



2023 -2028 Strategic Framework Update to Board of Directors





The Community Foundation for the Greater Capital Region **strengthens the community through philanthropy.**



- We do this in collaboration with donors and community partners who share a vision for community transformation through stewardship of charitable endowments, superior donor services, effective grantmaking and leadership to address community needs.
- We work every day to build a more vibrant, equitable and just community where everyone has access to opportunities so they and their families can thrive and succeed.

Key Themes

Be Known Before We're Needed



**Maximize
convener role
where possible**



**Narrow our
focus to key
priority**



**Influence
public policy
and systems
with caution**



**Increase
awareness and
understanding
of the
foundation**



**Build strategic
collaborations**



**Build next gen
philanthropists**



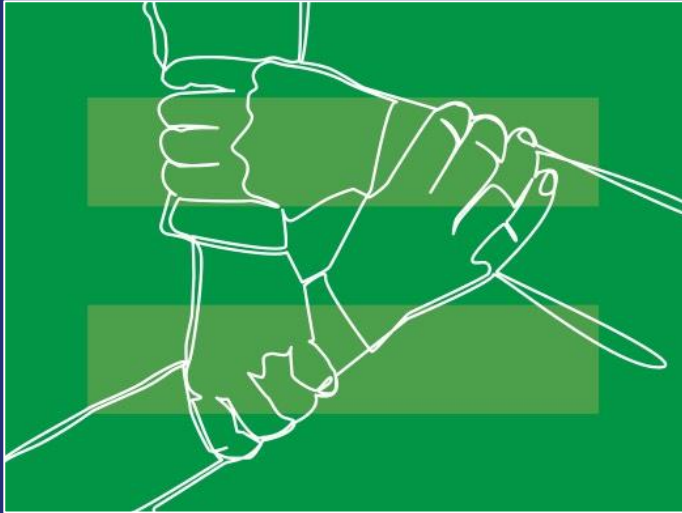
**Educate donors
on community
issues**

Board Advance Discussion

CFLeads

Community Foundations
Leading Change

GOING ALL IN



Insisting on Racial Equity



Amplifying Community Voice



**Influencing Public Policy
& Systems**

OUR COMMITMENTS

OPERATIONAL EXCELLENCE

Highest Level of
Stewardship & Service

PRESERVING GIVING LEGACIES

Field of Interest and
Discretionary
Endowments

DIVERSITY, EQUITY & INCLUSION

WIDE Dynamic
Dialogue Goals

CERTIFICATIONS OF INTEGRITY & EXCELLENCE

COF Accreditation &
Candid Platinum Seal

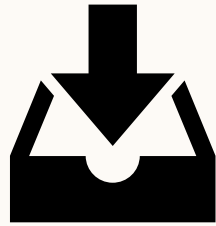
BROADLY RESPONSIVE GRANTMAKING

Community Impact
and Multiplied
Grantmaking

Factors influencing philanthropy in 2026

- Loss of old-school Philanthropists & Benefactors / Transfer of Wealth impact TBD, but those inheriting have new ideas / Poverty parsed by race/ethnicity increasing
- Charitable giving peaking or declining and competition for donations is increasing
- Community needs, homelessness, ALICE (working poor) increasing / Income divide growing / Digital Inequity
- **AI as an equalizer and disrupter (agentic age tools)**
- Rise of trust-based philanthropy – giving with less restrictions and less performance-based reporting (outcomes and impact) vs. Evidence-based practice
- Climate change (impact of cryptocurrency mining, chip manufacturing on current energy grids)
- Nonprofit sector issues (overhead myth, broken business models, staffing shortages, burnout, etc.)
 - Multi-bind of increased expenses, wage demands (ALICE workers), increased competition for donors & patrons, increased community needs, and broken reimbursement systems in NYS; **Federal freezes and cuts impacting nonprofits**
- Political polarization / uncivil society / DEI and ESG Backstepping / dearth of collective action / **DAF Legislation**
- Old vs. new paradigms / Parochialism vs. regionalism
- **Shift away from Racial Equity (general DEI focus); Executive Orders; Federal Gridlock; Wars**
- Volatile markets, inflation (costs have not come back down), cost of living/goods & services (CPI & PCE)

A FEW CHALLENGES NONPROFIT LEADERS ARE FACING



Hiring and Retention



Compensation and Pay



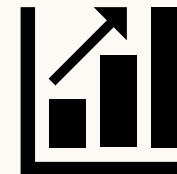
Capacity Shortage and Burnout



Funding



Boards often do not
represent the
communities they
serve



Increased Need

The Strategic Partnership Fund

Preserving Community Infrastructure Through Nonprofit Mergers



Community Foundation
for the Greater Capital Region

THE CRISIS

56%

of NYS nonprofits
report no income

15,887

federal grants
terminated by DOGE

1 in 3

nonprofits hit by
funding disruption

- **A sector under compounding stress.** Federal austerity (\$49B in terminated grants), NYS contracting dysfunction (56% of contracts paid late), the longest government shutdown in U.S. history, and post-COVID financial fragility are pushing small and mid-sized nonprofits toward dissolution at an accelerating pace.
- **Dissolution destroys community capacity.** When a nonprofit closes, its programs, institutional knowledge, donor relationships, and community trust vanish — often irreplaceably. The communities it served bear the cost.
- **Merger preserves mission.** Research shows most successful nonprofit consolidations are strategic, not desperate — driven by mission fit, leadership alignment, and the desire for expanded impact and long-term sustainability.

THE RESPONSE

The Strategic Partnership Fund

The Community Foundation for the Greater Capital Region created the Strategic Partnership Fund to underwrite the costs of nonprofit mergers — legal fees, integration planning, technology migration, communications, and organizational development — so that mission-critical organizations can consolidate strategically rather than dissolve chaotically.

- **Fills a critical gap.** Nonprofits increasingly ask funders to help underwrite merger and integration costs, but few funders have a dedicated vehicle to respond.
- **Preserves, not reduces.** Unlike for-profit M&A, nonprofit mergers are not about cost savings — they are about preserving programs, people, and community trust.
- **Discretionary endowment in action.** The Fund is a living example of why unrestricted, deployable philanthropic capital matters — it addresses needs no donor could have anticipated.
- **Ahead of the curve.** National experts now call merger "a legitimate and powerful tool for scaling" impact. CFGCR is positioned to expand this work..

When a nonprofit dissolves, the community loses. When nonprofits merge strategically, the community wins twice — preserving what works today and building something stronger for tomorrow. The Strategic Partnership Fund makes that possible.

Sources: NYCON State of the Sector 2025 (IRS EO BMF, Dec. 2024) • Granted AI / DOGE Federal Grant Terminations Tracker, Jan. 2026 • Urban Institute, "How Government Funding Disruptions Affected Nonprofits in Early 2025," Oct. 2025 • The Nonprofit Alliance, "2025 Policy Moments & 2026 Look Ahead," Feb. 2026 • Candid, "How Many Nonprofits Will Shut Their Doors?," Jul. 2020 • National Council of Nonprofits, "Rising Interest in Nonprofit Dissolutions & Mergers," 2022 • Forvis Mazars, "State of the Nonprofit Sector Report," 2025 • Stanford Social Innovation Review, "M&A as a Strategic Tool for Nonprofit Growth," Mar. 2025 • Baldwin CPAs, "Nonprofit Mergers in 2025," 2025 • Tyton Partners, "2026 Impact Trends," Jan. 2026

Strategic SWOT Summary

CFGCR | Synthesized from JE / SWOT/STEEP+V Environmental Scan & Governance Analysis | March 2026

STRENGTHS

- **Perpetual Endowment Model:** Gifts grow and give forever — no commercial DAF, direct gift, or private foundation can replicate this compounding, permanent impact.
- **Discretionary Endowment:** Strategic capital the foundation controls — the capacity to lead, not merely administer, and to address needs no donor anticipated.
- **Place-Based Trust:** Deep local relationships, nonpartisan credibility, and convening authority that national competitors cannot replicate.
- **Flexible Toolkit:** DAFs, field-of-interest, unrestricted, designated, and scholarship funds under one roof — matching vehicles to donor intent.
- **Capacity Building:** Programs like Catalysts for Change and COMPASS multiply impact by strengthening the broader nonprofit ecosystem.

OPPORTUNITIES

- **Wealth Transfer:** \$84T intergenerational transfer — estate planning and advisor partnerships can channel generational wealth into permanent community endowment.
- **Federal Vacuum:** \$7.6B in federal cuts create urgent need — and an inflection point to build endowment as the community's insurance against government unreliability.
- **Bridge-Builder Role:** In a fragmented, government-dominated region, the foundation is uniquely positioned to bridge urban-rural, county-to-county, and sector divides.
- **AI & Technology:** Early AI adoption can extend lean teams in communications, grants, analytics, and reporting — a capacity multiplier for under-resourced organizations.
- **Alternative Infrastructure:** NYS governance dysfunction (espoused progressivism vs. structural conservatism) elevates community foundations as credible, nonpartisan civic infrastructure.

WEAKNESSES

- **Revenue Model Pressures:** Fee income from endowment management often insufficient to sustain operations — the model's greatest asset generates its tightest constraint.
- **Discretionary Endowment Gap:** DAF-driven asset growth is good business but doesn't equal strategic flexibility. Proportion of deployable discretionary capital is the real measure.
- **Lean Staffing:** Small teams limit capacity for advocacy, marketing, technology adoption, and deep donor engagement simultaneously.
- **Public Awareness Deficit:** The community foundation model remains poorly understood by the general public and many professional advisors.
- **Digital Experience Gap:** Donor portals and digital engagement lag the seamless, mobile-first standard set by commercial DAF platforms.

THREATS

- **Commercial DAF Competition:** Fidelity, Schwab, and Vanguard compete on fees and digital convenience — framing philanthropy as a transaction, not a legacy.
- **NYS Government Dysfunction:** 56% late contracts, vetoed prompt-payment reforms, espoused-theory/theory-in-use gap — a predominant-party system resistant to structural reform.
- **Political Power Concentration:** Downstate gravity, lobbyist ecosystem, patronage legacy, and **institutional sclerosis** create an architecture of inertia hostile to civil society.
- **Economic Volatility:** Endowment exposure to market cycles, potential recession, and the tension between long-term growth and short-term community need.
- **Giving Decline & Fragmentation:** Falling donor participation rates, political polarization, municipal fragmentation, and nonprofit dissolution pace threaten the ecosystem foundations serve.

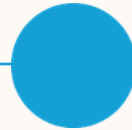
OUR STRATEGIC FRAMEWORK

Three Interdependent Focus Areas



INSPIRE PHILANTHROPY

We will inspire a culture of generosity, strengthen relationships with donors, and pursue innovative ways to grow philanthropy.



ELEVATE COMMUNITY

We will strengthen and expand people's impact on our community through partnership, convening, grantmaking, and service.



STRENGTHEN OUR CORE

We will responsibly steward the resources entrusted to us and invest in our internal capacity to ensure excellence in service and operations.



Inspire Philanthropy

We will inspire a culture of generosity, strengthen relationships with donors, and pursue innovative ways to grow philanthropy.

Strengthen our Core

We will responsibly steward the resources entrusted to us and invest in our internal capacity for excellence in service and operations.

Strengthening Our Community Through Philanthropy

Elevate Community

We will strengthen and expand people's impact on their community through partnership, convening, grant making, and service.



COMMUNITY FOUNDATION GROWTH & IMPACT

10-YEAR LOOKBACK (2016 – 2025)

GIFTS IN

18,252 Unique Gifts =
\$113,825,255

493 Funds Under Management

GRANTS & SCHOLARSHIPS OUT

14,795 Grants & Scholarships =
\$83,355,616

EXPAND AND DIVERSIFY GIVING

Increase giving with and through the Community Foundation

- ✓ Expand outreach via **Curated Grant Committee Site Visits w/donors; fund holders; advisors**
- ✓ Build **awareness on key community issues** and align with donor interests (Rubin Nutrition Access Initiative)
- ✓ Collaborate w/regional funders & PFs

2026/2027

- ✓ *Estate Planning/Charitable Giving **Webinar***
- ❑ *Increase successful **Referrals HNWF, PFs***
- ❑ *Ongoing Outreach to Key Audiences: Professional Advisors; Legacy Circle*
- ❑ *Recruit board for **Introductions***
- ❑ *Continue **curated site visits/events aligned with current work** (Pitney)*
- ❑ *Build connections to local, private and family foundations*

CREATE INTENTIONAL COMMUNICATIONS

Create clear, frequent, and inclusive messaging and storytelling that celebrates the impact of giving Our “**Why**”

- ✓ Refined **Website** – Clear Pathways
- ✓ Focused **Socials** to missional activities
- ✓ *Leveraging CFAI – **Professional Advisors***
- ✓ *Expanded Marketing / **Be Known before needed** / **Stories** of Fund Holders*

2026/2027

- ✓ ***New Impact Report** – March 2025*
- ❑ *Hire Director Marketing & Comms (Q1)*
- ❑ ***Branding** Exercise and Refocus 2027*
- ❑ *Theo of Golden Book Event / May 2026*
- ❑ ***Raise the Region** / Albany Sept. 22nd*
- ❑ *Continue Marketing – Amplified & ABR*
- ❑ *Target HNW Charitably Inclined*
- ❑ *Create New Donor Portraits/Stories*
- ❑ ***2025 Annual Report** – Winter 2026*
- ❑ *CFAI – **Legacy** Focused Campaign*

GROW FOUNDATION'S ENDOWMENTS

Build Administrative (Judith N Lyons, etc.) and Discretionary (Community Impact) Endowments

- ✓ Stood at **\$8,776,390** on 12/31/2025
- ✓ **Alice P. Kenney Estate APPROVED** - \$10M
- ✓ Launched **Development Committee**
- ✓ Expanded **Professional Advisors Council**
- ✓ Making the case for Discretionary
- ❑ Family Philanthropy Summit 25' (hold)
- ❑ Roadshow to PA community (CF top of mind for **referrals**)

2026/2027

- ❑ *Mark H. **Baumbach** \$17M - cy pres*
- ❑ *Optimize CommunitySuite (**CRM**)*
- ❑ *Refined Donor Dev. Strategies toward **legacy / discretionary / flexible gifts***
- ❑ *Explore Concept of **Campaign** for Impact Part II in 2028 (our 60th Anniversary)*

ELEVATE COMMUNITY

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CAPACITY BUILDING

Strengthen Nonprofits through Tailored Training; Leadership Development; Equitable Access to Funding; Technical Support and Workshops

- ✓ Simplified Applications (all on GLM);
- ✓ Virtual workshops; TA sessions w/NPs
- ✓ Record grantmaking and more coming / 1,446 / \$9.7M & \$2M with PFs
- ✓ Increased GLM Usage w/partners
- ✓ *Catalysts Leadership Program – Cohort 5*

2026/2027

- ☐ *Expanded Responsive Grantmaking*
- ☐ *Catalysts Leadership Program Cohort #6*
- ☐ *Nonprofit Leadership Accelerator Training for Executive Directors*
- ☐ *Strategic Partnership Fund – NP Mergers*
- ☐ *Monthly Nonprofit Workshops*

CONVENE COMMUNITY PARTNERS

Lead, Join and/or Support Community Efforts to Strengthen our Community

- ✓ Facilitate Capital Region **Funders**
- ✓ Commission and share local data: Rubin **Think Lab**: Kidney Disease Research
- ✓ Rubin Community Think Lab / Learning Community
- ✓ Community Indicators Training
- ✓ Hosted **NY Funders Alliance Annual**
- ✓ NY Funders Policy Subcommittee

2026/2027

- ☐ *Capital Region **Funders Convening***
- ☐ *Host **Albany Day** – April 2026 - NYFA*
- ☐ *Quarterly Capital Region **Funders Convening***
- ☐ *Establish Policy for **Policy/Advocacy Work***
- ☐ ***Rubin** – see collective change*

COLLECTIVE CHANGE

Lead & Invest in Priority Grant Programs & Community Initiatives

- ✓ Rubin Community Health Fund – Kidney Disease Prevention Focus
- ✓ Community Impact Fund - Broadly responsive grantmaking by design (endowed funds).
- ✓ Fee-for-service collaboration with Private Foundations / B'nai B'rith new DAF
- ✓ Support collective impact: HVCC-ATEC; Clean NRG Hub, COE Saratoga; CEG: ON-RAMP; P4P

2026/2027

- ☐ *Rubin Community Health Fund: Think Lab set aside – **Food System Initiative***
- ☐ *Convening **Nutrition Security** Partners w/Serve Albany – prevention agenda*
- ☐ ***Baumbach Music In Education***

STRENGTHEN OUR CORE

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INCREASE CORE SYSTEM EFFICIENCIES

Perform all CORE Financial & General Management Functions accurately & timely

- ✓ Foundant C-Suite Optimizing & Refining
- ✓ Website – Key Customer Focus/Flow
- ✓ Successful **2024 Audit / Unmodified**
- ✓ **GLM/SLM Implementation for grants and scholarships (apps)**
- ✓ Added new banking relationship

2026/2027

- ❑ *Optimize C-Suite (Implement address validation; clean up profiles; integrate Outlook; CRM strategy & management)*
- ❑ *AI Policy / Implement enterprise AI system(s): Microsoft 360 Copilot, claude by Anthropic*
- ❑ *Refine internal/external reporting on results (utilize agentic analytics)*
- ❑ *Utilize Prime's daily / Donor App*

REFLECT OUR COMMUNITY

Implement Wellness, Inclusion, Diversity & Equity (WIDE) Practices Across All Efforts

- ✓ Governance Committee: **We will represent the communities we serve**
- ✓ Equity Lens Applied to Grantmaking
- ✓ Staff Support: ESI; COF Benchmark; added Short-term disability
- ✓ Candid Seal of Transparency 2026 (demographics)

2026/2027

- ❑ *Ongoing Staff & Board Development Goals – Reflect community*
- ❑ *Engage in Inclusive Economic Development Efforts CEG: ON-RAMP; HVCC: ATEC*
- ❑ *Catalysts Leadership Program / Cohort #6 Fall 2026*
- ❑ *Support new ENLA at UAlbany*
- ❑ *Advocate for Just and inclusive Practices*

Platinum
Transparency
2026

Candid.

BUILD BUSINESS CONTINUITY

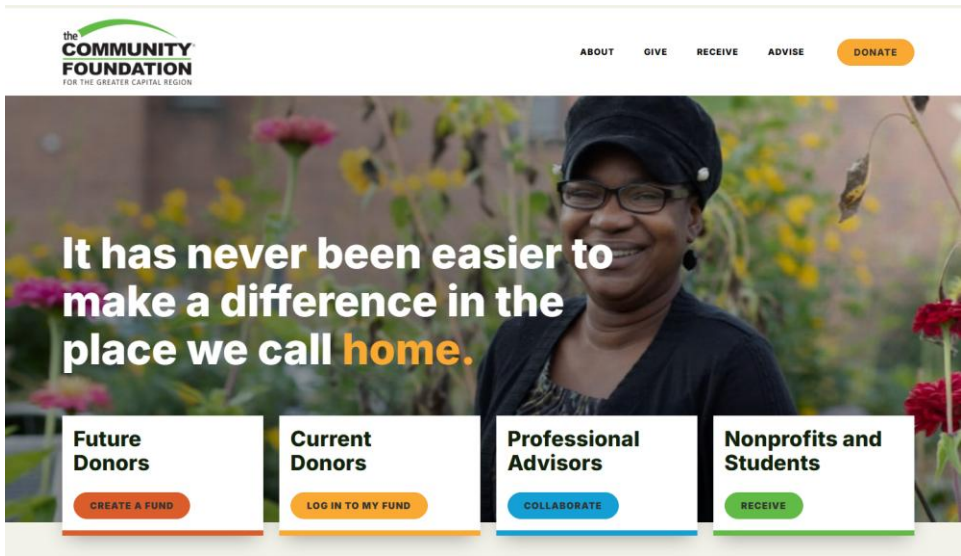
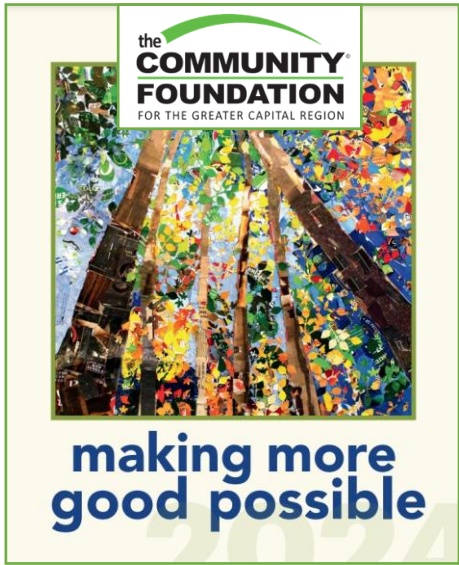
Maintain highest level of stewardship, service and support standards as a public charity to maintain public trust

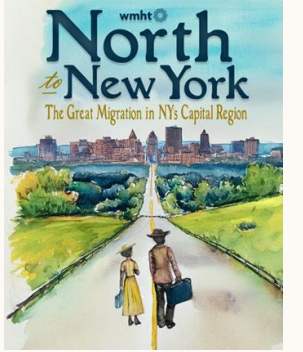
- ✓ Favorable investment gains; Responsive donor and nonprofit service systems
- ✓ **Maintain CF National Standards & Candid Platinum Seal of Transparency**
- ✓ Updating & documenting key workflow
- ✓ Business Model: **Efficient Frontier** – Fees on Funds soon to cover all operations

2026/2027

- ❑ *Update Finance Manuals/SOPs; Cross train/redundancy/business continuity*
- ❑ *Focused Growth & Capacity /++Staffing*
- ❑ *Assess/Refine Value Proposition*
- ❑ *403(b) Retirement: Secure Act*
- ❑ *Disaster / Succession Planning*
- ❑ *Add New Banking Relationship*

CFNS
ACCREDITED
FOUNDATION

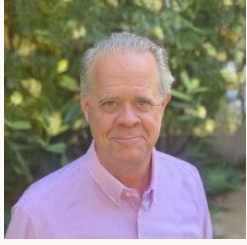




Nothing Happens Without This Team!



Nothing Happens Without Your Support!



THANK YOU!