



Community Foundation of Anne Arundel County

# STRATEGIC PLAN

## 2021-2026\*



\*On December 8, 2025, the CFAAC Board approved a one-year extension of the Strategic Plan, extending it from the end of 2025 through the end of 2026.

## HISTORY OF CFAAC

In 1998, a group of forward-thinking community leaders took an adventurous step by forming the Community Foundation of Anne Arundel County (CFAAC) to ensure a better quality of life for all in Anne Arundel County by providing a permanent source of philanthropic support to nonprofit organizations serving their community.

Over the past 23 years, CFAAC has grown the total financial assets under management to more than \$20 million and 150 active funds. Thanks to the generosity of donors in the county, 4,070 grants totaling \$19,680,515 have been disbursed to over 1,004 unique nonprofits. We have also distributed \$538,395 in scholarships to graduating high school seniors. We are the largest institutional funder in Anne Arundel County.

Public, private, and corporate foundations serve as central pillars for the nonprofit sector in communities across the United States. There are a limited number of foundations located in Anne Arundel County and without CFAAC, a significant gap in funding would result for our local nonprofits.

Planning for the future is crucial. As local, state, and federal funding continue to decline, private donors are being called on to fill the gaps. At CFAAC, we believe we have more opportunity than ever to develop partnerships that yield real solutions to seemingly intractable societal challenges.

*CFAAC's role is to inspire and grow philanthropy, help to identify critical needs, partner with donors to help them meet their financial and philanthropic goals, and promote collaboration to help strengthen local nonprofits.*

It is a privilege to serve our community in this unique way. By partnering with individuals, couples, families, businesses, nonprofits, and other community agencies, we witness first-hand the results of generosity – both in time and money. We know that each one of us makes a difference. That is why we are focused on growing philanthropy one person, one family, one business at a time. The more of us who give, the more good we can do for our community, together.

Under the direction of the President and CEO and Board leadership in 2020, the Board of Trustees and Staff Team reaffirmed and refined our strategic plan by reviewing our history, confirming our primary constituents, and researching like-sized community foundation growth strategies and best practices. A Strategic Planning Subcommittee was formed, as a Subcommittee of the Fund Development Committee, to determine the final strategic priorities for impact and growth outlined in this document that will serve to guide the organization over the next five years. In addition, the following were also accomplished through the process:

- Reaffirmed CFAAC's mission, vision, and values
- Reviewed the internal and external landscape
- Identified organizational strengths, opportunities, and external challenges from community stakeholder's feedback
- Evaluated organizational operations, functions, and related systems

Thank you for taking the time to review this plan and for your ongoing support of CFAAC.

## 2020 BOARD OF TRUSTEES

The Strategic Plan was developed in partnership with the 2020 Board of Trustees and President and CEO Mary Spencer. We would like to thank the following individuals for developing this strategic plan to guide CFAAC through 2025.

### Board of Trustees 2020 Executive Committee

Mary Grace Folwell	Carl Gutschick	Larry Clark
Jim Humphrey	Greg Strott	Jim Nolan

### 2020 Board of Trustees

Kate Caldwell	Michael Lehr	John Rosso
Anne Hamel	John Magnolia	Paul Serini
Jenny Kottler	David Mitchell	Amy Tate
Renee Kremm	Jennifer Pratt	Karen Whaley

### 2020 Staff

<b>Mary Spencer</b> President & CEO	<b>Kristen Krall</b> Grants & Scholarships Manager
<b>Amy Francis</b> Director of Development	<b>Ashley Robison St. Clair</b> Marketing & Communications Coordinator
<b>Taylor Milbradt</b> Director of Finance & Operations	<b>Renee Houston Zemanski</b> Communications Specialist
<b>Claudia Nichols Cunningham</b> Director of Gift Planning	<b>Haley Cromwell</b> Philanthropic Services Associate

### 2021 Board of Trustees

<b>Mary Grace Folwell, Chair</b> - Associate General Counsel, District of Columbia Housing Authority
<b>Jim Humphrey, Vice Chair</b> - Chairman & CEO, The Humphrey Companies
<b>Karen M. Whaley, CPA – Treasurer</b> - Karen M. Whaley, CPA, CSEP
<b>Greg Strott, Secretary</b> - Community Volunteer
<b>Larry Clark, Assistant Secretary</b> - President, Deerbrook Charitable Trust
<b>Andrea Beegle</b> - Financial Consultant, Compass Wealth Strategies, LLC
<b>Kate Caldwell</b> - Consultant, Caldwell & Associates
<b>Carl Gutschick</b> - Principal, Gutschick, Little & Weber, P.A
<b>Anne Hamel</b> - Community Trainer, Mental Health Association of Maryland
<b>Renee Kremm</b> - Financial Planner, Eagle Strategies, LLC
<b>Michael Lehr, Esq.</b> - Principal Sims & Campbell Estates and Trusts
<b>John Magnolia</b> - President, Magnolia Companies
<b>David Mitchell</b> - Community Volunteer
<b>Vincent Moulden</b> - Community Engagement Officer, Anne Arundel County
<b>Jennifer A. Pratt</b> - Vice-President, Atapco Financial Services, Inc.
<b>John A. Rosso, Jr.</b> - Principal, Rosso Commercial Real Estate Services, LLC
<b>Paul Serini, Esq.</b> - Chairman, Helen J. Serini Foundation
<b>Amy Tate</b> - Assistant General Counsel, Tate Automotive Companies
<b>Martha Van Woerkom</b> - Community Volunteer

## MISSION

To inspire and promote giving in Anne Arundel County by connecting people who care with causes that matter.

## VISION

We envision a vibrant and generous community that comes together to enhance the quality of life for all.

## VALUES

- Excellence
- Partnership
- Professionalism
- Credibility
- Integrity
- Trust
- Impact

## 2021 – 2025 STRATEGIC PRIORITIES

The Community Foundation of Anne Arundel County recognizes the power of philanthropy to transform communities. The priorities identified here will help to make a difference in strengthening communities and improving the quality of life for all residents in Anne Arundel County.

In addition to the traditional fund management and grant distribution services provided by community foundations, this plan acknowledges and defines our community leadership efforts that go above and beyond providing high quality philanthropic services. CFAAC is a convener of service providers, a thought partner, an advocate for local nonprofits, and a catalyst for innovative ideas and community problem-solving.



# COMMUNITY IMPACT & LEADERSHIP

Lead nonprofits and public and private donors in improving the quality of life in Anne Arundel County by increasing fund assets, endowment assets, and annual grant distributions.

## GOALS

**Goal 1:** Identify priority issues that CFAAC is uniquely qualified to address, in addition to its broader mission.

**Goal 2:** Communicate CFAAC's impact in the community by continuing to increase awareness about its mission, role, and opportunities.

**Goal 3:** Develop a strong professional advisor engagement strategy to expand and deepen existing relationships and build new relationships with professional advisors.

**Goal 4:** Demonstrate community impact through increased annual grant distributions through designated and unrestricted funds.

**Goal 5:** Develop and launch a marketing plan around planned giving.

**Goal 6:** Explore new and innovative opportunities to improve visibility of the next *Poverty Amidst Plenty Community Needs Assessment* (e.g. collaborate with local nonprofits, government agencies, and explore online platform).

**Goal 7:** Provide excellent membership and logistical support to the Anne Arundel Estate Planning Council (AAEPC) members and Executive Committee.

**Goal 8:** Increase awareness about the social and economic impact and value of nonprofits by facilitating the coordination of the Community Impact Speaker's Series with our nonprofit partners and by coordinating the Strengthening Nonprofits Collaborative and planning and facilitating a variety of capacity building training programs.

**Goal 9:** Participate in county and statewide efforts that position CFAAC as an essential philanthropic resource, key community builder, and relevant policy advocate.

**Goal 10:** Grow the Community Leadership Circle annual support efforts to build and maintain 12 months of operating reserve and to ensure annual support to fund operating costs.

## MEASURING SUCCESS

- ✓ Increased CFAAC awareness and brand recognition
- ✓ Increased number of referrals from professional advisors and others
- ✓ Increased total assets from \$20M to at least \$25M by December 31, 2025<sup>1</sup>
- ✓ Increased annual grantmaking from donor advised funds proportionate to asset growth
- ✓ Increased number of designated funds and unrestricted funds
- ✓ Increased number of funds from planned giving
- ✓ Increased requests to partner and assume leadership roles on key issues
- ✓ Increased AAEPC membership and membership satisfaction
- ✓ Increased attendance at Community Impact Speaker's Series events
- ✓ Continue high-quality, affordable, and relevant capacity building opportunities
- ✓ Continue meaningful participation in relevant county and state-wide efforts

<sup>1</sup> \*On September 13, 2021, the CFAAC Board of Trustees unanimously approved a motion to increase the 2021-2025 Strategic Plan goal from \$25 million in assets to \$35 million in assets by 2025.

## DONOR-CENTERED PHILANTHROPY

Provide excellent philanthropic services and meaningful engagement opportunities for individuals, families, institutions, and professional advisors.

### GOALS

**Goal 1:** Ensure high-quality interactions and foster long-term investment and engagement with donors, fund advisors, sponsors, and giving circles.

**Goal 2:** Enhance donor and fund advisor events that focus on appreciation, networking, education, and collaboration.

**Goal 3:** Increase our focus on consistent and ongoing current donor stewardship along with new donor prospect analysis and engagement.

**Goal 4:** Continue to assess and execute a plan for enhancing internal processes and procedures as necessary to reflect best practices.

**Goal 5:** Exceed donor expectations for customer service.

### MEASURING SUCCESS

- ✓ Increased donor satisfaction reported in donor surveys, staff, and board interaction
- ✓ Continue hosting meaningful donor-focused events (e.g. fund advisors, legacy funds, potential donors)
- ✓ Greater participation in donor events
- ✓ Increased donor-initiated engagement, communication, and interaction

# ORGANIZATIONAL EXCELLENCE / PEOPLE

Ensure organizational and fiduciary excellence and create financial sustainability.

## GOALS

**Goal 1:** Maintain operational excellence and credibility through the annual renewal of accreditation through the National Standards for U.S. Community Foundations.

**Goal 2:** Recruit, hire, and nurture a highly effective, efficient, and inclusive staff.

**Goal 3:** Identify, recruit, and engage a Board of Trustees having a reputation for community leadership, and that represents the diversity of the community.

**Goal 4:** Increase efficiencies and fiduciary stewardship through our fund management, fundraising, and grantmaking technology platform.

**Goal 5:** Continue to grow the organization on our cultural values of diversity, inclusion, professionalism, collegiality, quality, integrity, flexibility, and professional development.

**Goal 6:** Be recognized as an Employer of Choice with a reputation for a highly competent, effective, efficient, and fulfilled staff team.

**Goal 7:** Continue implementation of annual goal setting, performance management, and professional development.

## MEASURING SUCCESS

- ✓ Re-accredited annually by the National Standards for U.S. Community Foundations
- ✓ Annual budget goals met while maintaining 12 months of operating reserve
- ✓ Increased Board of Trustees diversity
- ✓ Strive for donor, fund advisor, and staff diversity
- ✓ Increased efficiency through fund management, fundraising, and grantmaking technology platform
- ✓ Elevated level of volunteer satisfaction and re-engagement
- ✓ Highly regarded community reputation
- ✓ Highly effective and efficient staff with a high level of job satisfaction
- ✓ Increased focus on and opportunity for staff professional development
- ✓ Formalized and budgeted annual staff incentive structure