Our Mission

The Foundation’s mission is to enhance the quality of life in our region through resource development, community grantmaking, collaboration, and public leadership.

Our Vision

We are committed to excellence through exceptional service, built on the following core values:

INTEGRITY: Stewardship you can trust.
RESPECT: Relationships matter.
LEADERSHIP: Collaboration creates solutions.
VISION: Our focus is forever.

Strategic Plan 2019-2023
GOAL:

*Raise community awareness and clearly articulate the CFO’s value proposition to each constituency in order to position the CFO as THE trusted place for sustainable philanthropic giving and leadership.*

STRATEGY 1:

Grow funds and donors to meet community needs.

TACTICS:

- Research how other community foundations handle additional investment choices, tiered fees, etc. as donors request more choices.
- Build comprehensive plan to continue to differentiate the CFO from private DAF holders.
- Use results of the Donor Awareness/PAC survey to inform potential marketing efforts and website redesign geared to specific constituencies, such as professional advisors.

STRATEGY 2:

Attract and engage the next generation of donors, generally 45-50 and younger.

TACTICS:

- Create and implement plan for more robust, individualized donor services, including internal and external technology planning for efficiency and tracking.
- Target communication and outreach strategies for next-gen donors based on findings of Donor Awareness Survey coupled with national next-gen philanthropy studies.
- Include young donors on committees; connect donor advisors with nearly funded grant requests via formalized system.

STRATEGY 3:

Investigate the CFO’s future physical space considerations that prioritize the CFO’s “convener” role.

TACTICS:

- Staff develops estimates of potential personnel growth and other physical space and parking needs for six to 18 months.
- Staff will review and recommend short-term solutions for physical space needs.
- Assess longer-term physical space and parking needs in conjunction with the outcomes of the ad hoc committee addressing the CFO’s value proposition and potential for additional nonprofit services.
STRATEGY 4:

Research the feasibility of the CFO forming a nonprofit services corporation to enhance support for the community’s nonprofit structure.

TACTICS:

• Include this in the charge to the ad hoc committee to develop the CFO’s value proposition.

GOAL:

Target strategic opportunities to increase the number of affiliate foundations and potentially expand the CFO’s current service region.

STRATEGY 1:

Research interest in expanding the affiliate network into unserved areas of the current service region and the area north of the Missouri River.

TACTICS:

• Explore interest with potential stand-alone CFs through outreach to leadership.
• Staff and the board’s Regional Committee will develop baseline metrics such as assets and grantmaking to establish benchmarks for successful affiliates.
• Estimate the subsidy required for proposed merger, and financial impact on CFO operations.

STRATEGY 2:

Research the feasibility of a potential name change to more accurately reflect the CFO’s service region.

TACTICS:

• Use outcomes of Strategy 1 and the ad hoc committee on the CFO’s value proposition to determine these tactics.

STRATEGY 3:

Create Best Practices models for Affiliate attraction and retention, such as the Foundation Coordinator program and Project Rise.

TACTICS:

• Research existing models and document processes for foundation coordinator program and Project Rise.
• Staff, with input from the Board’s Regional Committee, will create playbooks to share with Affiliate Foundations with Best Practices.

GOAL:

Maximize the impact of the CFO’s grantmaking on focused areas of need by creating fewer, but larger, programs and initiatives.

STRATEGY 1:

Pursue external grant sources for larger-scale community efforts.

TACTICS:

• Research available grant opportunities that could be accomplished with a professional grant writer/administrator.
• Develop fee structure on large-scale, community-wide grant programs, which could support potential grantwriter position or contract role for additional resources.
• Develop budget estimates to fulfill this potential role.

STRATEGY 2:

Consider expanding the Growth in the Rural Ozarks program based on monitoring the current program and researching additional areas of opportunity and funding.

TACTICS:

• Review MSU audit of program.
• Review existing program and determine ongoing need for outside consultant.
• Establish defined need for outside grant funding to support potential continuation of program.

STRATEGY 3:

Optimize grantmaking to most effectively meet high-priority needs in metro Springfield and the region.

TACTICS:

• Consider/implement consolidation of small grant programs for Springfield-Greene County programs.
• Potentially establish one broadly purposed, small grant program rather than current volume of specifically defined programs to accommodate small grant needs.
• Research impact of establishing larger scale, longer term grant programs for the Coover Regional grant dollars.
• Make decisions about multi-year commitments beyond the Northwest Project (set to complete five-year commitment in FY20); decide on potential multi-year commitments through data points gathered from Community Focus Report and other data sources.
• Investigate implementing a “Good Housekeeping” seal for grantees/specific projects so community would know where to go for advice from trusted source.

**TIMELINE**

**FY20:** (July 1, 2019-June 30, 2020)

• The CFO will create an ad-hoc committee to begin work on developing the CFO’s **value proposition** as “THE trusted place” for each constituency. Determine potential for CFO to create a nonprofit services corporation for enhanced agency services.
• Staff will develop and present to the board a **short-term facilities plan** in first six months for six to 18 months.
• The staff and board will set **five-year targets and/or benchmarks** for growth indicators based on metrics such as assets, funds, gifts, donor engagement, etc.
• Staff and the board’s Regional Committee will develop **Affiliate best practices**, including how to optimize rural grantmaking.
• Staff and each grant committee will assess **Growth in the Rural Ozarks**, including the MSU program audit, and the Northwest Project for recommendations on whether to extend funding past initial commitments.

**FY21:** (July 1, 2020-June 30, 2021)

• Staff and Board will begin **exploration of geographic expansion** and potential name change, including whether to budget for outside consulting.
• **Long-term facilities review** will begin, using information developed by ad hoc value proposition committee and geographic expansion research.
• Staff and Board will develop a **high-impact grantmaking** process based on the outcomes of GRO/NWP commitments and assessment of smaller grant programs.
• Staff will develop plan for **next-generation donor** attraction and retention goal.
• Outcomes recommended by the ad hoc **value proposition** committee will be presented and evaluated.
FY22: (July 1, 2021-June 30, 2022)

- A recommendation will be developed regarding staffing to write for and administer external grants, based on community need and cost estimates of this position.
- The plan for next-generation donor attraction and retention will be implemented.
- The plan for the high-impact grantmaking process will be implemented.

FY23: (July 1, 2022-June 30, 2023)

- The CFO will develop plan to celebrate its 50th anniversary in June 2023.
- The CFO staff and board will begin working on the next strategic plan.
- The long-term facility plan will be implemented.