

# CFDC STRATEGIC PLAN 2022-2027

## MISSION

To promote charitable giving that creates a permanent source of capital to benefit and enrich the quality of life for everyone in the Dunn County Area.

## VISION

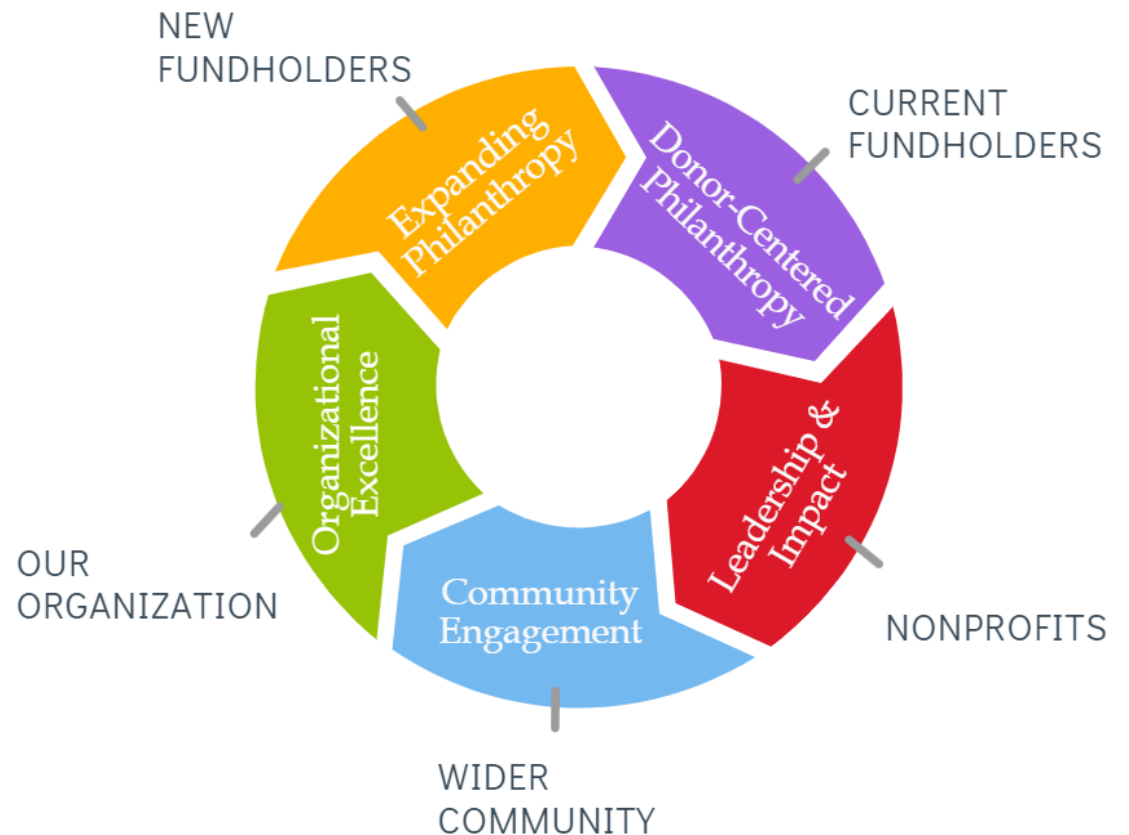
Bringing charitable people together to enhance lives in Dunn County.

## TAG LINE

For Good. Forever.

## INTRO

Through the combined efforts of our Board of Directors and staff, we have created a strategic plan to lead us through 2027. This plan is designed to build on our legacy of leadership and philanthropy and to grow the foundation's assets and community impact.



## STRATEGIC PRIORITIES SUMMARY

### Expand Philanthropy

***Grow our community's permanent endowment; start new funds that we want in our portfolio***

1. Deepen & broaden relationships with personal advisors
2. Promote the Foundation as a philanthropic solution
3. Promote Legacy giving with a focus on unrestricted and FOI Funds

### Donor-Centered Philanthropy

***Focus on our current fundholders - inspire them to grow their funds by contributing new dollars; to endow their funds in perpetuity; and to award more grants and strategic grants***

1. Ensure high quality interactions and foster long-term investment by all of our fundholders
2. Increase our focus on ongoing philanthropic services to promote/encourage charitable giving through enhanced donor contact and events that focus on education, appreciation and collaboration.
3. Increase our focus on consistent and ongoing donor stewardship and philanthropic services to promote charitable giving

### Community Engagement

***Grow both endowed and grantmaking \$\$ for our strategically positioned funds - Education and Common Good - all crowdsourced and all online.***

1. Reach a more diverse audience of donors through timely online giving campaigns
2. Connect the community with local nonprofit needs
3. Grow our brand and Name Recognition in the Community

### Leadership & Impact

**Expand our services to nonprofits**

1. Strengthen our nonprofit partners
2. Improve and expand grantmaking using an online system
3. Promote Agency Funds for nonprofit financial stability and sustainability

### Organizational Excellence

**Secure our future sustainability through prudent fiscal management and development of a diversified revenue stream.**

1. Financial Stability– Eliminate dependency on Jeans and Jewels for operational expenses.
2. Optimize the use of technology to enhance operational efficiency in areas including resource development, stewardship and accountability, grant making and donor relations.
3. Strengthen our capacity and sustainability as a Foundation

## STRATEGIC PRIORITY 1: EXPAND PHILANTHROPY - GROW OUR COMMUNITY'S PERMANENT ENDOWMENT



Target: NEW Fundholders

Champions: Fund Asset Development Committee, Fundraising, Marketing & Communications  
Internal: Strategic Fund Asset Development – Start new funds that we *want* in our portfolio

### OBJECTIVE 1: DEEPEN AND BROADEN RELATIONSHIPS WITH PROFESSIONAL ADVISORS

Goal: 7 qualified referrals; 5 new funds; \$250,000 per year (increase year over year)

#	Action Item Name	Measurable/ Metric	Who is Responsible?	Timing
1	Create Foundation “advocates” within the PA community who regularly partner with us to offer comprehensive philanthropic and financial solutions to their clients. Honor their contributions to philanthropy at Evening of Gratitude.	# of Referrals; # of new funds, amount of new \$\$\$ created	Executive Director, Fund Asset Development	Annual. Report metrics monthly.
2	Grow the profile of the Foundation with wealth managers, financial planners, estate attorneys and CPAs with frequent presentations and communications. Create customized on-demand giving materials for PAs to distribute. <ul style="list-style-type: none"> <li>- SPRING: Qualified Minimum Distribution</li> <li>- SUMMER: Legacy</li> <li>- FALL: DAF &amp; Bundling; DAF &amp; Appreciated Stock</li> </ul>	Names on PA list is current, 3 educational mailings/year, # presentations/year, # incoming requests for info.	Fund Asset Development, Fundraising, Marketing & Communications	Annual. Report metrics monthly.

3	Professional Advisor Education Event each Spring	# on mailing list; # RSVP's, # attendees, # follow up requests for info.	Fund Asset Development, Fundraising, Marketing & Communications	One per year in the winter/spring.
4	Goal is to inform and update Professional Advisors to inform and update them on the value CFDC brings to their clients and the broader community. Tier Advisors and develop specific plans for each tier e.g. Tier I (25 PAs) 3 personal touches; one must be a one on one lunch or coffee with Exec. Dir; Tier II (25 PAs) – 3 personal touches can be at events and phone calls; Tier III (50 PAs) mailings. Annual goal is minimum 25 in person meetings per year; 125 phone calls per year.	# lunches, coffee, phone calls/ year; # of PAs who participate in Foundation events, # incoming requests for info; # referrals	Executive Director, Fund Asset Development	Annual. Report metrics monthly.

## OBJECTIVE 2: PROMOTE THE FOUNDATION AS A PHILANTHROPIC SOLUTION

Goal: Add \$200,000 dollars in new money in DAFs, Scholarship and Designated Fund Types Annually

#	Action Item Name	Measurable/ Metric	Who is Responsible?	Timing
1	Focus on our ideal donor and strategically align our sales/ marketing. Stay consistent with our message on endowment and promote only the types of funds we want to grow right now. Includes: website, newsletter, targeted mailings.	Increase # of new DAFs; Scholarship and Designated Funds; \$\$ in these fund types	Fundraising, Marketing & Communications	Annual. Report metrics monthly.
2	Improve on and continue our new fundholder leads list with a goal of: 25 current HOT leads; 25 ripening; 50 courting/cultivating.	Increase in # of donors on leads list that create new funds.	Fund Asset Development	Ongoing
3	Segment our current donor database (not including current Fundholders); tier donor groups and tie them to specific annual tactics such as personal phone calls from board members, personal invitations to events; special educational mailings.	Increase # of donors moved to LEADS LIST	Fund Asset Development	All of 2022
4	Creatively implement a minimum of 3 new fund development initiatives (e.g. appealing to once in a lifetime wealth transfer and asset sale events) to promote endowment giving and legacy giving (included below).	Increase # of donors moved to LEADS LIST	Fund Asset Development, Fundraising, Marketing & Communications	Dev in 2022
5	Board Referrals to Leads List. What is the annual expectation? Should we create an "Ambassador Circle" of past board members who care about fund development and create a relaxed early summer gathering just for them with a Foundation, to gather feedback and possible leads.	Increase # of donors moved to LEADS LIST	Fund Asset Development	Dev in 2023

### OBJECTIVE 3: PROMOTE LEGACY GIVING WITH A FOCUS ON UNRESTRICTED AND FOI FUNDS

Goal: Secure a minimum of 5 new legacy commitments per year. Track asset type & size if possible.

#	Action Item Name	Measurable/ Metric	Who is Responsible?	Timing
1	Continue to work with individuals, families and professional advisors on planned/legacy giving.	# of Legacy gift notifications or Future Fund Agreements	Executive Director	Ongoing
2	Create targeted legacy marketing materials and aggressively market our brand as the preeminent avenue for planned giving with a focus on unrestricted and FOI Funds. Segment our current donor database; tier donor groups and tie them to specific annual legacy building tactics such as personal invitation to events; special educational mailings etc. Publicize the impact of legacy giving through newsletters, Facebook, etc. Includes: website, newsletter, targeted mailings.	# of Legacy gift notifications or Future Fund Agreements; # of unrestricted and FOI Funds; Increase in \$\$ in these fund types	Fundraising, Marketing & Communications	Annual Report metrics monthly.
3	Expand our Legacy Tea event. Create customized follow-up plans for participants. Want to see # of hostesses, # invites; # of attendees go up over time.	# of personal face-to-face follow-up meetings. Increase # of attendees moved to LEADS LIST	Fund Asset Development, Fundraising, Marketing & Communications	Annual event; report outcomes at year end.
4	Creatively implement a minimum of three new fundraising initiatives (e.g. appealing to once-in-a-lifetime wealth transfer and asset sale events) to promote endowment giving and legacy giving (included below).	Increase # of donors moved to LEADS LIST	Fundraising, Marketing & Communications	Dev 2022
5	Philanthropy Club - Host conversations around “big” questions that require systems change approach.	Increase # of community members moved to LEADS LIST	Executive Director and Stewardship	Starting small in 2023 & grow

## STRATEGIC PRIORITY 2: ENGAGE IN DONOR CENTERED PHILANTHROPY



Target: CURRENT FUNDHOLDERS

Champion: Fund Asset Development Committee/ Fundraising, Fundraising, Marketing & Communications Committee

Internal: Focus on our *current* fund holders – inspire them to grow their funds by contributing new dollars; to endow their funds in perpetuity; and to award more grants and strategic grants.

### OBJECTIVE 1: ENSURE HIGH QUALITY INTERACTIONS AND FOSTER LONG-TERM INVESTMENT BY DAF FUND HOLDERS

Goals: Increase NEW \$\$ into existing funds by existing donor advised fund holders by \$100,000; increase the conversion of non endowed \$\$ to endowed by \$50,000; increase # DAFs that convert to endowed upon succession

#	Action Item Description	Measurable/ Metric	Who is Responsible?	Timing
1	Continue and expand personal, high-impact interactions with donors. Provide excellent donor and fund engagement opportunities by developing impactful touchpoints with fund holders. Create and implement a Relationship Management system within CRM.*	# touchpoints in CRM; # responses two touchpoints; Enhanced donor satisfaction reported to staff/ board; greater	Stewardship	Ongoing

		participation by Fund holders in Foundation events		
2	Maintain and grow our relationships with fundholders in service of their philanthropy by better informing fund-holders about their fund activity, the impact of their grantmaking and investment performance.*	Portal usage; increased donor initiated engagement, communication and interaction.	Executive Director and Stewardship	Start in 2022 and expand
3	Expand our Fundholder engagement to include deeper and more meaningful offerings and programs. For example, provide opportunities to learn about causes, the work of specific nonprofits, and unmet needs via our philanthropy club, newsletters, and our grant catalog. Consider adding a funders roundtable event by 2023 (bi-annual gathering of DAF fundholders).*	# of attendees; \$\$ granted; Increase of \$\$ in existing funds; Increase in DAF Grantmaking	Executive Director and Stewardship	Start in 2022 and expand
4	Better inform fundholders about their fund activity, the impact of their grantmaking and the Foundation's investment performance. Create and implement a new donor portal which makes giving and grantmaking easy. *	increase in total \$\$ granted and given.	Staff	Start in 2022 and expand
5	Segment our current Fund Holder list; tier them by group and tie them to specific annual tactics such as lunch with staff; personal phone calls from board members, personal invitations to events; special mailings.	Increase of \$\$ in existing funds; Increase in \$\$ converted to endowed	Fund Asset Development	Start in 2022 and expand

\* repeated for designated and scholarship fundholders.

## Objective 2: Ensure high quality interactions and foster long-term investment by designated fundholders

### Goal: Inspire increased giving beyond annual grantmaking check

#	Action Item Description	Measurable/ Metric	Who is Responsible?	Timing
1.	Develop strong relationships with current designees in an effort to share the impact of the annual disbursements with donors and to create better marketing materials showing the streamlined, ongoing impact and opportunities created with Designated Funds.	Attend 1 board meeting/year; attend one event/year; 1:1 with Executive Director	Executive Director, Program Officer, Marketing & Communications	Launch in 2023
2.	Keep fundholders better informed about current needs and complimentary causes in order to inspire additional giving.	Add \$\$ to fund; add designees; collect and share impact	Stewardship, Program Officer	2022

## Objective 3: Ensure high quality interactions and foster long-term investment by scholarship fundholders

### Goals: Increase the conversion of non endowed \$\$ to endowed by \$25,000 to \$50,000 per year

#	Action Item Description	Measurable/ Metric	Who is Responsible?	Timing
1.	Create an Endowment Plan with specific scholarship fundholders that puts their fund on a path to endowment over time. Create a plan with specific fund holders with smaller scholarship funds (around \$25,000) and seek to grow them to at least \$50,000.	# converted funds, # funds with an endowment plan, increased giving to scholarship funds	Executive Director	All 5 years
2.	Add scholarship Fundholder appreciation efforts, such as an event or photo mailing of the recipient.		Stewardship, Program Officer	By 2023

**Objective 4: Increase our focus on ongoing philanthropic services to promote increased giving**  
**Goal: Increase our grantmaking from annual spendable allotments; increase donor participation in grantmaking and regularly engage fund holders in support of other strategic initiatives at the Foundation.**

#	Action Item Description	Measurable/ Metric	Who is Responsible?	Timing
1	Expand our Fundholder engagement to include deeper and more meaningful offerings and programs through enhanced donor contact and events that focus on education, appreciation and collaboration. For example, provide opportunities to learn about causes, the work of specific nonprofits, and unmet needs via our philanthropy club, newsletters, and our grant catalog. Consider adding a funders roundtable event by 2023 (bi-annual gathering of DAF fundholders). <b>This is a repeat; listed above in DAF, Designated and Scholarship.</b>	# of attendees; \$\$ granted	Executive Director, Program Officer, Marketing & Communications	Start in 2022 and expand
2	Continually monitor and assess community trends and needs in order to provide high-quality philanthropic advice. Link nonprofits to fund holders by providing fund holders with high quality advice on funding opportunities and encouraging strategic giving.	Portal activity, # of informal touch points	Stewardship	Start in 2022 and expand
3.	Regularly assess our fundholders' areas of greatest concern in order to best match funding opportunities.	Portal activity, # of informal touch points	Stewardship	Start in 2023 and expand

## Strategic Priority #3: COMMUNITY ENGAGEMENT

TARGET: WIDER COMMUNITY SUPPORT - DONORS WHO ARE NOT FUNDHOLDERS

Champions: Marketing, Communication and Fundraising Committee

Internal: Grow both endowed and grantmaking \$\$ for our strategically positioned funds - Education and Common Good - all crowdsourced and all online.

**Objective 1: Reach a more diverse audience of donors through timely online giving campaigns**

**Goal: Raise \$200,000 per year for these initiatives by 2023**

#	Action Item Name	Measurable/ Metric	Who is Responsible?	Timing
1	Education Initiative - to raise \$400k per school in endowed funds across the four districts in Dunn County over five years. Four specific initiatives include School Endowment, Classroom Success Endowment, Student Success Endowment, and General Scholarship Endowment. Form Advisory Committee for each school and support their online fundraising, marketing.	Raise \$1.6M over 5 years, form advisory committees	Executive Director, Marketing & Communication, Program Officer, Fundraising Comm.	Over 5 years
2	Grow the Common Good Fund - our unrestricted fund for critical community needs - to be \$2 million by 2027. Explore all online fundraising strategies including social media, videos etc. Consider peer to peer fundraising techniques, partnerships with corporations etc. Pursue innovative strategies like the	\$ amount of unrestricted gifts	Executive Director, Marketing & Communication, Program Officer, Fundraising Comm.	2022 and annually moving forward

	RCU Foundation's Rock the Riverfront; Marquart Gives Back; subscription giving etc.			
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## Objective 2: Connect the community with local nonprofit needs

### Goal:

#	Action Item Description	Measurable/ Metric	Who is Responsible?	Timing
1	Share grant requests via an online catalog to bring in new community dollars and promote grantmaking beyond competitive cycles. <b>Overlaps with Strategic Priority #4, Objective 2.</b> This action item focuses on the <u>donor</u> side/outcomes.	\$\$ of new support that is raised and granted to nonprofits/requests beyond our competitive dollars. # requests receiving funding vs no funding	Program Officer, Stewardship	Starting 2022, then ongoing
2	Explore holding a Giving Day.	Committee Report to BOD	Fundraising Comm.	2023

## Objective 3: Grow our Brand and Name Recognition in the Community

#	Action Item Description	Measurable/ Metric	Who is Responsible?	Timing
1	Explore ideas, such as requiring name recognition on grant projects, community partnerships, name and logo usage, joint press releases, and partner agencies linking to our website.	Website hits, Facebook shares, name recognition in the newspaper, signage	Marketing & Communications	Ongoing

## Strategic Priority 4: Community Leadership & Impact

Champions: Grantmaking Committee

Internal: Expand our services to nonprofits



TARGET: NONPROFITS

### Objective 1: STRENGTHEN OUR NONPROFIT PARTNERS

#	Action Item Description	Measurable/ Metric	Who is Responsible?	Timing
1	Offer and share at least two training opportunities for grant seekers by hosting them ourselves, local collaborations, and allocate grant funds to more professional development opportunities for sector partners.	# participants who attend Grant Training, # of new trainings offered or shared	Program Officer	Over 5 years
2	Provide two opportunities for nonprofits to showcase their mission via the Philanthropy Club.	# of visits to a nonprofit, \$\$ to support that cause/nonprofit	Program Officer, Stewardship	By Dec. 2023
3	Launch online giving opportunities to connect our donors and the community to specific nonprofit initiatives.	\$\$ raised for nonprofits/causes # participating nonprofits	Program Officer	Dec. 2022

## Objective 2: IMPROVE AND EXPAND GRANTMAKING USING ONLINE SYSTEM

#	Action Item Description	Measurable/ Metric	Who is Responsible?	Timing
1	Streamline all CFDC grantmaking processes and evaluation with the implementation of new grant software.	\$\$ of DAF grants made compared to previous years, # grant applicants, # reports received on time, amount of staff time saved	Program Officer, Grants Committee	Competitive by spring 2022, Non-competitive August 2022
2	Share grant requests via an online catalog to bring in new community dollars and promote grantmaking beyond competitive cycles. <b>Overlaps with Strategic Priority #3, Objective 2.</b>	\$\$ of new support that is raised and granted to nonprofits/requests beyond our competitive dollars. # requests receiving funding vs no funding	Program Officer, Stewardship	By end of Dec. 2022

### Objective 3: PROMOTE AGENCY FUNDS FOR NONPROFIT FINANCIAL STABILITY

Goal: \$100,000 new agency funds per year starting in 2023

#	Action Item Description	Measurable/ Metric	Who is Responsible?	Timing
1	Communicate/share at least two Agency Fund email blasts describing the information and impact of existing Agency Funds annually.	# of nonprofit professionals reached, # of eblasts sent, # of Exec Dir visits to Board Meetings	Program Officer	By December 2023, then ongoing.
2	Share CFDC Agency Fund materials with PAs who prepare nonprofit agency taxes and audits to promote endowment building with their nonprofit clients.	# PAs with Agency Fund information, # of nonprofit referrals from PAs	Executive Director	PA list 2022, Share info January 2023, ongoing
3	Encourage three specific agencies - Free Clinic; Stepping Stones and Feed My People (Dunn County Rural Food Pantries) to endow their Western Wisconsin Energy annual disbursements.	# of agencies that agree to endow their disbursements	Executive Director, Program Officer	One by end of 2022, all three by Dec. 2024
4	Host one-day training to educate agencies on endowment building.	# of trainings, # nonprofit participants	Executive Director	One by end of 2023, then 1 annually

## STRATEGIC PRIORITY 5: ACHIEVE ORGANIZATIONAL EXCELLENCE

Champions: Finance Committee; Staff, Full BOD

Internal: Secure our future sustainability through prudent fiscal management and development of a diversified revenue stream.



**TARGET: OUR ORGANIZATION**

**Objective 1: Financial Stability– Eliminate dependency on Jeans and Jewels for operational expenses.**

**Goal: An operational endowment with a 5% payout that offsets operational costs not paid through administrative fees.**

#	Action Item Description	Measurable/ Metric	Who is Responsible?	Timing
1	Establish and begin to Fund a CFDC Operational Endowment with a minimum goal of \$1.5M (payout is \$75,000). Ideas include earmarking \$\$ from year-end reserves annually, revising our unrestricted gift policy; a major gifts campaign etc.; idea to use our own \$\$ as seed/ challenge/ matching \$\$; throwing a new event.	\$\$ balance in Operational Endowment	Executive Director, Finance, Full BOD	Over five years
2	Build an operational reserve at least 6 months of operating expenses in the event a disruption to our fee income flow.	\$\$ in operating reserve	Executive Director, Finance	By 2023
3	Ensure our fee structure is competitive and covers the costs for all types of funds. Assess our cost per fund activity through an accepted tool or process, compare our fee structure to other Community Foundations; Restructure accordingly.	Fund Fee analysis	Finance	Ongoing

4	Form a committee to identify more diversified revenue streams and options, ie Amazon Smile, Thrivent Choice, Gift Card Program, to generate recurring revenue. Consider grants, sponsorships and co-branding opportunities. Look at examples across the US. Consider charging nonprofits for services e.g. trainings.	Review of income types over time	Finance	Ongoing
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**Objective 2: Optimize the use of technology to enhance operational efficiency in areas including resource development, stewardship and accountability, grant making and donor relations.**

**Goal: Streamline operations to free up time for other activities**

#	Action Item Description	Measurable/ Metric	Who is Responsible?	Timing
1	Implement Community Suite by Foundant to streamline and integrate all tasks related to fund accounting, donor relations, online donations, grants management, events management, CRM, and scholarship management	Reduction of duplication, staff time saved, donor engagement	All staff	End of 2022
2	Develop and use metrics/dashboards via the new software that drive board discussion and action. Convert all manual data entry for board and committee reporting to automated reporting via Community Suite.	# and quality of Board dashboards created, Action steps that occur as a result of the shared metrics	All Staff	Ongoing
3	Invest in and roll out a Board Portal.	Satisfaction of users, ease of use, efficiency of file sharing and approval	Executive Director	2022 goal, ongoing
4	Develop cost center procedures to allow a cost based analysis of our expenses.	New reports	Accounting	2022-2023

5	Roll out our new online giving platform. Run campaigns to “convert” check donors to online donors and to sign donors up for email tax receipts.	Reports on gifts by payment types.	Accounting	2022
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### Objective 3: Strengthen our capacity and sustainability as a Foundation

#### Goal: Streamline procedures, develop talent

#	Action Item Description	Measurable/ Metric	Who is Responsible?	Timing
1	Standardize operating procedures and apply best practices across our organization.	Staff time spent on common tasks, # of total tasks completed	All staff	Over five years
2	Continue to ensure an independent Board that reflects and represents our community as a whole.	Board demographics	Executive Director, BOD	Over five years
3	Grow the talent and performance of staff through performance reviews and professional development opportunities.	Performance review results, # professional development opportunities; % of PD \$\$ used year over year.	Executive Director	Over five years