

2022-2025

Strategic Framework



COMMUNITY
FOUNDATION
of Snohomish County

Overview

Traditional strategic plans are built with goals that are set in time. They have little ability to adapt to changes in community. The Community Foundation decided instead to create a strategic plan framework anchored in our values. It guides our board and staff regardless of the shifts and complexities in the community. Simply put, it's COVID proof. This framework enables innovation and opportunities to emerge in real time. We implement an annual operations plan that aligns our projects and activities to our strategic framework while considering the emerging environment. It allows us to track our accountability to community and adjust our strategies to current and trending community needs.

Steps to a Successful Operational Plan

1

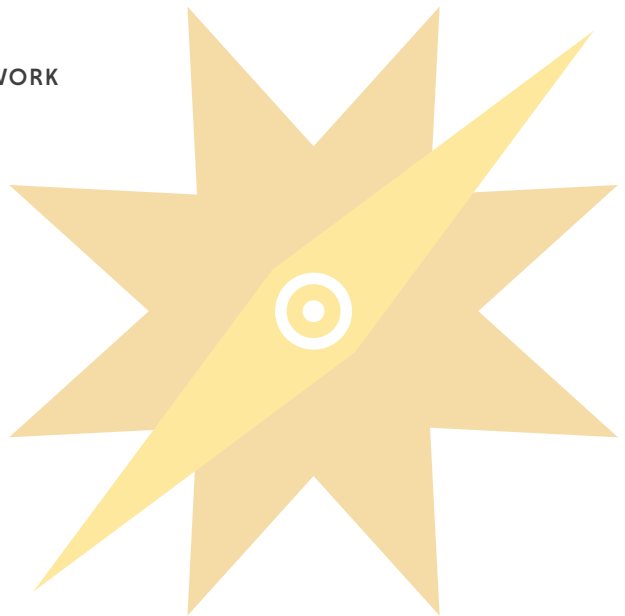
STRATEGIC FRAMEWORK

2

ACCOUNTABILITY
& ALIGNMENT

3

ADJUSTMENT
& INNOVATION



Values

The Community Foundation works in many roles including that of a funder, partner, and catalyst for change in Snohomish County. In 2020 we formed our first equity team to deepen our commitment to race equity and social justice. Our board and staff have been on a dedicated journey to dismantle racism and oppressive policies in our organization, in our teams and in ourselves. These core values support our vision and shape the culture of our organization. They are guided by anti-racist principles and our Equity Statement, which details the Community Foundation's commitment to transforming ourselves into a diverse, equitable and inclusive organization.



We center community voice. We seek relationships to co-create community change that prioritizes those who are most impacted. We lead with intention and commit to developing an equitable and inclusive organization where all individuals and intersecting identities are recognized and honored. We interrupt and innovate in a complex and rapidly changing environment while prioritizing relationships, partnerships, and people.



We stand in courage. We challenge ourselves to speak up, take risks and fight for justice, equity, and lasting systemic change. We acknowledge that "not being racist" is not enough. We actively oppose racism in our organization and community. We sustain an anti-racist culture of growth and learning that acknowledges how our biases, power, and privilege influence our actions.



We repair our mistakes and recognize that while our intent is to strengthen our community, we are not immune to causing harm. We lead with integrity and a continual commitment to self-reflection and sincere engagement. We challenge our discomfort and a culture that prioritizes niceness and politeness over justice. We voice and share our viewpoints even when difficult or unpopular. In doing so, we are committed to listen, learn, and grow.



We maintain operational resiliency during uncertainty. Our team is agile and holds a vision for long-term community impact along with an openness to continual evaluation and change. Relationships, partnerships, and people are prioritized within a culture of trust and collaboration.

Strategic Plan Areas of Focus

Advocate for Equity

- ✓ Embed our values throughout the foundation. Hold equity at the center of all we say and do.

Partnerships & Collaborations

- ✓ Serve as a connector. Break down silos and work across diverse sectors to advance positive outcomes and solutions by and for the community.

System Change

- ✓ Prioritize and build relationships to impact deep, long-term change in our institutions, systems, and structures.

Donors, Dollars, Action

- ✓ Impact social change by helping donors make a difference in community and move beyond generosity to commitments rooted in justice.

Capacity Building

- ✓ Listen and learn from nonprofits to offer relevant, impactful support toward building long-term success and sustainability.

Leverage & Multiply

- ✓ Engage in relationships that increase resources for local nonprofits and community groups.

Adaptive Action

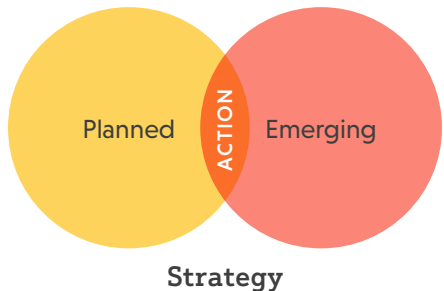
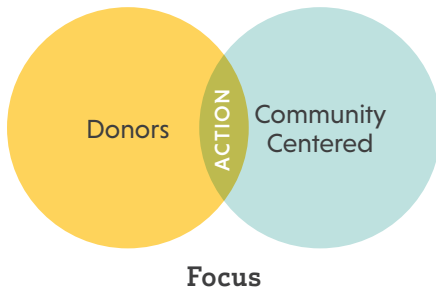
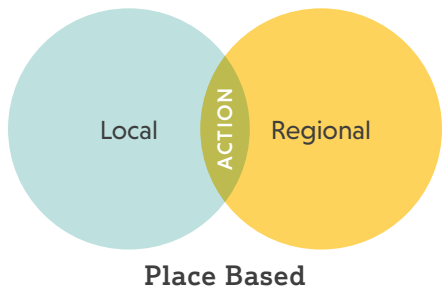
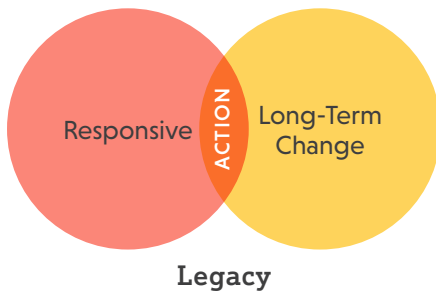
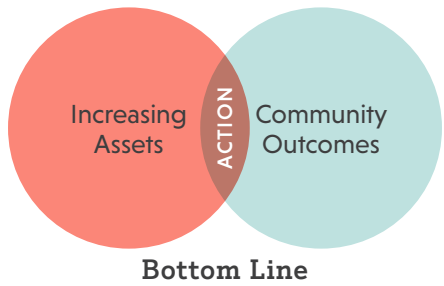
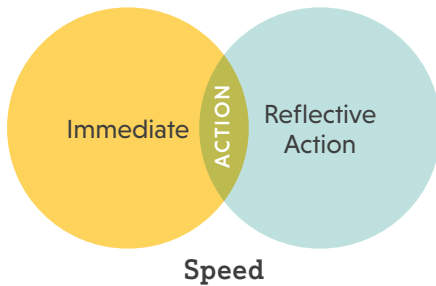
- ✓ Lead and follow. Convene, facilitate, or participate in community work as needed in the moment.

Data-Driven Decision Making

- ✓ Use data, research, and community input to continually improve.

Balance & Tensions

Moving strategy into action is notoriously difficult. There are many innovative ways to execute a vision. Sometimes competing and opposing ideas must be balanced. At the foundation, we consider the balance of these tensions when deciding on a course of action.



Success Means...



We invest our time and resources in alignment with our values.



Donors seek us out because of our effectiveness in delivering the greatest impact to the community.



Staff feel a sense of belonging and share innovative and new ideas.



We have a broad reputation across the region for living bold and courageous values.



Staff, board, and committee volunteers are more reflective of the community.



Trust-based grantmaking guides all our funding decisions.



Relationships are prioritized with groups who are led by Black, Indigenous, and other people of color and other historically underrepresented groups.



Board and staff leadership is creative, innovative, and visionary.

Strategic Plan Committee Members

Scott Calahan Jr.

CREDIT OFFICER – *Northwest Farm Credit Services*

Annie Cole

HUMAN RESOURCES POLICY ADVISOR &
OFFICE OF SOCIAL JUSTICE – *Snohomish County*

Crystal Donner, PE

CEO – *Perteet Inc.*

Sarah Duncan

ATTORNEY – *Adams & Duncan, Inc., P.S.*

Nashika Stanbro

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DIRECTOR OF ENGAGEMENT – *City of Everett*

Wally Webster II

COMMUNITY MEMBER, EDMONDS COLLEGE –
Lynnwood Public Facilities District

Helene D. Wright, Ph. D.

PRESIDENT AND CEO – *HDW Consulting, LLC*

Facilitators and Staff

Tony Nabors

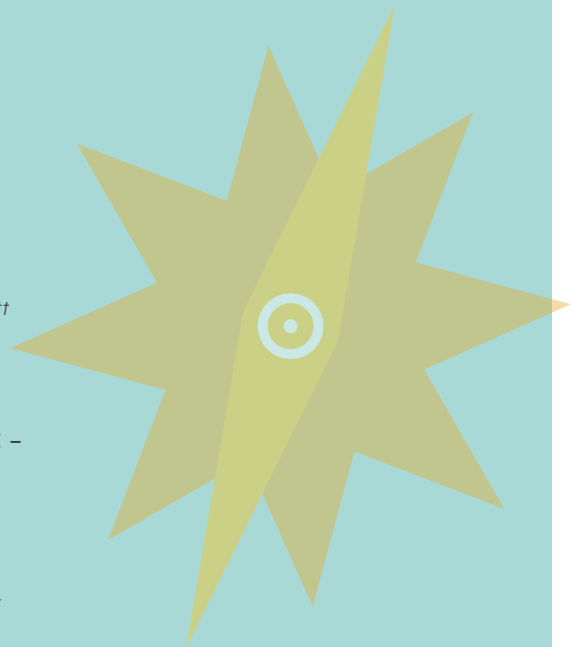
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