

THE COMMUNITY FOUNDATION OF FREDERICK COUNTY

2021 Strategic Plan

For implementation from July 1, 2021 through April 1, 2022

Approved by Board of Trustees on May 21, 2021

The Community Foundation traditionally conducts a three-year strategic plan. The most recent plan, drafted in 2018, expires on June 30, 2021.

The pandemic of the past year has affected all aspects of Frederick County, including nonprofit service and program delivery, human needs, the ability for the board to meet face-to-face, average household income, housing stability, and employment, to name a few areas. Knowing that the pandemic will not be over for many more months, the Board of Trustees decided that conducting a traditional strategic plan at this time would not be impactful nor prudent.

With this in mind, the Board of Trustees met on April 29, 2021 and May 20, 2021 to discuss how to move forward without a true strategic plan.

With so many areas in flux, the trustees decided to use the next 12 months as “The Year of Discovery” to study the Community Foundation practices and to learn about areas where the organization could and should do better with the ultimate goal of increasing the Community Foundation’s positive impact within Frederick County.

The Year of Discovery will start on July 1, 2021 and will conclude on April 1, 2022, with the information obtained in The Year of Discovery then used in drafting the full strategic plan in late spring 2022.

The Year of Discovery will include the following:

1. Diversity Equity and Inclusion Audit
Champions: Veronica Lowe and Ashleigh Kiggins
Staff: Elizabeth Y. Day
Purpose: to review the Community Foundation’s practices and policies and identify any barriers to inclusion or maintaining diversity within decision-making, grants and scholarships, investment practices, volunteer recruitment, hiring practices and other integral areas.
2. Community Foundation Insights Comparative Study
Champion: Kimberly Chaney, CPA
Staff: Elizabeth Y. Day
Gail M. Fitzgerald, CPA

Purpose: to compare the Community Foundation against similar community foundations, with the goal of developing Key Performance Indicators by which to measure growth and success.

3. Community Foundation Insights Leadership Readiness Assessment

Champion: Rachel I. Mandel, MD

Staff: Elizabeth Y. Day

Purpose: to study the Community Foundation's current leadership practices in addressing community issues and its readiness and appetite for taking on a more prominent role.

4. Governance Survey

Champion: Richard Pearrell

Staff: Elizabeth Y. Day

Purpose: to ascertain the trustees' knowledge of the Community Foundation's current governance practices and make recommendations for changes or training based upon the survey results.

5. Council For Effective Philanthropy Donor Survey

Champion: Linda Morgan

Staff: Laura McCullough

Purpose: to ask donors about their satisfaction with the Community Foundation's fundraising and stewardship activities and compare their answers to other community foundation donors in similar demographics.

6. Lapsed Donor Survey

Champion: Louanne Welgoss

Staff: Max Cole

Laura McCullough

Purpose: to ascertain why donors have stopped giving to the Community Foundation in a number of years and what the Community Foundation could do to spur them to give again.

7. Human Needs Assessment Update

Champion: Ian Bartman, Esq.

Staff: Elizabeth Y. Day

Diana Fulchiron

Purpose: to reevaluate human needs addressed in the 2018 needs assessment and to identify new ones that may have emerged because of the pandemic.