In our stewardship, operations, service, governance and leadership, we value and have an absolute commitment to:

- Community
- Excellence
- Integrity
- Expertise
- Constancy

We connect donors, communities, and non-profit organizations to make meaningful and lasting change – for Mississippi, for good. Forever.

We imagine a Mississippi where every community is connected to the resources, knowledge, and tools to create meaningful and lasting change – for Mississippi, for good. Forever.
In pursuit of our vision, mission and core values, the Community Foundation for Mississippi will:

- Be led by a Board comprised of diverse community and philanthropic leaders who are dedicated to and actively involved in achieving the Community Foundation’s mission;
- Be managed by a professional staff with the capacity and infrastructure needed to carry out the goals and strategies identified in its strategic plan;
- Secure its financial position through prudent fiscal management, high quality investment management and development of a diversified revenue stream;
- Grow assets under management, with a priority on growing endowed and less-restricted funds;
- Deepen and widen donors’ engagement with the Community Foundation and in addressing community needs;
- Ensure the long-term sustainability of the Community Foundation;
- Be a leader in building social capital, identifying and addressing community issues;
- Build connections to address critical issues key to the sustainability, viability and livability of the community;
- Be a catalyst for achieving significant community impact, and a convener for change-making;
- Lead efforts to build the capacity of the charitable sector to more effectively fulfill their missions;
- Build philanthropic capacity in the state, and motivate people to give to create lasting change.
FOR MISSISSIPPI

ADVANCING PHILANTHROPY

The Foundation attracts an expanded and diverse group of donors who have a strong desire to strengthen their communities.

- Establish and maintain trust with the public and constituent groups.
- Build relationships with donors.
- Build relationships with professional advisors.
- Reach prospective donors in new service area.
- Increase assets through more funds, donors and planned gifts.

OBJECTIVES

- Host Donor/Advisor events with industry professionals.
- Launch a professionally managed planned giving effort.
- Launch a 25th Anniversary major gifts campaign.
- Work with partners to reach into new counties.
- Convert PFs to DAFs.
- Recruit endowed agency funds.
- Create Giving Circles for diverse donor groups.
- Identify “ideal donor” prospects and close gifts or new funds.

INITIATIVES

FOR GOOD

EFFECTIVE AND EXPERT GRANTMAKING AND LEADERSHIP

The Foundation demonstrates its expertise and leadership in the community and communicates its impact.

- Serve as a convener and connect donors with community vision and needs.
- Educate donors about the Foundation, the community, grantees and best practices.
- Educate grantee organizations and work to build capacity in the charitable sector.
- Tell donor and grantee stories to public and constituent groups.

- Create a dashboard of annual and cumulative impact.
- Post grantmaking opportunities in Donor Central.
- Send regular e-newsletters to donors and grantees.
- Link Nonprofit Partners to donors.
- Celebrate the 25th Anniversary with 25 video stories of CFM history, founders, donors and grantees.
- Use social media and website to share stories.
- Create a CFM stock photo and templates library.

- Create and fund an operating endowment.
- Ensure CFM fee structure is competitive and covers costs for all types of funds.
- Gauge donor satisfaction, using data to improve service.
- Reach new counties and solidify CFM’s reputation in existing markets, as the primary charitable partner in our service area.

FOREVER

STRENGTH AND STABILITY

The Foundation secures its future sustainability, develops its capacity to provide service to its current and future donors and establishes a presence in its new areas of coverage.

- Establish and begin to fund a CFM Endowment Fund with a minimum goal of $2.5 million.
- Assess our cost-per-fund-activity through an accepted analysis tool or process, compare fee structure to other CFs in our cohort and in our market area, then restructure fees.
- Explore new and diverse revenue streams while continuing annual campaign, for sustainability.
- Advertise in professional and trade publications about the benefits of working with CFM.
OUR VISION
We imagine a Mississippi where every community is connected to the resources, knowledge, and tools to create meaningful and lasting change – for Mississippi, for good. Forever.

OUR MISSION
We connect donors, communities, and non-profit organizations to make meaningful and lasting change – for Mississippi, for good. Forever.

OUR CORE VALUES
In our stewardship, operations, service, governance and leadership, we value and have an absolute commitment to:

- Community
- Excellence
- Integrity
- Expertise
- Constancy
STATEMENT OF INTENT

In pursuit of our vision, mission and core values, the Community Foundation for Mississippi will:

➤ Be led by a Board comprised of diverse community and philanthropic leaders who are dedicated to and actively involved in achieving the Community Foundation’s mission;
➤ Be managed by a professional staff with the capacity and infrastructure needed to carry out the goals and strategies identified in its strategic plan;
➤ Secure its financial position through prudent fiscal management, high quality investment management and development of a diversified revenue stream;
➤ Grow assets under management, with a priority on growing endowed and less-restricted funds;
➤ Deepen and widen donors’ engagement with the Community Foundation and in addressing community needs;
➤ Ensure the long-term sustainability of the Community Foundation;
➤ Be a leader in building social capital, identifying and addressing community issues;
➤ Build connections to address critical issues key to the sustainability, viability and livability of the community;
➤ Be a catalyst for achieving significant community impact, and a convener for change-making;
➤ Lead efforts to build the capacity of the charitable sector to more effectively fulfill their missions;
➤ Build philanthropic capacity in the state, and motivate people to give to create lasting change.
STRATEGIC PLAN MISSION AND VISION

In its recent Strategic Planning retreat, the Board of Trustees established the following guiding language:

By 2025, the Community Foundation for Mississippi will be known as a trusted place for donors and community partners to go to explore ideas, leverage resources and create solutions to make a measurable difference for their communities.

This Strategic Planning Mission and Vision should align with the Vision and Mission Statements of the Foundation, so that the Foundation is recognized as:

A trusted place for donors to explore ways to create lasting change in their communities, connect to community partners and use their philanthropic resources for good, forever.

The Strategic Plan adopted by the Board of Trustees includes the following Strategic Directions:

ADVANCING PHILANTHROPY
EFFECTIVE AND EXPERT GRANTMAKING AND LEADERSHIP
STRENGTH AND STABILITY
STATEGIC DIRECTIONS

FOR MISSISSIPPI

STRATEGIC DIRECTION: ADVANCING PHILANTHROPY

GOAL: The Foundation attracts an expanded and diverse group of donors who have a strong desire to strengthen their communities.

Objectives
- Establish and maintain trust with the public and constituent groups.
- Build relationships with donors.
- Build relationships with professional advisors.
- Reach prospective donors in new service area.
- Increase assets through more funds, donors and planned gifts.

Initiatives
- Host Donor/Advisor events, partnering where possible with related industry professionals, especially to bring in expert or experts in an aspect of financial and estate planning. Ongoing
- Cultivate new donors to increase assets, to include a professionally managed planned giving effort. Identify/engage consultant by April 1, 2019
- Use the 25th Anniversary year to launch a major gifts campaign to increase assets by 25%, 25 funds and/or $25 million. Launch April 1, 2019
- Work with Nonprofit Partners and corporate partners to reach into new counties, cohosting “getting to know you” events. Ongoing
- Use Wealth Engine and TOW data to create a “hit list” of target donors. Ongoing
- Identify the 25 smallest private foundations in our area and seek to convert some of them to DAFs.
- Identify the top 10 nonprofit endowments or foundations and seek to convert some of them to endowed agency funds.
- Create a Giving Circle for millennial and other young donors.
- Create learning opportunities for charitable giving focused on African-American donors.
- Using the “preferred donor” profile, identify prospects for planned/estate and major gifts, with the goal of adding new funds (Designated, Field of Interest and DAF).

Board Committee Responsible: Fund Development Committee
Staff Liaison/s: Director of Donor Services and Grants Management, President and CEO
FOR GOOD
STRATEGIC DIRECTION: EFFECTIVE AND EXPERT GRANTMAKING AND LEADERSHIP

GOAL: The Foundation demonstrates its expertise and leadership in the community and communicates its impact.

Objectives
- Serve as a convener around community needs, and connect existing donors with those needs.
- Educate donors on an ongoing basis about the Foundation, the community, grantees and best practices.
- Educate grantee organizations and work to build capacity in the charitable sector.
- Communicate with the public and constituent groups, telling donor stories as well as grantee stories.

Initiatives
- Use Donor Central to post grantmaking opportunities to donors.  
- Create and distribute a monthly e-newsletter for donors.  
- Create and distribute regular e-newsletters to nonprofit organizations.  
- Continue to use social media to share stories related to philanthropy.  
- Link Nonprofit Partners to donors through Donor Central and events.  
- Compile video stories of CFM donors and founders.  
- Create a dashboard of annual impact and cumulative grantmaking impact.  
- Develop a robust plan to celebrate the 25th Anniversary of CFM in 2019-2020 through donor, founder and grantee stories.  
- Create a CFM stock photo and templates library.

Board Committee Responsible: Grants Committee, 25th Anniversary Committee*
Staff Liaison/s: Director of Donor Services and Grants Management, Fahrenheit Creative, Marketing Associate,* President and CEO
*Additional position/committee
FOREVER
STRATEGIC DIRECTION: STRENGTH AND STABILITY

GOAL: The Foundation develops its capacity to provide service to its current and future donors, establishes a presence in its new areas of coverage, and secures its future sustainability.

Objectives:
- Build a reputation as the primary charitable partner in our service area.
- Create and fund an operating endowment.
- Ensure that the fee structure is competitive while ensuring adequate cost coverage for all types of funds.
- Develop marketing strategy to reach new coverage areas and solidify CFM reputation in existing markets.

Initiatives
- Place ads in appropriate trade publications about the benefits of working with CFM (MSCPA Newsletter, MS Lawyer, MBJ). Ongoing
- Establish and fund a CFM Endowment Fund, possibly by earmarking at least $25,000 from year-end reserves to fund, adding donor gifts and any unrestricted monies received after 1/1/2019, in addition to 5% of all new gifts to funds received after 1/1/2019, with a minimum goal of $2.5 million. Give strong consideration to engaging a major gifts consultant to design and lead this effort. Establish Fund by December 2018
- Assess our cost per fund activity through an accepted analysis tool or process, compare fee structure to other CFs in our cohort and in our market area, then restructure fees.
- Explore and assess possible new revenue streams for sustainability.

Board Committees Responsible: Fund Development Committee with Finance Committee input on fee structures, costs and new income streams
Staff Liaison/s: President and CEO, Fahrenheit Creative, COO and Director of Finance
The Vision Statement for The Community Foundation for Mississippi is:

*We imagine a Mississippi where every community is connected to the resources, knowledge and tools to create meaningful and lasting change for Mississippi -- For good, forever.*

The Mission Statement is:

*The Community Foundation for Mississippi connects donors, communities and nonprofits to make meaningful and lasting change for Mississippi -- For good, forever.*

In its recent Strategic Planning retreat, the Board of Trustees established the following strategic vision:

*By 2025, the Community Foundation for Mississippi will be known as a trusted place for donors and community partners to go to explore ideas, leverage resources and create solutions to make a measurable difference for their communities.*

The strategic vision should align with the Vision and Mission Statements of the Foundation, so that the Foundation is recognized as:

*A trusted place for donors to explore ways to create lasting change in their communities, connect to community partners and use their philanthropic resources for good, forever.*

To achieve this strategic vision, the organization has created a Sustainability Plan, which will serve as the business plan and map for success for the next three years, and beyond.

I. **Achieve financial sustainability for the Foundation**

A. It is imperative that the Foundation make its priority to establish a firm and secure sustainable financial base. Such a base will:

1. Instill confidence in the Foundation’s viability in the minds of donors and the community;
2. Lead to increased legacy and transformational giving, and community investment in the Foundation;
3. Allow staff and board to achieve the vision of the Foundation without the limitations created by a lack of sustainability: short-term decision making instead of strategic visioning, emphasis on annual fundraising instead of instead of long term fund development and reactionary budgeting dictated by changing economies.
B. Just as an individual should always have a savings account and a retirement plan, a nonprofit organization should also, in the form of Operating Reserve and Operating Endowment funds. Financial sustainability will only be achieved when the organization:
1. Makes a priority of establishing these funds;
2. Understands, defines and accepts the appropriate size for these funds; and
3. Dedicates all possible resources to fully funding the Reserve and Endowment in as short a timeframe as possible.

At minimum, the Foundation should have an operating reserve of at least 6 months, over and above routine annual carryover in the administrative fund (currently between 2-3 months’ operating costs). The operating endowment should be sufficient to provide for the growing needs of the Foundation and its communities, and to cover unexpected emergencies. An operating endowment should be large enough to sustain a 5% annual payout to the Foundation to offset operating costs not covered through administrative fees. This will ensure that the future of the Foundation is not dependent on annual fundraising to fill budget gaps, nor is subject to vagaries in market conditions which affect administrative fee revenues.

C. Other tasks to ensure sustainability should be undertaken concurrent with the establishment and funding of the Operating Reserve and Operating Endowment. These include:
1. Diversifying the donor base for major gifts and annual fundraising;
2. Widening the donor base of major gifts; and
3. Realigning fees to better reflect actual costs of services as well as improve the competitive advantage of the Foundation to prospective donors.
4. Continuing to improve administrative and programmatic efficiencies while remaining committed to excellence in donor services.

GOALS:

1. Create an Operating Reserve of six months’ average operating costs (over and above year-end carryovers needed to sustain operations into the new fiscal year).
   \textbf{\$500,000, begin by April 1, 2019}

2. Create an Operating Endowment to generate 5% payout to operations.
   \textbf{Goal of \$2.5 million, begin by April 1, 2019}

3. Align fee structure and offerings in accordance with actual costs and to attract more donors by pricing and providing services in a competitive mode.
   \textbf{By March 31, 2019, engage in cost-based activities analysis.}

4. Grow the legacy society through a focused, professionally driven planned giving effort.
   \textbf{By April 1, 2019, identify consultant and budget needed to engage.}
5. Diversify revenue by broadening asset based giving, through a professionally driven major gifts campaign, to coincide with the Foundation's 25th Anniversary.
   By April 2019, identify consultant and budget needed to engage.
6. Develop growth and revenue goals for service counties.
   By April 2019, identify and target county/counties and their potential.

II. Build on and communicate the Foundation's strategic impact to the community and its stakeholders.

GOALS:

A. Create a marketing and communications strategy that will inspire current donors and prospective donors to support the Foundation and establish the Foundation as a thought leader and lead philanthropic resource in our communities.
   Ongoing with Communications Team

B. Integrate marketing and communications strategy with development plans to maximize effectiveness of both.
   Ongoing, but fund development plan should be adopted Fall 2018.

III. Improve operational and programmatic efficiencies.

GOALS:

A. Evaluate staffing needs and create a 5-year staffing chart.
   By January 2019 evaluate peer foundations and make recommendations for the strategic and operations plans.

B. Align salaries and benefits with peer organizations to attract and retain the best talent, as well as appreciate current professional staff.
   By January 2019 evaluate peer foundations and make recommendations for 2019-2020 budget.

C. Implement annual review of all programs and service counties activities to ensure vision alignment and evaluate cost benefit ratios.
   By April 2019, contract with firm to evaluate and make recommendations, and blueprint ongoing process.