### MISSION
Connecting people who care with causes that matter.

### VISION
We will double our impact to improve our regional community with our valued philanthropic donors and grant partners.

### CORE VALUES
We aspire to operate with a focus on responsibly connecting funds to areas of need under an umbrella of trust.

### IMPACT AREAS
- Arts & Culture
- Community & Human Services
- Environmental Sustainability
- Human Rights

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**GUIDING PRINCIPLES**

<table>
<thead>
<tr>
<th>PARTNER</th>
<th>Long-term partner dedicated to donor intent</th>
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</thead>
<tbody>
<tr>
<td>GRANTMAKER</td>
<td>Thoughtful grantmaker focused on meeting the needs of the community through the work of charitable organizations and initiatives</td>
</tr>
<tr>
<td>ADVOCATE</td>
<td>Attentive advocate, committed to securing discretionary resources to meet changing community needs</td>
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<tr>
<td>STEWARD</td>
<td>Trusted steward of permanent endowments and funds</td>
</tr>
<tr>
<td>CATALYST</td>
<td>Engaged catalyst for action, bringing private and public partners together to address area issues and seize opportunities</td>
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COMMITTEE PRIORITY GOALS FOR 2020-2025

**EXECUTIVE**

- Increase technology budget to $22,000
- Add a development team member
- Identify a larger office space in a more prominent location
- Increase staff to 3 FTE
- Increase the impact of annual distributions to $1.4 million
- Become a self-sustaining organization
- Build an annual operating budget model to support stepped growth, up to $300,000

**COMMUNITY ENGAGEMENT**

- Establish an opportunity matrix to determine if a proposed partnership or program is a beneficial undertaking, taking into account staffing, resources, publicity, funding, etc.
- As needed, we will evaluate if a proposed partnership or program is a beneficial undertaking, utilizing the established matrix.
- Grow our Board to 15 engaged directors that represent the experience, talents, and relationships needed to advance the Foundation’s mission.

**DONOR ENGAGEMENT**

- Develop a Fund Holder Welcome Packet.
- Promote a campaign, inviting donors to consider gifts to endow our 4 impact areas.
- Grow the number of active endowment funds from 74 to _____.
- Grow our endowment to $22 million.
- Increase our unrestricted endowment funds to $_____.
- Invite fund holders to designate a portion of their available distribution to the Annual Fund.

**GRANTMAKING**

- Develop a needs and analysis process to help us maximize our donor community impact.
- Identify unrestricted opportunities aligned with specific impact areas.
- Receive an impact statement from each grantee to help the foundation quantify and communicate how we are improving our community.
- Double the impact of distribution dollars from $700,000 to $1.4 million annually.
- Grow our impact from 182 grants in 2019 to 250 in 2025.

Identify key personas and target audiences to inform our marketing and outreach efforts.

Develop a marketing plan and budget focused on increasing our visibility and articulating our message.

Assemble an advisory committee tasked with building a strategic network of trusted advisors.

Each quarter, the Executive Director will hold 4 donor prospect and/or educational meetings facilitated by Board members.

Receive an impact statement from each grantee to help the foundation quantify and communicate how we are improving our community.