



Strategic Action Plan

To be reviewed by the Board of Trustees – November 14, 2024, for 2025

Mission Statement

To enhance the quality of life for all citizens of Charlevoix County, now and for generations to come.

Vision Statement

To be the trustworthy resource for philanthropy by building permanent endowment, addressing needs through grantmaking, and providing leadership resources to serve our community. For good. For ever.

Core Values

Integrity: We will act ethically in every relationship.

Stewardship: We will support and preserve donor intent across generations.

Excellence: We will meet or exceed expectations in all we do.

Respect: We will honor the dignity and worth of all.

Leadership: We will act as a catalyst and collaborate with others to build a better tomorrow.

Core Focus

Thriving Community

Encourage vibrant places that offer opportunities for all people to thrive.

Connection & Relationships

Connect people who care to needs and opportunities to make a positive impact in Charlevoix County.

Sturdy & Trusted

Develop a credible and creative organization for our community's future.

Outcomes Measured

- Increase total number of donors
- Increase total giving, especially to priority endowments
- Increase grantmaking, especially to community priorities
- Increase number of Legacy Society gifts planned
- Increase in engagement
- Narratives shared in the core focus areas to round out the quantitative measures and give a sense of the impact

Thriving Community

Goal 1: *Encourage vibrant places that offer opportunities for all people to thrive.*

We will make a difference through grantmaking, take action to be good partners, and engage in our communities.

Strategies:

- *Strengthening the organizations that serve Charlevoix County is an effective way to make a difference for friends and neighbors.*
- *More needs and opportunities can be addressed if C3F expands efforts to connect donors to needs and opportunities beyond grant cycles.*

Priority Objectives – 2025	Lead	Estimated Cost	Completion Date	Methods of Reporting Progress
Make Scholarship Program recommendations to prioritize student success and long-term sustainability.	Megan	-0-	February 2025	Board Review
Research and establish impact investing goals, policies, and procedures.	Matt/Ashley	-0-	October 2025	Investment Committee Review
Vet the grant catalog tool (crowd-funding feature that has development implications as well).	Megan/Bekah All Staff	-0-	November 2025	Board Review
Coordinate IUPUI's Lilly School of Philanthropy Certificate of Fundraising Management (CFRM) in Charlevoix and Emmet Counties with PHSACF and Herrick Foundation.	Ashley	-0-	December 2025	Trustee Topics

Anticipated Objectives - 2026 and beyond	Lead	Estimated Cost	Completion Date	Methods of Reporting Progress
Pilot/Launch crowdfunding (grant catalog) feature.	TBD	TBD	TBD	TBD
Help partners increase capacity with future giving promotion.	Pam	TBD	TBD	TBD
Offer resources for fund holders to grow their funds.	Pam	TBD	TBD	TBD

Aspirational Objectives – TBD	Lead	Estimated Cost	Completion Date	Methods of Reporting Progress
Intentionally engage with elected decision-makers and other community leaders.	Sara	TBD	TBD	TBD
Expand role as convenor around challenging community issues.	Sara	TBD	TBD	TBD
Impact important issues – Childcare? Preschool?	Ashley/Megan	TBD	TBD	TBD

Connection and Relationships

Goal 2: *Connect people who care to needs and opportunities to make a positive impact in Charlevoix County.*

We will share impact, show appreciation, grow our circle of supporters, and call our community to action.

Strategies:

- *Now gifts are meaningful and important, but the core focus for C3F is future gifts, which tend to be larger and less restricted in purpose.*
- *C3F is for Everyone – gifts of all sizes matter and it should be easy to engage with the C3F to make a difference close to home through giving.*

Priority Objectives - 2025	Lead	Estimated Cost	Completion Date	Methods of Reporting Progress
Intentionally increase attendance at community events hosted by partners, such as fundraisers, state of the community events, service club meetings, and organizations' board meetings.	Sara (all)	\$2,000	April 2025	Trustee Topics updates
Create and print an updated version of our Legacy Guide to match the current logo and branding.	Pam	\$1,000	April 2025	Trustee Topics updates
Recreate website.	Pam	\$30,000	August 2025	Trustee Topics updates
Launch Scholarship Newsletter to Fund Reps.	Megan/Pam	\$1,000	September 2025	Trustee Topics updates
Implement 'diffused development.'	Sara	-0-	October 2025	Trustee Topics updates

Anticipated Objectives – 2025/2026	Lead	Estimated Cost	Completion Date	Methods of Reporting Progress
Focus more on professional advisors.	Matt	\$500	TBD	Trustee Topics updates
Reach a wider group with mailed pieces.	Pam	\$2,000	TBD	Trustee Topics updates

Aspirational Objectives – 2026 and Beyond	Lead	Estimated Cost	Completion Date	Methods of Reporting Progress
Determine intentional ways to connect with and gather input from C3F circle and community members.	Pam/Bekah	TBD	TBD	TBD
Purposefully connect with seasonal residents.	Sara	TBD	TBD	TBD
Focus on the value and impact of small gifts.	Pam	TBD	TBD	TBD
Broaden demographics of donors through outreach.	Pam	TBD	TBD	TBD

Sturdy and Trusted Organization

Goal 3: *Develop a credible and creative organization for our community's future.*

We will care for employees, engage our Board of Trustees, and improve efficiency and sustainability.

Strategies:

- *C3F is forever, so we must focus on building a credible and trusted organization for our community's future.*
- *Supporting and engaging our staff and volunteers will make for a sustainable and innovative organization that reflects our community.*

Priority Objectives - 2025	Lead	Estimated Cost	Completion Date	Methods of Reporting Progress
Revisit Core Values with Board of Trustees and Staff.	Sara	-0-	May 2025	Board Review
Explore and implement best practices and training for effective systems (electronic filing, Microsoft 365, task management)	Bekah	\$2,500	June 2025	Trustee Topics
Explore how to add a youth member to the C3F Board.	Megan	-0-	July 2025	Board Review
Review and plan for compensation and benefits to sustain high-quality staffing.	Sara	\$2,000	September 2025	Executive Committee Review
Review and revise fund agreements and allowable modifications to ensure compliance and best practices.	Sara/Matt	-0-	December 2025	Board Review
Complete continuity of operations planning to prevent or prepare for unplanned disruptions.	Sara All Staff	-0-	December 2025	Board Review

Anticipated Objectives – 2025/2026	Lead	Estimated Cost	Completion Date	Methods of Reporting Progress
Draft Disaster Response Plan (preparing to serve the community during and after a disaster).	Ashley/Sara	TBD	TBD	TBD

Aspirational Objectives – 2026 and beyond	Lead	Estimated Cost	Completion Date	Methods of Reporting Progress
Give and receive using new tools (ACH, Venmo, Apple Pay).	Matt	TBD	TBD	TBD

Strategic Planning Cycle

The purpose of the proposed planning cycle is to:

- provide a timeline that allows for strategic plan objectives to be incorporated into the budget for the coming year;
- provide a timeline that allows staff to integrate strategic plan objectives into our annual workplans;
- build a tradition of strategic planning at each meeting of the Board of Trustees; and
- benefit from a format that includes shorter-term objectives as well as medium- and long-term objectives and ongoing opportunities to add or amend this document.

Consider this planning cycle both forward and backward (start of the year – end of the year, but also from implementation backward to planning).

February Trustee Meeting: Board packet and/or agenda includes high level annual measures for the previous year and trends over time.

May Trustee Meeting: Board packet and/or agenda includes updates on strategic plan progress, community data, and prompts input on priorities.

May Board Survey / May Staff Survey: Offers an opportunity for feedback that may be included in the strategic plan.

Summer – Staff prioritizes and incorporates board feedback into the rolling strategic plan; staff are also encouraged to add objectives for the coming year.

August Trustee Meeting: Board packet and/or agenda includes updates on strategic plan progress and proposes objectives for review and input.

September – Staff offsite to take board feedback on objectives and revise the rolling strategic plan for November review and approval.

October – President will get initial feedback on rolling strategic plan from the Executive Committee: What's most important? What's missing? Adjustments will be made in advance of the November board meeting.

November Trustee Meeting: 'Rolling' Strategic Plan is presented to the Board of Trustees for second review and annual approval, alongside and coordinated with the operating budget.

December/January: Staff create individual workplans that include ongoing role activities as well as strategic plan objectives.