Aligning Community Leadership with Foundation Strategy: Damn, This is Hard

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Founded in 1994
Assets of over $70 million
$6.4 million in annual grants (2017)
10 Staff members
Over 400 funds served
Central Florida Foundation

Homeless Impact Fund: Chronic, Family, Affordable Housing

Overall goal: To create infrastructure for a Housing First Model.

• **Chronic** - Create a coordinated Entry System, House 300 people with intensive Case Management, Reduce Community Costs.

• **Family** - Increase income for families in Rapid Re-housing

• **Affordable Housing** - Create a land trust
New Hampshire Charitable Foundation

- Founded 1962
- $757M* in assets
- $46M* grants and scholarships in 2017
- Nearly 1,900 funds
- 49 staff

*numbers are unaudited
NEW HAMPSHIRE TOMORROW
10 years, $100 million

- Early Childhood Development
- Family and Youth Supports
- Substance Use Prevention, Treatment and Recovery
- Education and Career Pathways

Grants • Coalitions • Public Policy
Strategy Spectrum

Capital

Money ($)
Human/social (Human)
Influence (Influence)

Respond

"Donor Centric"

Collaborate

"Community Centric"

Capital

Money ($)
Human/social (Human)
Influence (Influence)

Tools

Grants
Convening
Partnerships

Funds

DAFs

Examples

Silicon Valley Community Foundation
Greater Kansas City Community Foundation
Arizona Community Foundation
Tulsa Community Foundation

Grants
Coalitions
Voice
Public Policy

DAFs

The Boston Foundation
Community Foundation
DCF

DAFs
1. The Influence of Your Operating Model

**DONOR FOCUSED**
- Donor Advised Funds
- Designated Funds

**GRANT FOCUSED**
- Unrestricted Funds
- Field of Interest Funds

**FISCAL AGENT**
- Agency Endowment
- Short-term Pass-Throughs
- Scholarship Funds
- Fundraising Funds

**LEADERSHIP**
- Community Convener
- Community Catalyst

CFs do all of these in different proportions—typically influenced by fund asset holdings and external environment.

Today  Ten Years
1. The Influence of Your Operating Model

- What is the dominant operating model in your strategic plan?
- How do you play to its strengths as you decide on community leadership opportunities?
- How does it create unintentional challenges for your community leadership work?
2. The Influence of Your Problem-Solving Style

**Buyer**
*Primary lever for change:*
effective programs

**Builder**
*Primary lever for change:*
strong nonprofits

**Innovator**
*Primary lever for change:*
ideas and talent

**Rule Changer**
*Primary lever for change:*
root causes and connections between public, private, philanthropic systems

**Stimulus for Private Action**
*Primary lever for change:*
empowering and leveraging citizens, investors, private sector

Often less often more
*risk tolerant* *risk tolerant*
2. The Influence of Your Problem-Solving Style

- What style is most natural to you? Least natural? How about your CEO or board chair?
- Does your CF have a clear organizational culture around one style?
- How do you negotiate differences in style and risk tolerance?
3. The Influence of Authentic Engagement (donors, advisors, volunteers, etc.)

Which gifts?
Solicited when?
From and by whom?
Sparked and reinforced by what messages and feedback loops?

Financial | Human
--- | ---
Capital | Social
Intellectual & Moral |
3. The Influence of Authentic Engagement

- How and how soon do you involve volunteers in research, planning, execution, evaluation?
- How and how soon do you involve donors & fund advisors with what gifts?
- What roles do strategic communications and message framing play?
What do you want to learn next?