

Strategic Framework Areas of Focus

1 Advocate for Equity. Embed our values throughout the foundation. Hold equity at the center of all we say and do.

- A. Finished the Community Reinvestment Project distributing more than \$1 million in funding for violence prevention, capacity building, community healing and asset building and was led by Black, Brown and Indigenous community members. Details are highlighted on [our website](#).
- B. Engaged with community leaders to explore a new Black Housing Initiative (BHI) in Snohomish County. Provided community input and feedback based on relationships in the Black community.

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

- A. Recognized as one of [25 honorees by the Gates Foundation](#) as a regional partner during their 25-year anniversary.
- B. Supported [Connect Casino Road](#) in the ongoing transition to their own 501c3. This includes a new streamlined mission, strategic plan, migration of finance and HR systems and development of a new board of directors from the community.
- C. Continued with the ARPA contract with Snohomish County by holding coalition meetings for organizations providing youth mental health services (68 participants) and senior serving organizations (28 participants).

3 System Change. Prioritize and build relationships to impact deep, long-term changes in our institutions, systems, and structures.

- A. Adopted a new investment policy to offer zero interest bridge loans/reimbursable loans to support nonprofit partners managing reimbursable grants that require upfront expenditures.
- B. Joined five other Community Foundations in the state to launch a new Press Forward Chapter for Washington to advance community journalism and civic engagement.
- C. Concluded 13 years in the Building Community Philanthropy Initiative (BCP) with the Gates Foundation, Philanthropy Northwest and peer foundations across the region. Staff were asked to participate in [three regional podcasts](#) on how the initiative moved our equity and justice work forward. Topics focused on [community-centered fundraising](#), the equitable development of [boards](#) and [culture shifts of staff](#).

4

Donors, Dollars, Action. Impact social change by helping donors make a difference in community and move beyond generosity to commitments rooted in justice.

- A. Raised nearly \$690,000 for communities impacted by the storms and flooding in December; awarded funding, in partnership with the County's Emergency Department, to four Family Resource Centers, and one immigration and refugee organization in those communities offering frontline support.
- B. Awarded 516 grants totaling \$9.3 million. Of that amount, \$2.5 million (26%) supported BIPOC-led and serving organizations, an increase from 25% in the prior year.
- C. The overall payout rate across all funds was 15%, with donor advised funds (DAFs) at 34%. This exceeds the IRS-required 5% minimum payout for private foundations. Our DAF three-year average payout rate is 30%.
- D. Opened seven new funds bringing total assets to \$62 million at year-end. Raised a total of \$7.5M in contributions.

5

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

- A. Staff provided more than 3,000 hours of free consulting support to local nonprofits, nearly doubling over the past few years. Continued to focus the nonprofit consulting on high priority areas including helping organizations navigate disruption, board conflict, sustainability, human resources and legal issues. Additional support included:
 - i. Intensive one-on-one consulting in Strategic Planning for Camano Center, Snohomish Black Heritage Committee and Sno-Isle Tech Foundation.
 - ii. Intensive one-on-one consulting in planned giving for Edmonds Water Center.
 - iii. Comprehensive grant writing services to three organizations.
 - iv. Funding for the Everett Arboretum to hire a consultant to conduct research on its membership and donors and create a sustainability plan.
 - v. Extensive board and leadership development, financial systems, fundraising, grant writing, website development leadership and fundraising for the merger of two local LGBTQ organizations into Globe NW to serve the entire county.
 - vi. Funding for legal counsel for nonprofits around ICE.
- B. Provided a variety of in-person and virtual training, coaching and networking opportunities for more than 200 participants including:
 - i. Nonprofit Networking Event in Edmonds
 - ii. Go To Market Workshop Series, which focused on the critical aspect of storytelling strategy and execution
 - iii. Continuation of the Succession Planning Cohort through quarterly meetings
 - iv. Executive Director/CEO leadership coaching
 - v. Finances for End-of-the-Year and Beyond
 - vi. Human Resources 4-Part Series
- C. Created a web-based [consultation request form](#) to allow more equitable and easier accessibility for CFSC assistance. Received 25 requests in six months for support ranging from strategic planning to fundraising assistance.

6

Leverage and Multiply. Engage in relationships that increase resources for local nonprofits and community groups.

- A. Continued the Investment Committee's impact investing strategies in affordable housing, including a new tool for investing \$2.5M in a local housing project with a short-term, three-year investment. CFSC investments can make housing projects more affordable and increase local development. The goal is to have 5% of our investments in local housing development
- B. Received a \$1M grant from the Gates Foundation to support the CFSC operational endowment.

7

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

- A. Served as co-chair of Early Learning Coalition and facilitated Racial Equity training and Strategic Planning sessions.
- B. Continued to facilitate the Family Resource Center (FRC) Network which included the first Black led and serving FRC and certified the Korean Community Service Center. The network also updated and formalized the new certification process.
- C. Provided workshops, funding and technical support in the affordable housing sector.

8

Data-Driven Decision Making. Use data, research, and community input to continually improve.

- A. Conducted and passed the first CFSC single audit process, which is for those who receive more than \$1M in federal and state funding.
- B. Contracted with a third-party firm to evaluate our nonprofit work via focus groups (3), individual interviews (11) and surveys (9). What we heard: partners valued our relational, human-centered approach; transformative funding; capacity building and coaching and commitment to equity and inclusion. What they would like to see is increased communication and visibility; more donor transparency and connection; sharing of geographic reach; sustained engagement; and staff capacity and continuity plans.
- C. CEO Karri Matau met with **75 individuals** throughout the year in one-on-one community listening and outreach meetings to learn about community needs, collect feedback on foundation priorities and support community work.