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| **Objective 1.1:** Successfully on-board new Directors, continue 5th generation orientation, and prepare for 6th generation orientation | **Ideas for how we can be successful in achieving this objective:**   * + - * Interview other family foundations to research best practices       * Host educational sessions for Board members and guests on board service, foundation law, programmatic areas of interest, etc.       * Harness resources and webinars from National Center for Family Philanthropy       * Maintain strong connections between family members serving as guests and the Board and management teams       * Clarify expectations, processes, and procedures for new Board guests       * Develop and make easily accessible orientation pathway |
| **Why we are doing this?**   * + - * By 2026, will have five additional 5th generation family members eligible for Board service       * Oldest 6th generation family member only one year behind youngest 5th generation | **Key results and targets associated with this objective:**   * + - * Update orientation binder in 2022       * Host first lunch and learning workshop in 2022       * Formalize orientation pathway with milestones and specific orientation sessions in 2023       * Revisit mission statement for alignment with current Board by 2025 |
| **Which other objectives are affected by this?**  **1.4:** Implement new Board governance tools  **2.1**: Embed professional development and continuous learning within our practice |

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| **Objective 1.2:** Strengthen cybersecurity across organization | **Ideas for how we can be successful in achieving this objective:**   * + - * Use membership organizations to stay apprised of best practices       * Require ongoing training for staff & fidelity to best practices regarding password protection, multi-factor authentication, e-mail surveillance, etc.       * Ensure highest security for new technology products and initiatives |
| **Why we are doing this?**   * + - * Cybersecurity is an ever-evolving challenge and must be responsive to new threats       * Foundation’s dealings include sensitive information       * If move to using electronically transferred funds, there is an additional security imperative to prevent fraud.       * Several new technology changes as part of strategic plan for which we want to ensure security | **Key results and targets associated with this objective:**   * + - * Engage cybersecurity audit with auditing firm in 2022       * Implement recommendations of audit by in 2023       * Revisit technology policies in employee handbook in 2024       * Host cybersecurity training as part of lunch and learn program in 2024 |
| **Which other objectives are affected by this?**  **1.4:** Implement new Board governance tools  **2.3:** Evaluate needs and implement new online grants management system, including online application portal  **2.5:** Create new website & enhance communication procedures |

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| **Objective 1.3:** Develop community advisory boards for Durham, Morris County, and/or Adirondacks | **Ideas for how we can be successful in achieving this objective:**   * + - * Include non-grantees in the advisory boards to help promote honestly and neutrality in feedback and advice       * Set clear expectations for conversations       * Consider using facilitator in order to ensure effectiveness       * Include multi-sector voices, such as faith leaders, small business owners, youth leaders, community organizers, and government officials, in advisory board       * Ensure sustainability, given multiple regions, by hosting meetings no more than annually       * Provide compensation for time and expertise in order to honor participation       * Encourage robust FMKF Board, staff, and guest participation       * Create deliverable from conversations in order to demonstrate value to stakeholders |
| **Why we are doing this?**   * + - * Opportunity to hear voices of those proximate to problems we are trying solve       * Helps foundation assess community impact and bridge gap between foundation and communities served       * Ongoing Diversity & Justice project prioritizes elevating voices of communities we serve | **Key results and targets associated with this objective:**   * + - * Engage in discussions with leaders in Durham to develop shortlist of advisory board in 2023       * Issue invitations in 2023       * Pilot Durham County advisory board by 2024       * Pilot Morris County advisory board by 2025; continue with Durham advisory board       * Report to Board about impact of advisory boards by 2025       * If others are successful, pilot Adirondacks advisory board by 2026 |
| **Which other objectives are affected by this?**  **4.4:** Expand work of Diversity and Justice Initiative to better understand and serve historically disadvantaged populations  **4.5:** Foster more collaboration and coordination among grantees, fellow funders, and other sectors |
| **Objective 1.4:** Implement new Board governance tools | **Ideas for how we can be successful in achieving this objective:**   * + - * Choose easy to use, intuitive board portal       * Choose grants management software and/or new website with possibility for board access to grantmaking data |
| **Why we are doing this?**   * + - * Current Board portal is hosted on Candid webpage, which will be discontinued in June 2023       * Current Board portal has security weaknesses, including in sign-in and lack of encryption       * Current Board portal limited in collaboration, functionality, and other features       * Current GMS system does not offer easy Board access | **Key results and targets associated with this objective:**   * + - * Search for grants management software with possibility for board access, in 2022       * Choose board portal by 2023       * Migrate documents to new board portal by 2023       * Develop board grant view by 2023       * Implement new processes for board portal uploading and communications by 2023 |
| **Which other objectives are affected by this?**  **1.2:** Strengthen cybersecurity across organization  **2.3:** Evaluate needs and implement new online grants management system, including online application portal  **2.5:** Create new website & enhance communication procedures |

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| **Objective 2.1:** Embed professional development and continuous learning within our practice | **Ideas for how we can be successful in achieving this objective:**   * + - * Use grantee perception report to understand what we do well and where we need to improve       * Annual performance reviews to include professional development goals       * Staff to take on more leadership roles within philanthropy serving organization       * Continue to promote professional development learning opportunities among staff and board       * Hold each other accountable for professional development       * Develop “lunch and learn” programs, such as film series, conversations, book group, etc. |
| **Why we are doing this?**   * + - * Our broad grantmaking interests require continuous learning and collaborative culture       * With grantmaking spread across regions, we need to continue to educate ourselves       * Staying informed allows us to better understand needs of non-profits and beneficiaries       * Learning culture tied to positive morale | **Key results and targets associated with this objective:**   * + - * Start “Lunch and Learn” programs in 2022       * Use end of year 2022 performance reviews to develop explicit professional development and learning goals for 2023       * Provide explicit staff budget for 2023 professional development and conference attendance in 2022       * Tie performance raises and promotions to professional development and continuous learning practices by 2023       * Informally survey grantees in 2026 regarding targeted areas for improvement identified after grantee perception report |
| **Which other objectives are affected by this?**  **2.2:** Prepare for staff transitions and build capacity for strategic plan projects  **2.4:** Empower program officers to become “entrepreneurs” of respective dockets  **4.1:** Utilize grantee perception report to enhance relationships with grantees and deepen impact  **4.4:** Expand work of Diversity & Justice Initiative to better understand and serve historically disadvantaged populations  **4.5:** Foster more collaboration and coordination among grantees, fellow funders, and other sectors |

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| **Objective 2.2:** Prepare for staff transitions and build capacity for strategic plan projects | **Ideas for how we can be successful in achieving this objective:**   * + - * Build in extended period of crossover training       * Use grantee survey to impart longstanding FMKF values to new team       * Honest communication with one another, as well as clearly defined responsibilities |
| **Why we are doing this?**   * + - * Long-tenured staff members have retired or are preparing for retirement       * Carefully managed successions will allow for smoother transitions       * Responsible stewardship requires us to transfer skills and institutional knowledge; entrepreneurial mindset also requires new ideas and approaches       * Communication needs will intensify with potential new website, new grants management system, and “Engine 2” grants program | **Key results and targets associated with this objective:**   * + - * Develop organizational chart and clearly defined responsibilities by 2022       * Onboard new team members in 2022 with clearly defined cross-training plan       * Discuss and record career track conversations at annual performance reviews in Q4 2022, 2023, and 2024. |
| **Which other objectives are affected by this?**  **2.2:** Create new website & enhance communication procedures  **2.3:** Implement new online grants management system, including online application portal  **2.4:** Empower program officers to become “entrepreneurs” of respective dockets  **4.1:** Utilize grantee perception report to enhance relationships with grantees and deepen impact |

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| **Objective 2.3:** Evaluate needs and implement new online grants management system, including online application portal | **Ideas for how we can be successful in achieving this objective:**   * + - * Grantee perception report will provide important input as to what our non-profit partners like and don’t like about our current application process       * Intentionally lengthened runway to launch will allow for less turbulent transition       * Will require robust communications with grantees regarding changes to the application and communication process.       * All staff members included in search process and decision making       * Robust training and supplemental IT support |
| **Why we are doing this?**   * + - * Current grants management software is clunky, duplicative, and unproductive for modern workplace       * Opportunities out there for more streamlined workflows, better reporting capabilities, and more automated processes       * An online grantmaking tool will help reduce staff time spent chasing down documents while ensuring that grant proposal submissions do not end up lost or neglected in regular postal mail or in e-mail. | **Key results and targets associated with this objective:**   * + - * Decide upon new grantmaking management software by Q3 2022       * Begin implementation process by Q4 2022       * Determine format and required materials for new application by Q4 2022       * Notify grantees of new grantmaking software and application processes starting in Q4 2022       * Launch new grant making software and online grantmaking portal by Q2 2023       * Migrate all FMKF grantees to new process by Q2 2024       * Informally survey grantees in Q3 2024 regarding new grant process |
| **Which other objectives are affected by this?**  **1.2:** Strengthen cybersecurity across organization  **1.4**: Strengthen Board governance tools  **2.2**: Prepare for staff transitions and build capacity for strategic plan projects  **2.5:** Create new website & enhance communication procedures  **3.4**: Streamline accounting processes to reduce paperwork  **4.1:** Utilize grantee perception report to enhance relationships with grantees and deepen impact  **4.2:** Refresh format and criteria for evaluation of grant applications  **4.3:** Promote “social entrepreneurship” and capacity building through “Engine 2” competitive grants program |

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| **Objective 2.4:** Empower program officers to become “entrepreneurs” of respective dockets | **Ideas for how we can be successful in achieving this objective:**   * + - * Interview other foundation program staff and executive directors       * Tie annual performance reviews and professional development goals to “entrepreneurial” projects       * Team and staff to take on more leadership roles within philanthropy serving organization       * Continue to promote professional development learning opportunities among team and board       * Allow program officer strategy to inform Kirby “Engine 2” award program |
| **Why we are doing this?**   * + - * Our staff are seasoned experts, ready for more leadership within organization and the field at large.       * Opportunity to use new data systems and tools to better analyze current grantmaking and chart strategy.       * Creative, outside-the-box approaches can help further leverage power of philanthropy | **Key results and targets associated with this objective:**   * + - * Each program officer to deliver custom, year-end reports for each docket, to Board, by 2022       * Annual performance reviews to include “entrepreneurial” goals (defined as tailored strategies for providing leadership on individual dockets) by 2022       * Program officers use strategy to inform grantmaking budgeting process by 2023 |
| **Which other objectives are affected by this?**  **2.3:** Embed professional development and continuous learning within our practice  **4.2:** Promote “social entrepreneurship” and capacity building through “Engine 2” selective grants program  **4.1:** Utilize grantee perception report to enhance relationships with grantees and deepen impact  **4.4:** Refresh format and criteria for evaluation of grant applications  **4.5:** Foster more collaboration and coordination among grantees, fellow funders, and other sectors |

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| **Objective 2.5:** Create new website & enhance communication procedures | **Ideas for how we can be successful in achieving this objective:**   * + - * Grantee perception report will provide important input as to what our non-profit partners like and don’t like about our website and application guidelines       * Analyze other foundation websites for ideas and trends       * Consider sustainability and time required to update       * Ensure maximum fluidity with application portal and board page       * Highlight more FMKF history, in preparation for 100-year anniversary       * Highlight the innovation and entrepreneurship of FMKF grantees |
| **Why we are doing this?**   * + - * Current website is hosted by Candid, which is discontinuing foundation website services in June 2023       * While keeping a low profile, a newly imagined website offers opportunities to highlight grantees’ work and better explain our interests and funding preferences | **Key results and targets associated with this objective:**   * + - * Perform inventory of our own site to assess strengths and weaknesses by 2022       * Pilot FMKF newsletter by 2022       * Review other foundation websites to gather ideas and trends by 2022       * Issue quarterly newsletters in 2023       * Determine new web designer by 2023       * Begin process of copy writing and design by 2023       * Launch new website in 2023       * Link new application portal to website in 2023 |
| **Which other objectives are affected by this?**  **1.3:** Implement new Board governance tools  **2.1:** Evaluate needsand implement new online grants management system, including online application portal |

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| **Objective 3.1:** Introduce new non-family advisory member(s) of investment committee | **Ideas for how we can be successful in achieving this objective:**   * + - * Provide ample introductory conversations       * Choose an advisory member that offers different area of expertise / perspective from current investment committee members       * Engage new member(s) with early projects and assign informal mentor |
| **Why we are doing this?**   * + - * As part of succession planning, important to bring in next generation talent.       * Successful construction portfolio provides space for wide variety of perspectives and areas of expertise | **Key results and targets associated with this objective:**   * + - * Identify new advisory member in 2022       * Invite new advisory member to first meeting in 2022 |
| **Which other objectives are affected by this?**  **3.2:** Develop ongoing learning opportunities for Investment Committee meetings |

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| **Objective 3.2:** Develop ongoing learning opportunities for Investment Committee meetings | **Ideas for how we can be successful in achieving this objective:**   * + - * Utilize expertise of advisory firms or advisory members to create variety of educational presentations       * Align presentations with investment areas Committee is considering or exploring       * Educational sessions can later be tailored for full Board participation |
| **Why we are doing this?**   * + - * We want to provide new advisory members (non-family and family) with opportunities to learn more about current investment strategies as well as more contemporary and alternative investment options.       * IC committee meetings are opportunity to not just review market performance but to look ahead and learn about new opportunities       * Understand the process of hiring, evaluating, and terminating investment members | **Key results and targets associated with this objective:**   * + - * Host first educational sessions in 2022       * Informally survey committee members about effectiveness of educational component and potential future topics by 2022       * Develop roster of 2023 topics by end of 2022 |
| **Which other objectives are affected by this?**  **1.1:** Successfully on-board new Directors, continue 5th generation orientation, and prepare for 6th generation orientation  **2.1:** Embed professional development and continuous learning within our practice  **3.3:** Explore opportunities for Private Equity, ESG investments, and / or strategic program-related investments |

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| **Objective 3.3:** Explore opportunities for Private Equity; Environmental, Social, and Governance (ESG) investments; and /or strategic program-related investments | **Ideas for how we can be successful in achieving this objective:**   * + - * Use some Investment Committee educational sessions to learn more about this space       * Educate entire Board, through lunch and learn presentation, on Private Equity, ESG, and / or program-related investments       * Speak with other foundations or investment committees on how they designed program-related investments |
| **Why we are doing this?**   * + - * ESG investments, especially in the natural resources / infrastructure / green energy space, could aid portfolio diversification while aligning with Foundation mission       * Program-related investments offer opportunity to go beyond grantmaking in promoting Foundation areas of interest while offering modest financial return | **Key results and targets associated with this objective:**   * + - * Continue the periodic review of a private equity allocation relative to market valuation and versus the public markets       * Invite guest speakers to IC meetings about real-asset investments in natural resources and green infrastructure in 2022       * Design Morgan Kirby’s Phase D research project to investigate and report on program-related investments in 2022 – 2023       * Develop short list of program-related investment opportunities by 2024 (contingent upon Investment Committee interest and approval) |
| **Which other objectives are affected by this?**  **3.2:** Develop ongoing learning opportunities for Investment Committee meetings |

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| **Objective 3.4:** Streamline accounting processes to reduce paperwork and ensure proper due diligence | **Ideas for how we can be successful in achieving this objective:**   * + - * Ensure new grantmaking software has accounting integration       * Consult with other foundations on use of electronically transferred funds       * Align any changes here with cybersecurity audit recommendations |
| **Why we are doing this?**   * + - * With new grants management system, we have opportunity to streamline processes and reduce reliance on multiple systems.       * Simplified accounting and grant payment system is more efficient and reduces chance of human error and mail loss | **Key results and targets associated with this objective:**   * + - * Incorporate accounting into new grants management system by 2024       * Move to electronically transferred funds by 2025 |
| **Which other objectives are affected by this?**  **1.2:** Strengthen cybersecurity across organization  **2.1:** Implement new online grants management system, including online application portal |

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| **Objective 4.1:** Utilize grantee perception report to enhance relationships with grantees and deepen impact | **Ideas for how we can be successful in achieving this objective:**   * + - * Allow time to fully review the survey       * Engage with CEP staff in best understanding the results       * Work to understand what is “signal” and what is “noise”       * Allow space for staff and Board discussion regarding results       * Carefully compare and contrast current strategic plan with CEP results       * Use survey findings to inform communication and technology strategies       * Encourage staff to consider survey findings in developing professional development goals       * Use survey to help future employees and Board guests understand FMKF reputation, style, and relationships |
| **Why we are doing this?**   * + - * We last surveyed grantees in 2012; with recent changes in leadership and staffing, important to know where we are with our relationships and processes       * With several other initiatives emerging in this strategic plan, important to not forge ahead without grantee perspective | **Key results and targets associated with this objective:**   * + - * Host extended discussion with staff and Board chair to discuss key findings in Q3 2022       * Have CEP present to Board in Q3 2022       * Incorporate survey into GMS decision matrix in 2022       * Utilize survey in developing of online application portal by Q1 2024 |
| **Which other objectives are affected by this?**  **2.1:** Implement new online grants management system, including online application portal  **2.2:** Create new website & enhance communication procedures  **2.5**: Prepare for staff transitions and build capacity for strategic plan projects  **4.3:** Extend and expand work of Diversity & Justice Initiative to champion historically disadvantaged populations  **4.4:** Refresh format and criteria for evaluation of grant applications  **4.5:** Foster more collaboration and coordination among grantees, fellow funders, and other sectors |

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| **Objective 4.2:** Refresh format and criteria for evaluation of grant applications | **Ideas for how we can be successful in achieving this objective:**   * + - * Engage in conversation with other grantmakers as to their process in evaluating grant applications       * Consider best practices as advised by philanthropy serving organizations       * Consider docket-specific approaches or formats       * Seek board feedback as to what is helpful to know from a grant review |
| **Why we are doing this?**   * + - * New (or re-designed) grants management system presents unique opportunity to re-consider the way in which we review, comment upon, and approve grant requests       * This is also an opportunity to work with Board in learning what they would like to know / learn from grant evaluations. | **Key results and targets associated with this objective:**   * + - * Engage in select conversations with other grantmakers by 2024       * Solicit Board feedback on grant evaluation forms by 2024       * Implement adopted changes by 2025, with explanation to Board. |
| **Which other objectives are affected by this?**  **2.1:** Implement new online grants management system, including online application portal  **2.3**: Empower program officers to become “entrepreneurs” of respective dockets |

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| **Objective 4.3:** Promote “social entrepreneurship” and capacity building through “Engine 2” competitive grants program | **Ideas for how we can be successful in achieving this objective:**   * + - * Apply learnings from F. M. Kirby Prize for Scaling Social Impact       * Engage with grantees and other stakeholders in design of program       * Communicate clearly and often with grantees regarding program       * Define what success looks like, for Board, staff, and grantees       * Facilitate a “learning lab” among awardees to learn from one another and provide advice to future winners       * Consider other stakeholders or voices for review panel       * Keep records and lessons learned to share with other funders / non-profit sector       * Maintain some appetite for risk and understand that some projects will fail |
| **Why we are doing this?**   * + - * The Engine 2 grant program is an expression of the values of stewardship and entrepreneurship       * The program has the potential to fuse FMKF’s longstanding reputation for steady partnership with our track record of fueling innovation       * Making investments in organizations we already care about to make them more sustainable in the long run | **Key results and targets associated with this objective:**   * Seek input from both foundation and non-profit focus groups and conversations in 2022-2023 * Seek concurrence / approval from Board for plan and budget at September 2023 Board meeting * Finalize application form in 2023 * Pending approval, announce new award with e-blast, letter, Linked In, and website and host webinars for interested grantees in Q3 & Q4 2023 * Open first round application portal in Q1 2024 * Review applications in Q3 2024 * Announce winner in Q4 2024 * Review process and make adjustments in 2025 and 2026 |
| **Which other objectives are affected by this?**  **2.1:** Implement new online grants management system, including online application portal  **2.2:** Create new website & enhance communication procedures  **2.3**: Empower program officers to become “entrepreneurs” of respective dockets  **4.3:** Extend and expand work of Diversity & Justice Initiative to champion historically disadvantaged populations  **4.4:** Refresh format and criteria for evaluation of grant applications  **4.5:** Foster more collaboration and coordination among grantees, fellow funders, and other sectors |

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| **Objective 4.4:** Extend and expand work of Diversity & Justice Initiative to champion historically disadvantaged populations | **Ideas for how we can be successful in achieving this objective:**   * + - * Apply learnings from Years 1 & 2       * Use advisory boards to field new ideas       * Offer resources beyond financial support       * Use D&J Initiative as part of decision making in bringing in new grantees       * Continue to track D&J Investments       * Apply D&J goals to grants budgeting process       * Engage in increased communications about program. |
| **Why we are doing this?**   * + - * FMKF mission calls us to build self-reliance and strong, healthy communities       * Each region of FMKF grantmaking has demographic opportunities for investment       * Recent immigration deep-dive helped create strategy for “setting immigrants up for success” | **Key results and targets associated with this objective:**   * + - * Build D&J reporting tool into new grants management system       * Deliver Board report in Q4 2023 (and ongoing annual reports) on D&J grantmaking       * Include statement on diversity and inclusion on website by 2023       * Engage in staff training on diversity and inclusion by 2024 |
| **Which other objectives are affected by this?**  **1.3:** Develop community advisory boards for Durham, Morris County, and/or Adirondacks  **2.2:** Create new website & enhance communication procedures  **2.3:** Evaluate needs and implement new online grants management system, including online application portal  **2.3**: Empower program officers to become “entrepreneurs” of respective dockets  **4.5:** Foster more collaboration and coordination among grantees, fellow funders, and other sectors |

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| **Objective 4.5:** Foster more collaboration and coordination among grantees, fellow funders, and other sectors | **Ideas for how we can be successful in achieving this objective:**   * + - * Use membership organizations to build relationships with other foundations       * Think broadly about possibilities for partnerships       * Use allied foundations to advocate for grantee needs to local legislators and officials |
| **Why we are doing this?**   * + - * FMKF’s multiple areas of interest in its communities affords unique perspective and network       * Solutions to problems in our communities require multiple kinds of stakeholders       * With wide spectrum of funders based in Morris County and Durham County, strong opportunities for partnership       * High interest among surveyed grantees in FMKF-led convenings and non-profit relationship building | **Key results and targets associated with this objective:**   * + - * Host meeting of Morris County Funders Group in 2022       * Initiate pilot collaborative funding project in 2023 or 2024       * Invite county or local Human Services commissioners to brief group in 2023       * Assist in hosting convening for Morris County non-profits in 2024       * Seek out opportunities for similar structures in Durham in 2025 |
| **Which other objectives are affected by this?**  **1.3:** Develop community advisory boards for Durham, Morris County, and/or Adirondacks  **4.1:** Utilize grantee perception report to enhance relationships with grantees and deepen impact  **4.4:** Extend and expand work of Diversity & Justice Initiative to champion historically disadvantaged populations |