Scranton Area Community Foundation
Strategic Framework
2021-2023

PREPARED BY SAF LEADERSHIP AND STAFF
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Scranton Area Community Foundation

**Strategic Framework Development:**

The Scranton Area Foundation engaged BoardSource Senior Governance Consultant Susan Decker to assist in the development of a Strategic Framework which would articulate organizational priorities, provide overarching guidelines for foundation operations and strategies, and would allow the foundation to quickly and effectively respond to change. The intent of the strategic framing is to provide a big picture focus, enabling prioritization and decision-making for management, and the ability to be flexible and nimble.

The process involved in developing the 2021-2023 Strategic Framework included the following:

- Susan Decker conducted a survey of community stakeholders as well as the SAF Board of Governors.
- Susan Decker facilitated three community conversations with stakeholders, which included current and prospective donors, community leaders, nonprofit organizations, and other funders.
- Susan Decker facilitated a Board Retreat and a Staff Retreat.
- The SAF staff then met with Susan on three occasions to outline implementation strategies within the framework.
- The SAF staff met without Susan to further develop implementation strategies within the framework, which will allow for a level of benchmarking for the foundation to examine progress in the long term and during the interim.
- The Draft of the Strategic Framework was presented to the SAF Executive Committee for review, modification, and acceptance.
- The Strategic Framework will be presented to the full SAF Board.

Throughout this document, the strategic framework will be outlined, including the strategic pillars, goals, and strategies. Supplementary information from board and community surveys and conversations in the form of word clouds will also be included, as well as a reference of leading practices of Community Foundations.
Scranton Area Community Foundation

Vision

Convener and Leadership Catalyst
Charitable Steward
Partner to Nonprofits

Financial Stability

The Mission:
Enhance the quality of life for all people in Northeastern Pennsylvania through the development of organized philanthropy.