CFGNB STRATEGIC OPERATIONAL PLAN
“GROWING TOWARD GREATER IMPACT”
2019-2023

PRESENTED BY: DAVID OBEDZINSKI, PRESIDENT/CEO
COMMUNITY FOUNDATION OF GREATER NEW BRITAIN
APPROVED BY THE CFGNB BOARD OF DIRECTORS: SEPTEMBER 12, 2018
Introduction

The listening tour that I conducted during my first eight months provided me and the board with much of the information we needed to formulate our operational plan for the next five years on the foundation of our most recent strategic plan. Because my tour process included meetings with community stakeholders, board members, donors, potential donors, staff and others I was able to answer most of all of the questions any outside firm might ask when conducting a strategic plan on our behalf. This information, along with internal research of our own records, programs, budgets, processes, and previous strategic plans provided us a good summary of our strengths, weaknesses, opportunities and threats.

All of the input, coupled with strong board capabilities and support, a desire by staff to be more impactful in the community and effective as a team, a desire by the organization to become more financially independent and less reliant on an operating grant from our own resources, led me to work with our team and the board on a new five-year operational plan.

We are building on our history, our strengths, as well as goals to grow assets and be more impactful – goals that have been noted in multiple strategic plans previously crafted for the Foundation. This new plan builds on our mission and vision and focuses on three words; Visibility, Relevance and Impact.  

- David J. Obedzinski, President

Examination of Our Current Mission Statement

We inspire philanthropy, manage permanent charitable assets, and partner to address key community issues through strategic leadership

Proposed Changes: Add the word “responsibly” before the word manage. The sentence would then read; We inspire philanthropy, responsibly manage permanent charitable assets, and partner to address key community issues through strategic leadership

When speaking to donors during the listening tour I added the word responsibly in this part of the mission statement and it resonated to them and seemed to add a positive trusting tone to what they heard and how they responded in an unpredictable investment climate.

(Approved by the Board of Directors September 12, 2018)

Examination of Our Current Vision Statement

Making our community vibrant and a better place to work and live

Proposed Changes: None. This vision statement worked very well for us when discussed and is reflective of much of what we try to do in total.
Our Current Strategic Agenda for the Board

Adopted in June 2019

广大群众 Commune Leadership as a proactive centerpiece of our charitable work.

广大群众 Sharpen the board’s fiduciary oversight of Foundation assets and budget while increasing the endowment to maintain our commitment to the communities we serve.

广大群众 Position the Foundation for greater visibility, recognition, relevance and impact in our communities and beyond.

Operational Plan - Areas of Concentration

Visibility
Increase the foundation’s visibility to the constituents who may want to join us as volunteers and donors, and to all those who can benefit from our grants, scholarships, initiatives, sponsorships and other resources.

Relevance
Work to become more relevant in the communities we serve by responding effectively with diverse leadership to current and anticipated future needs through grants, scholarships, sponsorships, initiatives and partnerships.

Impact
Make our community a vibrant and a better place to work and live in by improving lives with more resources strengthening programs in innovative ways.

(Language approved by the Board of Directors September 12, 2018)
Goals set by staff and appropriate committees in 2018 for the Strategic Operational Plan with Visibility, Relevance and Impact in mind;

Grants Committee

- Diversify representation on the Grants Committee (Ongoing)
- Evaluate the grant making process (Ongoing)
- Encourage partnerships and collaborations among funders as well as those seeking funding (Ongoing)

Community Initiatives Committee

- Evaluate short and long-term CFGNB Initiatives (Ongoing)
- Increase community participation in Catalyst and ultimately, the size of the grant (New record membership and an increased grant)
- Develop an ongoing and comprehensive Capacity Building program that meets the needs of non-profit organizations (Ongoing and flexible)

Scholarship Committee

- Establish a Degree Completion Initiative to financially assist college/technical school students in the second half of their education (2021 will be year three and funding for this has increased)
- Grow the existing Scholarship Program to provide more financial assistance (New scholarships and future scholarships being added annually)

Finance & Investment Committee (updated 1/29/21)

- Determine, with inflation in mind, what the size of the permanent funds need to be in 2024 and/or beyond for the operating grant to be $0 with an expected $60,000 for the Civic Leadership Fund (CLF) annually.
  - Work to reduce operating grant below $100,000 at a minimum with the ultimate goal of reducing it to zero. Do this by;
1. Reduce and control expenses where possible while maintain a competitive compensation structure for staff and without compromising programs *(Achieved by 2020 with a steady Operating Grant)*

2. Increase efforts to fundraise to add to our endowment – thus generating more fees and being successful in our focused annual appeal – the Civic Leadership Fund

3. A more moderately aggressive investment strategy *(Ongoing with Finance and Investment Committee)*

4. Examining our fee structure from time to time and increase where it makes sense and keeps up competitive for prospective endowment funds *(Fees updated at end of 2020 for 2021)*

**Administration – Fundraising and Marketing**

- Build and implement a Fundraising plan to meet the goals set by Finance/Investment *(Promoted K.M. to Director of Development, expanded plan emerging, direct contact with planned gift donors on planned gift estimates for future planning)*

- Build and implement a Marketing plan that fulfills the mission of the organization *(Marketing expanding to include Google grants, billboards and increased social media. Building on 80th anniversary)*

**Goals can be adjusted by committees throughout the Operational Plan and additional goals with Visibility, Relevance and Impact in mind can be added as new opportunities emerge. The plan is a working and evolving project just as the Foundation is evolving to become more visible, relevant and impactful in the communities we serve.*