

Increase giving and resources

Objectives	Responsible	Activities	Timeframe	Budget	Status
1) Conduct a focused marketing campaign throughout the region	Staff/Board	Identify targets for campaign	12/31/2022		<p>1) Target audience has been identified for campaign: top 15% of donors</p> <p>2) Contacting other Community Foundations (CF) to learn about their best practices for outreach yielded a few suggestions: One CF recommends having board members host small (under25) gatherings in their homes to introduce prospects to CFDRR. Another CF uses products such as Feathr and Windfall to help better identify their target audience. Another uses a marketing firm to keep consistency in long-term messaging and focus across all media platforms. They highlight an estate gift/planned gift story in their annual report because this is where most of their money comes from.</p> <p>3) A marketing campaign will consist of going out and talking with target audience; the campaign has not been created, as we are in the process of identifying what we are going to promote. Additionally, dedicated personnel is needed for developing our marketing plan and creating marketing materials.</p> <p>4) We actively engage with our primary partners on the donor side through Cannon Financial offerings to CPAs, lawyers and financial advisors; our annual report features a piece on the 1996 Legacy Society.</p>
Results should be \$5M in new donations - defined as new donations of \$5k or more and increases in existing donations that are currently \$5K or more.		Reach out to other Community Foundations to learn their outreach best practices	1/31/2023		
	Staff/Board	Create a marketing plan for the Focused Marketing Campaign*	6/30/2023		
	Staff	Develop budget	6/30/2023		
	Staff	Implement Focused Marketing Campaign*	9/30/2023		
		Print ads - Showcase/Evince/papers			
	Social media				
		Radio/TV			
		Quarterly spotlight/partnering org			
		Email letter distribution			
		Develop Elevator speech			
		Public speaking - monthly			

Build the capacity of the Foundation's staff and resources

Objectives	Responsible	Activities	Timeframe	Budget	Status
1) Increase the Board Endowment Fund balance to \$1 million.	Board/Staff		6/30/2027		1) For this Fund the donors are identified as CFDRR Board members according to the fund agreement. The current board, including new board members, are aware of this objective and the purpose of growing the Board Endowment to provide funds for the Foundation's operations, to lower fees and increase resources for grant making. 2) Current and former board members will receive an 'ask' letter before December 1.
		Identify potential donors.	12/31/2022		
		Contact specific individuals with focused marketing outreach. See Giving and Resources Objective.	9/30/2023		
2) Achieve 85% participation by current Board members in annual donations to the Board Endowment Fund.	Board/Staff	Provide updates at each Board meeting. Reiterate reasons that this fund is important at the same time the update is provided.	Quarterly		1) Reasons important are reiterated at quarterly board meetings. 2) See #2 above about letter to current/former board members.
		Send letter to current and former Board members	Annual - Dec. 1st		
3) Work with Averett to identify internship opportunities within their existing program	Staff (Ex officio board)	Define program requirements and learn existing programs and qualifications Create time schedule for implementation Visit/contact Intern sources (go to the source)	1/31/2023		Kathy met with Angie McAdams from Averett University's Center for Community Engagement & Career Competitiveness about their internships; received guidelines/contract, then Angie left Averett and follow-up discontinued. No more has been done, as our current priority focus is on paid staffing.
4) Average staff tenure to exceed five years.	Exec. Director/ Board	Evaluate current benefit package (value above market) Paid time off, Continuing Ed, Perf Eval, Exit Evaluation	Annual		The PTO and benefit policy was evaluated in December 2022. Several changes were made to improve the package. Each staff member received a performance evaluation. Kathy met with an exiting staff member. The Executive Director received an annual performance evaluation. The staff strives to maintain a pleasant, upbeat, and supportive work environment. We all work well independently and as a team. A product of the National Standards reaccreditation process this summer, is a well-written, comprehensive Employee Handbook, which was reviewed by an attorney.
	Exec. Director	Performance Evaluation (update form by 2/28/23)	Annual		
	Staff	Maintain open, positive work environment (ongoing feedback in staff meetings)	Weekly		
5) Maintain list for emergency staffing needs	Exec. Director/ Staff	Maintain candidate list for emergency staffing needs	6/30/2023		A few names have been shared by staff of candidates for emergency staffing; however, this is a fluid situation. At this time, the priority focus is evaluating the comprehensive staffing needs of the organization and hiring for a new full-time position. If an emergency arises, we may need to seek temporary help from a temp agency.
		Develop list for each position from personal contacts/network	6/30/2023		
		Consider creating volunteer group for specific functions (Marketing Campaign, mailings, etc.)	6/30/2024		

Provide leadership in charitable resources

<i>Objectives</i>	<i>Responsible</i>	<i>Activities</i>	<i>Timeframe</i>	<i>Budget</i>	<i>Status</i>
1) Identify needs/gaps in services in our region and take actions to address these gaps.	All Board and Staff	Determine community needs (what areas are we lacking in?) Education Support Youth Services Community Revitalization Human services Community equity	3/31/2023		1) We have identified education and literacy as the primary community needs. 2) We believe our donors will support investments in education. 3) We are aware of specific programs that are addressing needs in this area; we want to identify ways to partner. Locally, Go-Tec and Out-of-School-Time learning project are two potential partners. 4) A Hospitality Management and Tourism Scholarship was established by CFDRR to support students of all ages enrolling in local hospitality programs.
		Determine what our donors will support	6/30/2023		
		Determine which of these areas we can realistically impact	6/30/2023		
		Identify partners to provide services	9/30/2023		
		Implement Focused Marketing Campaign to support identified services	9/30/2023		
		Begin building additional funds from Marketing Campaign into new grant and scholarship awards cycles to address identified needs/gaps	6/30/2024		

Maintain fiscal responsibility and integrity

<i>Objectives</i>	<i>Responsible</i>	<i>Activities</i>	<i>Timeframe</i>	<i>Budget</i>	<i>Status</i>
1) Obtain clean audits annually.	Executive and Finance Committees	Identify audit agency	Annual - December		The audit activities are all in the process of being accomplished within this timeframe for FY2023.
		Provide information to auditors	Annual - August		
		Review Audit	Annual - Sept.		
		Review 990	Annual - October		
2) Meet National Standards .	Governance Committee	Assemble and submit documentation to certification group.	9/30/2023 (due every three years)		We submitted our application and received notice of approval of our National Standards reaccreditation for the next three years on August 4, 2023.
3) Evaluate investment consultant and policy annually.	Finance Committee	Review policy and consultant performance in May meeting	Annual		

Build resources and impact in secondary service areas

<i>Objectives</i>	<i>Responsible</i>	<i>Activities</i>	<i>Timeframe</i>	<i>Budget</i>	<i>Status</i>
1) Increase the Fund for Halifax County's assets to \$250,000	Staff/Board	Rebuild Advisory Committee Refresh brand Increase Fund Dollars Grow applicant awareness to increase applications for funding	6/30/2027		The Advisory Committee was rebuilt during the summer of 2023. The new members will help promote growth of the Fund for Halifax County. A Plan of Action with suggestions for each of the activities was written.
2) Start five new funds in Halifax County	Staff/Board	Outreach through new Committee members and marketing Annual event to meet, greet and promote the capabilities of the Foundation	6/30/2027		Some outreach ideas are captured in the Plan of Action.

Maintain a diverse Board

<i>Objectives</i>	<i>Responsible</i>	<i>Activities</i>	<i>Timeframe</i>	<i>Budget</i>	<i>Status</i>
1) Recruit Board members to reflect the region's demographics .	Governance/ Executive Committees	Monitor demographics annually and compare to current membership	Update list by 8/1 each year.		Updated
		Have existing Board members recommend individuals for consideration	Obtain recommendations by 4/1 each year.		
		Work with regional partners to create a list of potential board members	Obtain recommendations by 4/1 each year.		
2) Maintain Board occupational diversity while ensuring adequate financial and accounting expertise .	Governance/ Executive Committees	Maintain a current listing of board member's attributes and skills	Update list by 8/1 each year.		Updated
		Annually identify required skill areas	Review list of required skills and backgrounds by 3/1 each year. Modify as required.		
		Recruit board members who have required backgrounds and skills	Governance committee to meet and identify individuals by 5/1.		

Grow grantmaking strategies

<i>Objectives</i>	<i>Responsible</i>	<i>Activities</i>	<i>Timeframe</i>	<i>Budget</i>
1) Increase unrestricted funding by @250k/year in new donations.	Board/Staff/ Finance & Dist. Committees	Use Focused Marketing Campaign to generate donations for specific areas of interest in addition to general unrestricted donations. Possible current and future unrestricted funds include: Community Fund Scholarships Local Impact Investing	6/30/2027	27th Year Quality of Life Annual Appeal suggests donations to the Unrestricted Community Fund. Undesignated gifts to The Foundation are now split between the Board Endowment Fund (30%) and the Unrestricted Community Fund (70%). In FY2022-2023, gifts to the Community Impact Fund (unrestricted) and the Unrestricted Community Fund totalled \$437,242.56.

Provide a clear Vision and Strategy

<i>Objectives</i>	<i>Responsible</i>	<i>Activities</i>	<i>Timeframe</i>	<i>Budget</i>	<i>Status</i>
1) Establish and maintain a Mission and Vision for the Foundation	Executive Committee	Review and update annually Major reviews every five years	Annual 2027		Continuing to update materials with new Mission, Vision & Values
2) Establish and maintain a Strategic Plan with clear, measurable goals, responsible parties, actions required to achieve those goals, a budget and timeframe.	Executive Committee	Review and update annually Major reviews every five years	Annual 2027		2023-2027 Strategic Plan approved by CFDRR Board of Directors 12/12/2022