

Bridge Builders
Community
Foundations

Strategic Plan

2023-2026 |



Our Mission

Bridge Builders Community Foundations is dedicated to building a permanent legacy through transformative philanthropy for the communities we serve.

Our Values

Integrity: Bridge Builders Community Foundations provides the highest quality, reliable experience to donors at all levels of our operation.

Trust: We will honor and recognize the legacies of all donors to the Bridge Builders Community Foundations and assist in creating new charitable legacies for the people of our region.

Excellent Service: We are committed to serving as the bridge between the private philanthropy of the past and present and the community needs of today and tomorrow.

Organization Health: We continually evaluate and monitor our internal processes to maintain our organization's health. We make improvements when they are necessary with longevity and permanence in mind.

Planning: Planning is the common denominator for all of our values. It is the past, present, and future. Reviewing our history, planning becomes the blueprint for today and the design for the future.

Sense of Urgency: We approach our work with the pressing needs of our community in the forefront of all that we do.



Strategic Goals

Bridge Builders Community Foundations will inspire active donor participation in philanthropy by utilizing equity-centered strategies for strengthening our community as defined in the following goals:

- 1 Provide community leadership to be the catalyst for positive change in the community.
- 2 Build and maintain a committed and knowledgeable governance structure.
- 3 Increase and improve giving and grant making.

Bridge Builders Community Foundations will maintain focus and be visibly engaged in implementing this strategic plan, reviewing performance, managing change, and optimizing processes.

Goals with Outcomes & Strategies

- **Goal 1: Provide community leadership to be the catalyst for positive change in the community.**

- Outcome: Foster the development of new programs in the community
 - Support: Many other active organizations in the community
 - Challenge: Limited resources and time
 - Strategies:
 - Identify support systems for vulnerable individuals and families
 - Engage donors about identified community issues/projects
 - Timeframe: Year 1
 - Responsible Party: Staff and consultant(s)
- Outcome: Identify and Inform local leaders and elected officials to address community needs and issues
 - Support: Established relationships with leaders
 - Challenge: Accessibility, new role for BBCF
 - Strategies:
 - Establish a Community Leadership Forum
 - Timeframe: Year 1
 - Responsible Party: Staff & Ad Hoc Committee
- Outcome: Increase collaboration with other funders
 - Support: Established relationships with other funders & philanthropists
 - Challenge: Time constraints
 - Strategies:
 - Funders Roundtable (Private and Public)
 - Timeframe: Year 2
 - Responsible Party: Staff
- Outcome: Increase collaboration within the nonprofit community
 - Support: Funder, established working relationships
 - Challenge: Narrow focus, hesitation to collaborate,
 - Strategies:
 - Quarterly nonprofit gathering
 - CEO/ED Roundtable
 - Timeframe: Year 2 - 3
 - Responsible Party: Staff

Goals with Outcomes & Strategies

- **Goal 2: Build and maintain a committed and knowledgeable governance structure**

- Outcome: Commit to Board, Committee, and Staff Development & Training
 - Support: Consultant on hand, clearly defined governance structure
 - Challenge: Volunteer coordination of time and schedules
 - Strategies:
 - New committee commissions (Year 1)
 - Annual review of Foundation Bylaws and other governing documents (Ongoing)
 - Board/committee Trainings (Year 2-3)
 - Timeframe: Year 1-3
 - Responsible Party: BBCF Exec Committee

- **Goal 3: Increase and improve giving and grantmaking**

- Outcome: Increase discretionary grantmaking
 - Support: Infrastructure in place, community support
 - Challenge: New process, small staff, participation
 - Strategies:
 - Affiliate engagement
 - Community giving campaign
 - Timeframe: Year 1 - 2
 - Responsible Party: Staff, Affiliates
- Outcome: Giving Circles
 - Support: Infrastructure in place
 - Challenge: Participation
 - Strategies:
 - Research
 - Outreach to possible participants
 - Timeframe: Year 1 research - Year 2 implementation
 - Responsible Party: Staff, Affiliate leadership

** Goal 3 is continued on next page

Goals with Outcomes & Strategies

- **Goal 3: Increase and improve giving and grantmaking (continued)**
 - Outcome: Board Giving
 - Support: Infrastructure
 - Challenge: Participation - new initiative
 - Strategies:
 - Peer to peer meetings
 - Timeframe: Year 1
 - Responsible Party: Board of Directors
 - Outcome: Data driven grant making initiative
 - Support: Data Website, Experience in grantmaking
 - Challenge: New approach to grantmaking
 - Strategies:
 - Research data driven grantmaking methods for small foundations
 - Establish a policy for data driven grantmaking (A&D Committee)
 - Implement data into grantmaking process
 - Timeframe: Year 2
 - Responsible Party: Staff and BBCF A&D Committee
 - Outcome: Research and implement methods for gifts of noncash/security assets
 - Support: There is a resource network available of other Community Foundations
 - Challenge: New initiative, small staff
 - Strategies:
 - Discuss with other Community Foundations that have similar grantmaking programs
 - Timeframe: Year 2 - 3
 - Responsible Party: Staff
 - Outcome: Increase efficacy and impact measures of grantmaking to organizations and individuals
 - Support: There is a resource network available of other Community Foundations
 - Challenge: New initiative, small staff
 - Strategies:
 - Discuss with other Community Foundations that have similar grantmaking programs
 - Research responsive and strategic grantmaking equitable grantmaking
 - Timeframe: Year 2
 - Responsible Party: Staff



Bridge Builders Community Foundations will maintain focus and be visibly engaged in implementing this strategic plan, reviewing performance, managing change, and optimizing processes.



Detailed plans with strategies will be created by staff and incorporated in the fund development plan and the marketing and communication plan within the specified time frame. The specifics will be added as supplemental to this overview.

