2022 STRATEGIC PLAN

NORTH EAST COMMUNITY FOUNDATION

JULY 2022

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MISSION STATEMENT:

Our mission is to improve the quality of life in and around North East by identifying, evaluating and addressing community issues, building charitable endowments and by promoting philanthropic and community leadership.

VISION STATEMENT:

* To be recognized as a valued stakeholder in the future of North East
* To be a trusted custodian of resources to fulfill the philanthropic intent of our donors
* To create transformational grants in support of our non-profits
* To actively promote community leadership, civic awareness and public engagement

GOALS:

***BOARD***

* **GOAL: Become a high functioning organization well equipped to achieve the long-term goals of the NECF by year ending 2023**
  + **Qualified, committed and actively involved Board**
  + **Yearly Operating Plan and Budget aligned with long term goals**
  + **Development and Execution of Committee Annual Plans**
  + **Determine staffing needs and timeline**
  + **Determine homebase and timeline**
  + **Succession Planning**

***FINANCIAL*** (Asset Development Committee)

* **GOAL: Achieve an increase of total assets to $25MM by year ending 2032**

***COMMUNITY VISION*** (tackle after Community Engagement)

* **GOAL: Bring the community stakeholders together to lead in the development of the 2050 Vision for North East by year ending 2024**

***COMMUNITY ENGAGEMENT***

* **GOAL: Rally stakeholders to get involved with making our community better by being informed and engaged by year ending 2024**
  + **Establish a stakeholder roundtable**
  + **Identifying transformational opportunities**
  + **Provide opportunities for Civic Education**
  + **Sponsor Candidate Forums and Debates**
  + **Activate and implement a plan to achieve the 2050 Vision for North East**

***GRANT MAKING***

* **GOAL: Understand community needs and how to assist nonprofits to efficiently serve them and their target audience by year ending 2022**
  + **Evaluate and assess the non-profits and their needs**
  + **Reduce redundancy**
  + **Maximize grant effectiveness**
  + **Solve big issues**

STATEMENT OF AFFILIATION WITH THE ERIE COMMUNITY FOUNDATION:

On March 14, 2001, the North East Community Foundation (NECF) signed an Affiliation Agreement with the Erie Community Foundation (ECF). This agreement transferred the property, current and future, of the NECF to the ECF for the establishment of an ECF fund known as The North East Community Foundation Fund. This fund will specifically benefit the residents, civic, municipal services, religious, scientific, and/or educational institutions located in or serving the North East area and/or its residents. In return for the transfer of NECF property to the ECF, the ECF will provide accounting, investment, financial management and administrative services associated with the NECF. ECF will also provide planned giving consulting and program-related grantmaking services. This fee is currently rebated to NECF in the form of an ECF grant to NECF to assist with NECF grantmaking and other charitable activities. The NECF is also charged an investment management fee in accordance with an ECF “agency agreement” as negotiated with ECF investment managers. Finally, should the NECF terminate the agreement, the ECF shall be under no obligation to return any then-existing fund principal originally transferred. The ECF acknowledges that they are obligated to continue to distribute income from said funds to NECF, limited only by customary fiduciary practices relating to management of permanent endowments.

BOARD COMMITTEES:

Asset Development Committee

Executive Committee

Government Affairs and Civic Relations

Grant Making Committee

Marketing Committee

ACTION PLANS:

1. Board to approve the Strategic Plan
2. Share Board Expectations (term review)
3. Recruit new Board Members
4. Filter for new Board Members
5. Create an on-boarding process for new Board Members
6. Develop a recommendation for staff
7. Update By-laws
8. Populate Committees with Chairs and Members
9. Distribute Goals and Requirements to Committee Chairs