ones should be repeated, if any
5. Make recommendations for certain parameters that should be expected before authorizing future FR activities.

Timeline: July-Sept 2017

Task Force Advisor: Cindy and Mike with appropriate intern assistance for 1 and 2. Cindy, Mike and Kelli for 3, 4 and 5

Chair:

Committee:

Resources Needed: Internal financial records

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STAFF DEVELOPMENT

#1: Create and retain talented, flexible, dynamic and service-oriented staff and become a competitive, preferred workplace in the regional job market.

Action Step: Review and update job descriptions to reflect the current work of existing employees.

Timeline: Oct-Dec 2017

Task Force Advisor: Beth

Chair:

Committee:

Resources Needed: Current job descriptions

Action Step: Research salary and benefit data and culture components that would make the Community Foundation an employer of choice for the nonprofit community.

Timeline: April-June 2017

Task Force Advisor: Beth

Chair:

Committee:

Resources Needed: Salary comp/benefit data analysis

Action Step: Evaluate if WVCF is at staff capacity: 1) identify areas of the organization that are under staffed/ over staffed, 2) benchmark staff levels of other foundations of similar size and 3) collect feedback from current staff.

Timeline: Oct-Dec 2017

Task Force Advisor: Beth

Chair:

Committee:

Resources Needed: Research IUPUI Masters students (HR class or intern)

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STAFF DEVELOPMENT (continued)

#2: Develop a performance review process for employees based on the achievement of organization and individual goals, with eligibility for annual salary performance increases.

Action Step: Research various performance planning processes and best practices to understand what will work best for WVCF.

Timeline: Oct-Dec 2018

Task Force Advisor: Beth

Chair:

Committee:

Resources Needed: Outreach to organizations, samples, templates

#3: Develop and create the needed succession planning processes for WVCF.

Action Step: Research succession plans of other organizations and foundations to develop both planned and emergency Executive Director succession plans for WVCF.

Timeline: Oct-Dec 2018

Task Force Advisor: Beth

Chair:

Committee: Executive

Resources Needed: Outreach to organizations, samples, templates

Action Step: Develop back up process and procedures for vital business operations for when key board or staff leadership becomes either temporarily or permanently unavailable (i.e.: signatures, account access, key initiatives/programs, etc.)

Timeline: Jan-Mar 2019

Task Force Advisor: Beth (approved by board)

Chair:

Committee:

Resources Needed: Outreach to organization, samples, templates