



Long Range Strategic Plan Final Report

2020 – 2024

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Vision

A world where communities thrive, and families flourish with all generations of the Robert and Dorothy Tracy family giving and serving together.

Mission

Advance innovative, collaborative, and sustainable change in communities and cultivate a philanthropic spirit in all generations of the Robert and Dorothy Tracy family.

Values

Family | All types of families, bound legally or by blood.

Robert (RT) & Dorothy Tracy instilled their values of honesty, integrity, fairness, faith in God, respect, and a strong work ethic into their 12 children. The now four generations of family members respect these values and seek to embrace them together. The Tracy family believes that strong values shape healthy families and healthy families create thriving communities.

Faith | Strong belief in God. High priority given to Catholic/Christian faith.

The Catholic/Christian beliefs of RT and Dorothy Tracy inspired them to love their neighbors as themselves. Their faith continues to influence the work of the Tracy Family Foundation.

Education | Birth through post-secondary education.

The Tracy family believes that education and opportunity go hand-in-hand. A quality education opens doors to new worlds and new possibilities.

Leadership | School, civic, and youth leadership.

The Tracy family believes that everyone – individuals, families, organizations, and communities – wins when a leader gets better.

Community | Tracy family member communities inside and outside of West Central Illinois.

The Tracy family wants everyone to experience the support and encouragement of a strong community – because home is where the heart is, and it is the people who make up our communities that often impact us the most.

II. 2020-2024 LRSP Process

Since the Pre-Planning Committee included considerable input across the Tracy family in their process, the TFF Board decided in early 2019 that the 5-year strategic planning work would be led by the TFF Staff. The process began with the issuing of a Request for Proposals from strategic planning consultants around the country referred to TFF for their national reputation and experience working with family foundations. After a thorough review of proposals and interviews with top candidates, Vario Consulting from St. Louis was selected to lead the work. Vario was selected based upon their experience working with the Tracy family in the past, their close physical proximity that would facilitate more face-to-face meetings, and their expertise helping organizations clarify their philanthropic work.

Vario's planning process picked up where TFF's Pre-Planning work ended – TFF's vision, mission, and values. Our charge was to build off TFF's strong history, engage across generations, and position for continued growth and impact. We wanted the final plan to be clear, measurable, and effective.

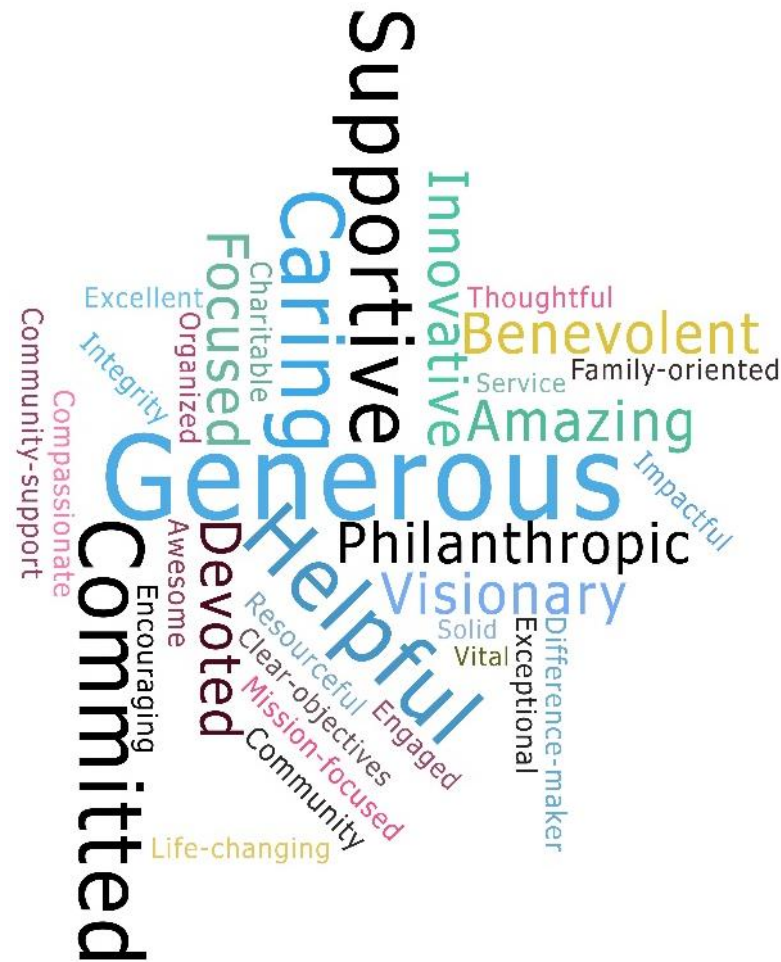


At each step in the process, TFF Staff sought feedback from relevant TFF Committees, the Tracy Family, grantees, and experts in the various fields.

III. TFF Surveys

In the summer of 2019 TFF shared surveys with TFF grantee organizations and the Tracy family. Both surveys provided key feedback on TFF’s strengths and growth areas.

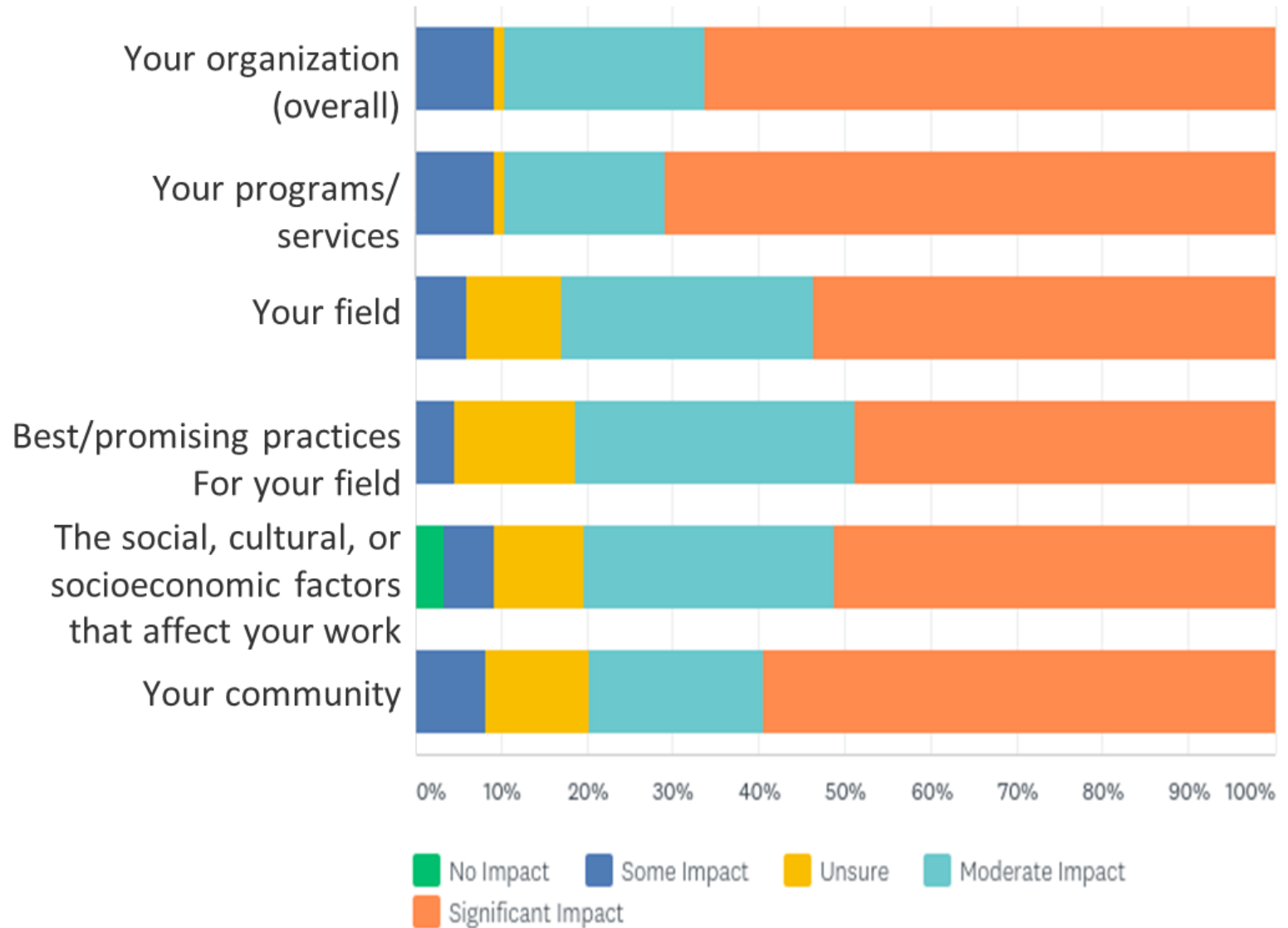
TFF grantees were asked to provide one word to describe the Tracy Family Foundation . . .



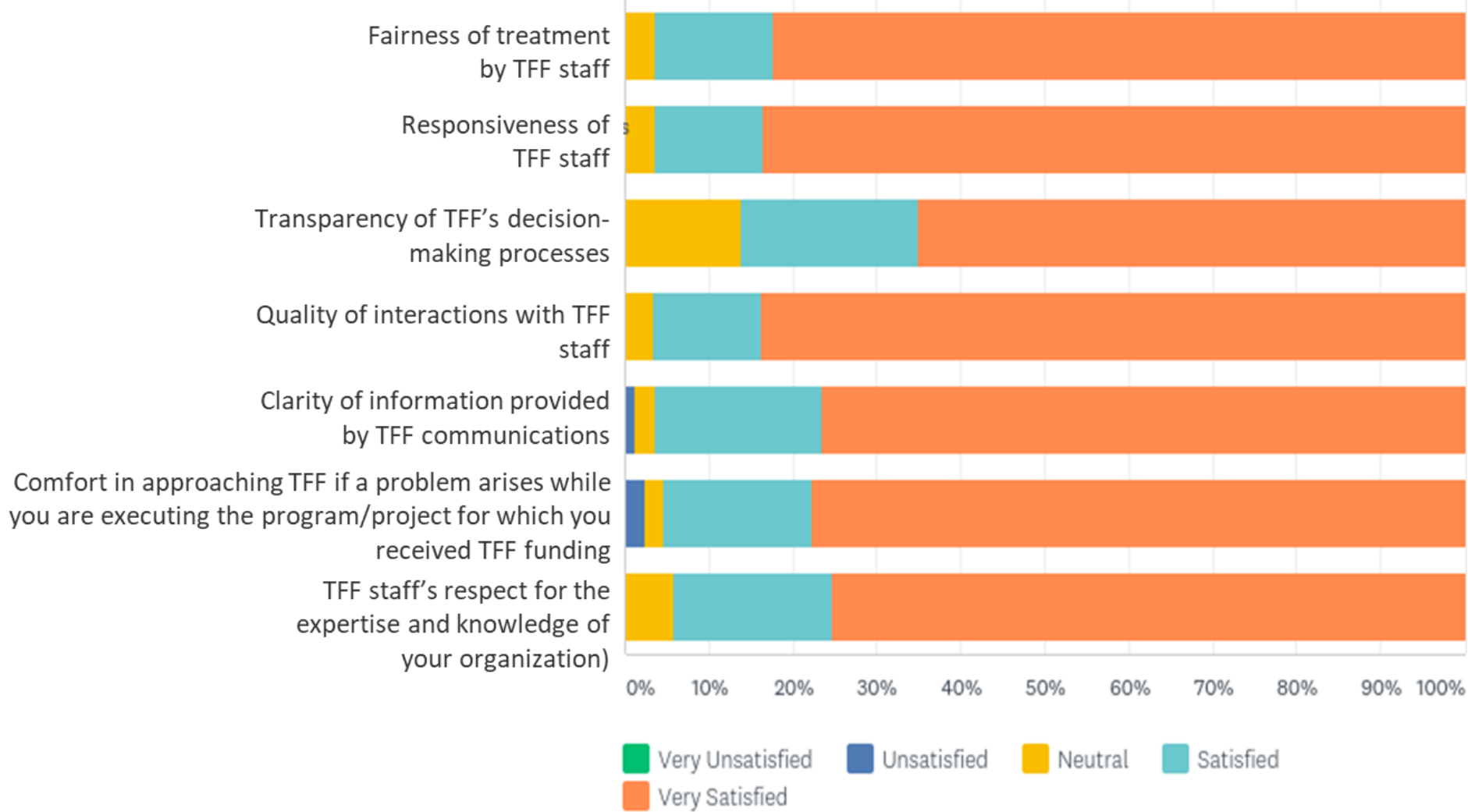
Overall, rate TFF's understanding of:



Overall, rate TFF's impact on:



Rate the following:



One grantee summed up their TFF experience by writing, “while it is a blessing to have received charitable support directly, it is an even bigger blessing to be part of the change that TFF seeks to make in our Region.”

Strengths

- Staff
- Responsive, helpful, caring, & transparent
- Strategic & intentional
- Go beyond funding - provide capacity building support
- Help organizations become stronger/better
- Staff look for reasons to say 'yes' rather than say 'no'
- Focus on your "home" community

Opportunities

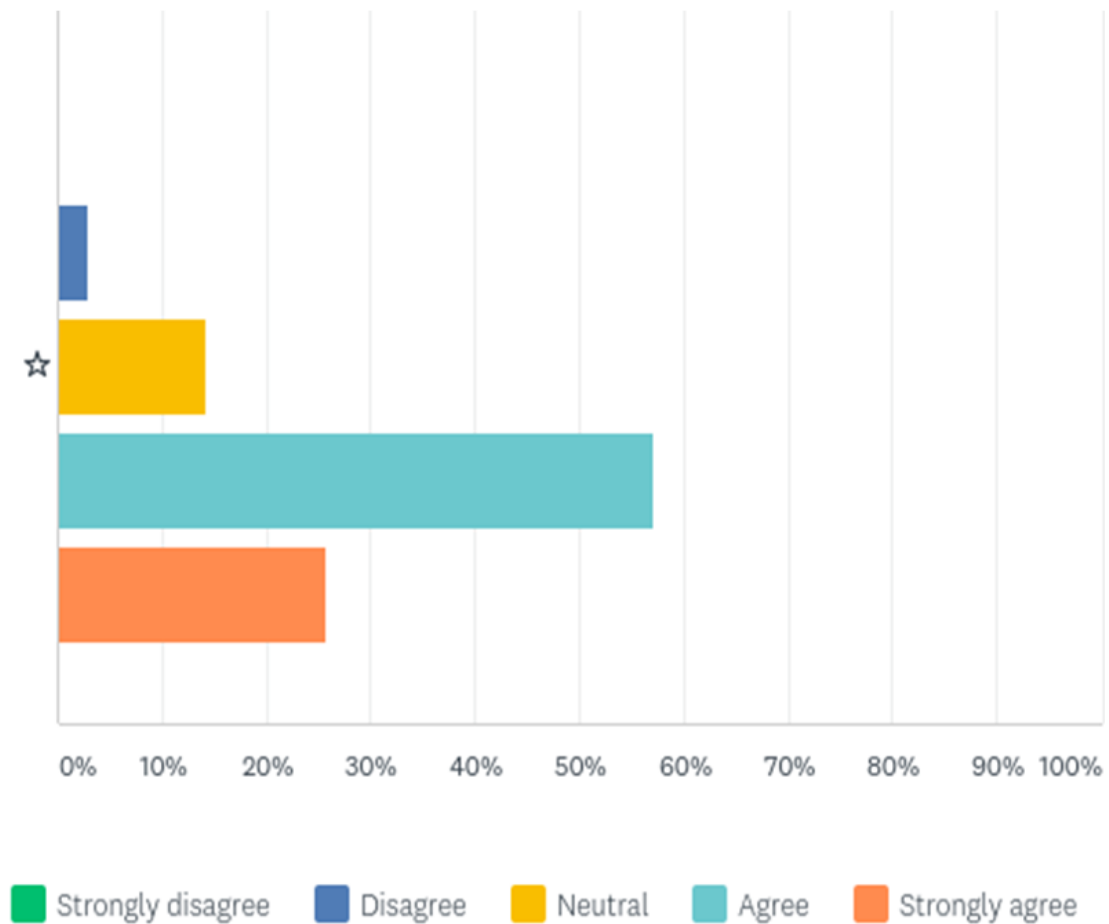
- Strengthen/simplify application & reporting
- Consider multi-year funding
- Expand capacity building work
- Strengthen transparency

The Tracy family survey also asked Tracy family members to share one word to describe the Tracy Family Foundation . . .

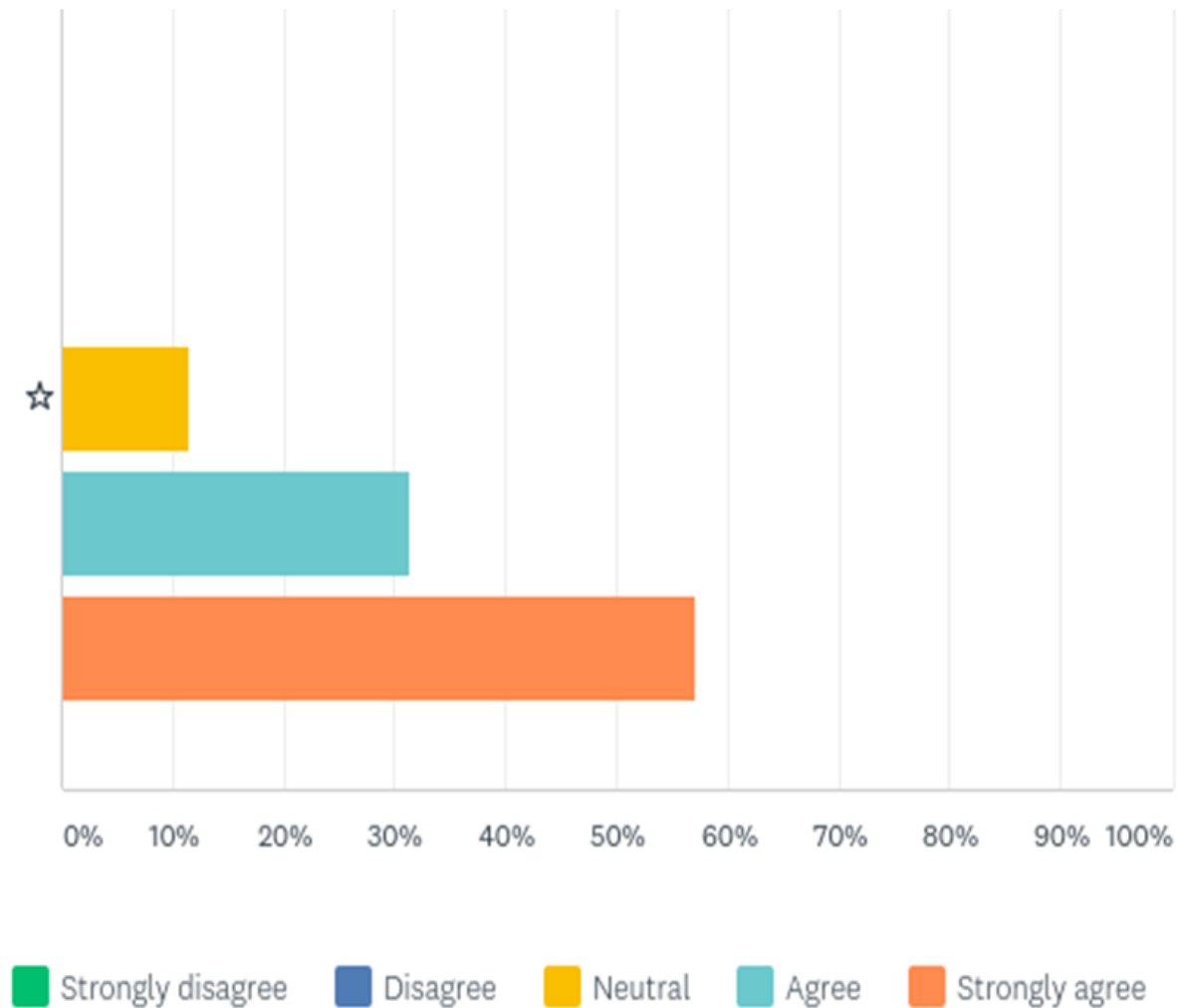


Other highlights from the TFF Tracy family survey:

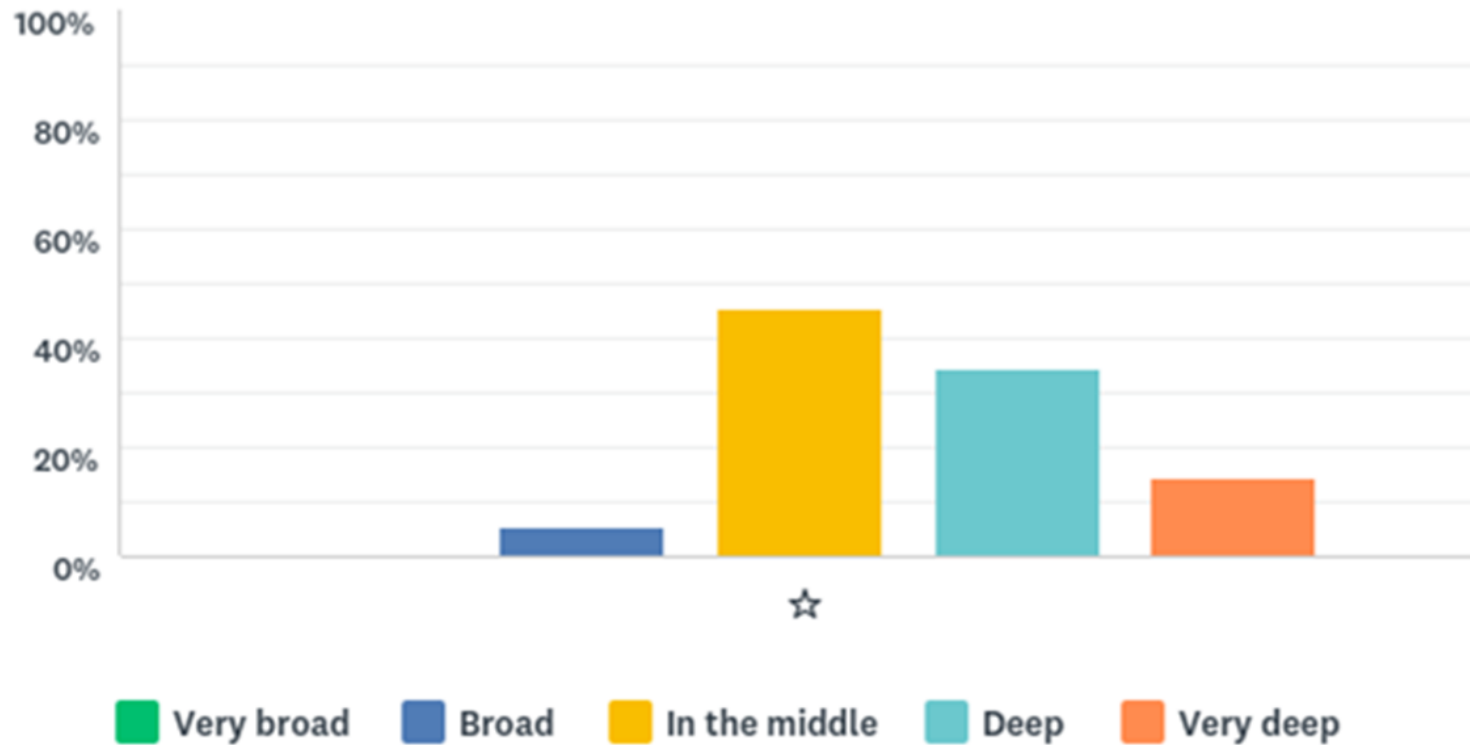
I believe the Foundation clearly communicates its community impact with family members.



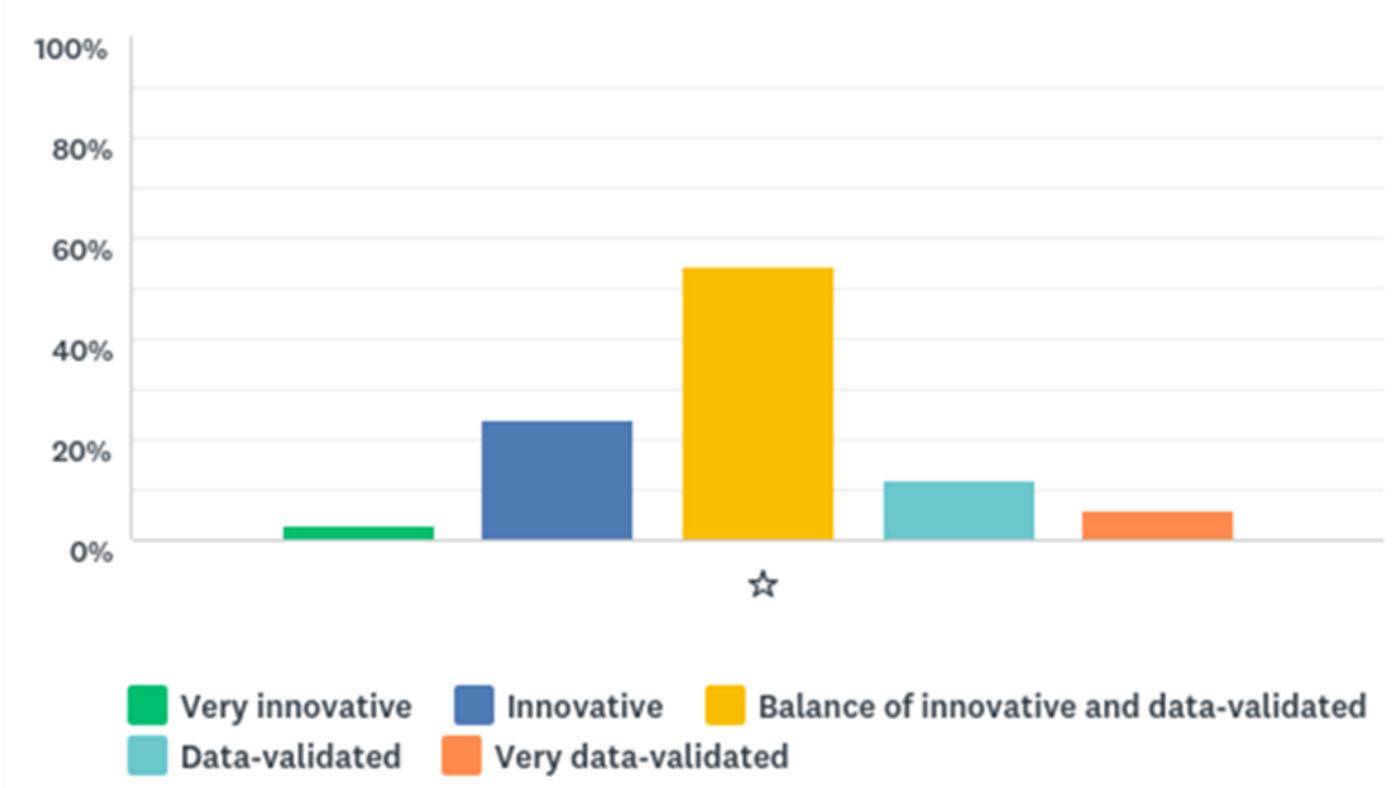
The Foundation provides enough opportunities for family members to be engaged in the Foundation.



Would you prefer that the Foundation make a broad impact on many diverse issues or a deep impact on a few clearly defined issues?



Would you prefer to experiment with innovative strategies or to multiply data-validated strategies?



As you think about the Foundation's next strategic plan, what do you believe the Staff and Board need to think about/address/prepare for . . . ?



Strengths

- Believe foundation is strong & doing good work
- Offer variety of opportunities to be engaged/involved
- Help family members make an impact on the issues they care about
- Communicates its impact to the family

Opportunities

- Help increase knowledge of community needs, giving strategies, & opportunities
- Help family members identify, vet, monitor, & evaluate organizations
- Explore a dedicated giving platform for family members
- Expand opportunities for engagement in focus areas
- Help facilitate collaborative giving efforts between family members

IV. TFF Retreat

In October 2019, TFF Staff and Vario used the Tracy Family Foundation retreat to present each of TFF’s theories of change to the Tracy family and to get their feedback on potential indicators and strategies.

The TFF Retreat agenda included a review of TFF’s work in 2019, a summary of TFF’s 20-year Pre-Planning work, a presentation of TFF’s 2020-2024 TFF Focus Area theories of change, and a summary of TFF’s 3G selected Focus Area research. Each presentation was followed with an opportunity for Tracy family members to provide feedback and ideas. After the retreat the feedback was compiled and evaluated for inclusion in TFF’s strategic plan.



V. 2020-2024 Focus Areas



**BROWN
COUNTY**



EDUCATION



FAMILIES



YOUTH



**MENTAL
HEALTH**

Significant discernment was devoted to evaluating and selecting TFF’s funding Focus Areas. Ultimately, several key decisions were made:

- **Brown County** | TFF’s previous plan named “Brown County Economic Development” as a Focus Area and emphasized Mt. Sterling’s Uptown revitalization. This continues to be a strong emphasis of TFF, but we also recognize that our Brown County work has been and must continue to be broader to reach our goal for Brown County to be a magnet community where people live, learn, work, and play. Thus, we widened our Focus Area to “Brown County.”
- **Families/Youth** | TFF’s previous plan combined TFF’s youth and families work into one Focus Area. As the TFF Staff developed our theories of change for each Focus Area, we developed increasing clarity that the mechanisms for change were different in our youth and families initiatives. Our families’ work emphasized the cohesion of the family unit and sought to provide opportunities for families to be whole and healthy. Our youth work, however, focused less on the family unit and more on direct services to youth that may or may not have access to healthy families. Ultimately, we decided that both youth and families’ work are vital, but that we should separate them so that each path receives the attention it deserves.
- **Leadership** | TFF’s previous plan included a Leadership Focus Area. Instead of keeping Leadership as a separate Focus Area and in a silo by itself, the TFF Staff chose to embed our leadership goals into each Focus Area. This better represents our desire to see strong leadership across our work. The theory of change for each new Focus Area now includes both leadership and capacity building strategies.
- **Mental Health** | More will be shared below, but as a part of our 2020-2024 long range strategic plan process we gave Tracy family 3Gs the opportunity to select a new TFF Focus Area. After a thorough and collaborative process, the 3Gs overwhelmingly selected Mental Health.

VI. 2020-2024 Strategic Plan

The long-range strategic planning work began with establishing goal statements across each of TFF's funding Focus Areas. The goal statements clarify what TFF expects to accomplish through its investments in each Focus Area.

Once the goal statements were formulated, the TFF Staff worked to craft theories of change for each TFF Focus Area and TFF's Tracy family engagement work. The theories of change include outcomes - what must happen for TFF to accomplish its goal.

After the outcomes were determined, the TFF Staff developed indicators, which are measures that will be used to determine whether our outcomes have been accomplished.

Finally, the TFF Staff crafted TFF's strategies. Our strategies are the actions that TFF will take over the next five years to achieve our desired outcomes and move our selected indicators.

As each of TFF's Focus Areas were developed, consideration was given to TFF's funding methods. TFF typically funds in one of two ways. Either TFF responds to requests we receive from the public, which we refer to as Responsive Funding or TFF leads a program or project, which we refer to as Proactive Funding. While TFF may responsively invest in any project or program that aligns with a Focus Area's theory of change, TFF's Proactive work will focus on particular outcomes in order to be most effective. As demonstrated below, TFF's theories of change are comprehensive and ambitious. We will need to balance our Responsive funding with our Proactive projects and programs to achieve our desired outcomes. TFF cannot achieve all of our desired outcomes alone.



Brown County Focus Area

THE GOAL

To empower Brown County to be a magnet community where people live, learn, work, and play.

WE BELIEVE

when Brown County works together to embrace



Education

Brown County provides adults and youth with quality learning opportunities.

Community

Brown County supports one another through strong relationships and vibrant communities of faith.

Infrastructure

Brown County's public, private, and charitable sectors provide quality, dependable services that meet community needs.

Recreation

Brown County offers diverse and attractive health, wellness, and leisure options and attractions.

Economy

Brown County has a strong local economy that is driven by quality jobs, retail, and housing.

BROWN COUNTY WILL BE

a magnet community where people live, learn, work, and play.

Key Indicators of Brown County Success

- ✓ BC children are Kindergarten-ready (TBD by BC Early Learning Center)
- ✓ BC students are reading at or above grade level by the end of 3rd grade (meet or exceed ELA standards from Illinois Report Card)
- ✓ More BC students earn a post-secondary credential within 5 years of graduating high school (National Student Clearinghouse)
- ✓ Increase in BC schools' enrollment (Illinois Report Card and St. Mary School)
- ✓ Increase in BC sales tax revenue (State of Illinois)
- ✓ BC residents would recommend BC as a good place to live (BC Community Survey)

Primary Proactive Strategies for Brown County

Current Strategies

- ✓ Open the Brown County Early Learning Center
- ✓ Brown County Teacher Fund
- ✓ Brown County High School Scholarship Program
- ✓ Mt. Sterling Façade Improvement Program
- ✓ Brown County Community Survey
- ✓ Mt. Sterling Park District Strategic Plan

Suggested New Efforts

- ✓ Expand Brown County High School Ready for College, Ready for Work Program to lower grades
- ✓ Design post-secondary support and advising
- ✓ Explore "Promise Program"
- ✓ Explore building/housing improvement plans beyond the Façade Improvement Program
- ✓ Expand Brown County recreation options
 - Explore the development of a Mt. Sterling trail/bike path to the Mt. Sterling lake

Capacity Building & Leadership for Brown County

- ✓ Explore business and/or nonprofit incubation catalysts
- ✓ Encourage BC leaders to take advantage of existing TFF Capacity Building programs
- ✓ Explore strategies to expand BC diversity, equity, and inclusion
- ✓ Explore BC hosting a site for the Global Leadership Summit
- ✓ Convene BC leaders for leadership development, collaboration and planning

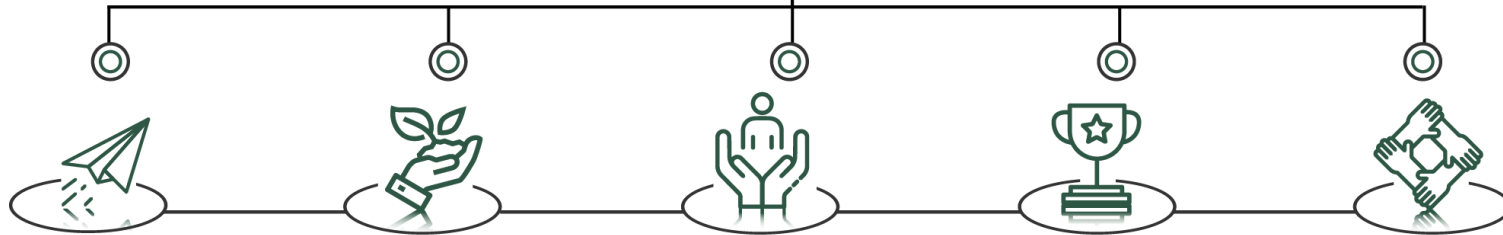
Education Focus Area

THE GOAL

To cultivate learning communities that inspire life-long learners, leaders, and problem solvers.

WE BELIEVE

when pre-school through post-secondary school administrators, teachers, parents, and community leaders embrace



Potential

The fundamental principles that all students can learn, education provides opportunities, and learning is a pathway to self-development.

A Growth Mindset

The understanding that abilities and intelligence can be developed and forever nurtured.

The Whole Child

An approach to education that stretches beyond academics and seeks to address a child's social, emotional, physical, and spiritual health.

Quality & Excellence

An emphasis on continuous professional development, adoption of international best practices in education, innovation, and the utilization of high-quality teaching curricula.

Partnerships

The strategic inclusion of parents, schools, and local communities as vital assets and partners in the process of student learning.

WE CULTIVATE

learning communities that inspire life-long learners, leaders, and problem solvers.

Key Indicators of Education Success

- ✓ Children are Kindergarten-ready (TBD by BC Early Learning Center)
- ✓ Students are reading at or above grade level by the end of 3rd grade (meet or exceed ELA standards from Illinois Report Card)
- ✓ Students are enrolling in 2 or 4-year college within 16 months of high school graduation (Illinois Report Card)
- ✓ Increase in schools that are designated as exemplary or commendable (Illinois Report Card)
- ✓ SAT average ELA and Math scores (Illinois Report Card)
- ✓ Increase in teacher retention rates (Illinois Report Card)

Primary Proactive Strategies for Education

Current Strategies

- ✓ Catholic Schools support
- ✓ School Leadership Initiative
- ✓ Early Learning Library Program
- ✓ Pastor/Principal Support Program
- ✓ Support university strategies to train teachers for rural school districts

Suggested New Efforts

- ✓ Explore Teacher Funds in various school districts
- ✓ Pursue post-secondary preparation and advising support in high schools
- ✓ Develop social/emotional/trauma and character training for students and school staff
- ✓ Consider early learning centers in communities beyond Brown County
- ✓ Explore new literacy programs to encourage reading at grade level by 3rd grade

Capacity Building & Leadership for Education

- ✓ Expand exposure to the Ron Clark Academy and invest in a model West Central IL school
- ✓ Invest in participation at Fire and Mustard Seed Conferences for Catholic School leaders
- ✓ Support Catholic Schools strategic planning and execution
- ✓ Promote existing TFF Capacity Building projects to schools, including IDEA training and SAMs

Education Funding Parameters

- ✓ Education funding requests should be programmatic in nature and further the school district's academic goals
- ✓ Formal Funding Education requests must be submitted through the local school district (individual schools can still apply for Capacity Building funds)
- ✓ Each school district is eligible for one Formal Funding grant per calendar year
- ✓ Higher funding priority will be given to school districts that demonstrate a development commitment through participation in TFF's Proactive programs and the utilization of TFF's Capacity Building grant opportunities

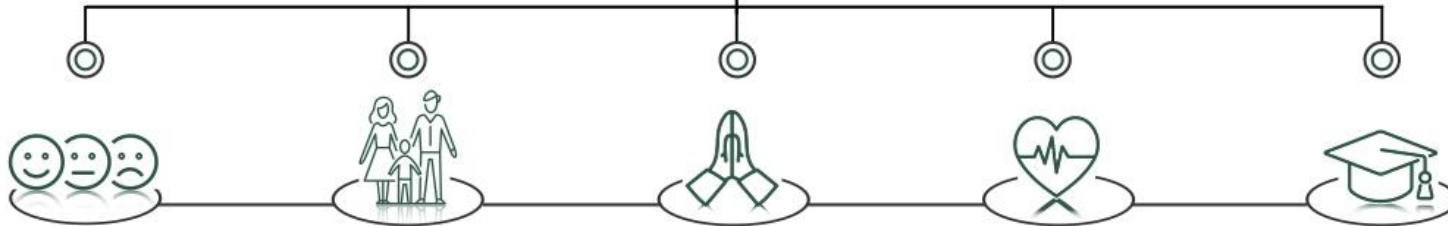
Families Focus Area

THE GOAL

To foster strong, healthy,
and resilient families.

WE BELIEVE

when families embrace



Emotional Health

Families thrive when they acknowledge their feelings and make emotional well-being a priority.

Relationships

Families engage marriage and parenting support systems that strengthen communication, empathy, and love.

Spirituality

Families pursue faith formation and are active in a faith community.

Wellness

Families maintain a healthy lifestyle by eating nutritious meals, playing, and exercising together.

Academics

Families prioritize high-quality education and students graduate with the skills needed for sustainable careers.

WE CULTIVATE

strong, healthy, and resilient families.

Key Indicators of Families Success

- ✓ Increase in married couples with a vitalized relationship (Prepare/Enrich assessment)
- ✓ Increase in number of family units that actively participate in the life and mission of a faith community (TBD by faith communities)
- ✓ Decrease in the Region's divorce rate (Illinois Department of Public Health)
- ✓ Increase in participation in parenting and marriage enrichment opportunities (organization reporting)
- ✓ Families learn and practice emotional well-being (organization reporting)

Primary Proactive Strategies for Families

Current Strategies

- ✓ Brown County Marriage Enrichment pilot
- ✓ Adams County Family Dinner Project pilot
- ✓ National Fatherhood Initiative
- ✓ Mt. Sterling YMCA Surplus grant

Suggested New Efforts

- ✓ Expand Marriage Enrichment to entire Region
- ✓ Expand Family Dinner Project to entire Region
- ✓ Research and pursue innovative international best practices for the support of healthy family units

Capacity Building & Leadership for Families

- ✓ Promote existing TFF Capacity Building projects and explore specific needs of organizations serving families
- ✓ Train and equip pastors and counselors to facilitate Prepare/Enrich Marriage curriculum
- ✓ Help organizations to be pro-active and preventative in their approaches to family struggles

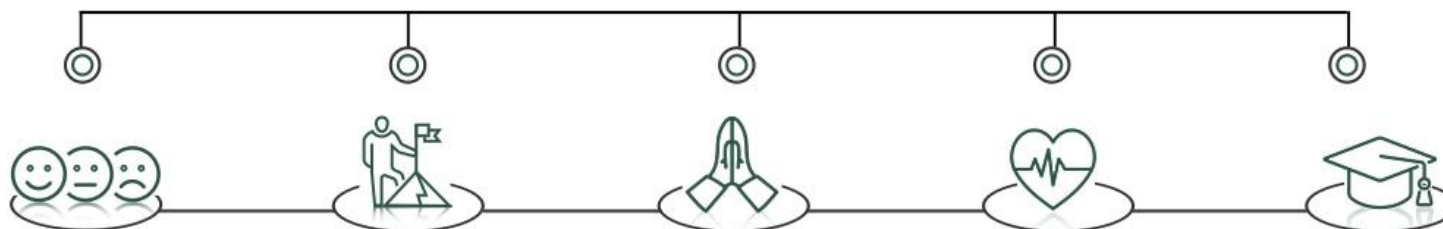
Youth Focus Area

THE GOAL

To nurture strong, healthy, and resilient youth.

WE BELIEVE

when youth embrace



Emotional Health

Youth develop healthy relationships and can identify and appropriately express their emotions.

Leadership

Youth cultivate the skills to lead at home, in the workplace, and in the community.

Spirituality

Youth pursue faith formation and are active in a faith community.

Wellness

Youth maintain a healthy lifestyle and make healthy choices.

Academics

Youth engage in high-quality education and graduate with the skills needed for sustainable careers.

WE NURTURE

strong, healthy, and resilient youth.

Key Indicators of Youth Success

- ✓ Youth develop positive self identity and empathy towards others (organization reporting)
- ✓ Youth plan ahead and set goals (organization reporting)
- ✓ Youth demonstrate healthy ways of communicating and resolving conflict (organization reporting)
- ✓ Youth display critical thinking, self-initiative, and self-direction skills (organization reporting)
- ✓ Youth maintain appropriate weight and health indicators for their age (organization reporting)

Primary Proactive Strategies for Youth

Current Strategies

- ✓ Outward Bound
- ✓ CEO
- ✓ Mission Trips

Suggested New Efforts

- ✓ Nutrition programs
- ✓ Outward Bound expansion beyond Adams, Brown and Pike Counties
- ✓ Unified West Central IL CEO business showcase
- ✓ Explore programs to educate students on the effects of drug and alcohol abuse
- ✓ Explore programs to assist youth in the development of manners, proper use of technology, and other soft skills
- ✓ Develop program to encourage youth volunteering
- ✓ Develop opportunities for youth to become ready for college or ready for work outside of the school setting

Capacity Building & Leadership for Youth

- ✓ Youth leadership camps and conferences
- ✓ Youth mission trips and faith building experiences
- ✓ Training for sports' coaches and youth mentors so that they can capitalize on student development through sports



MENTAL HEALTH

Mental Health Selected as TFF’s New Focus Area

In 1997 when the Tracy Family Foundation was established, the Tracy family 2Gs had the opportunity to select TFF’s initial Focus Areas. 2Gs also led any changes or alterations to the TFF Focus Areas that happened since then. With the 2020-2024 TFF strategic plan, TFF wanted to provide the opportunity for the Tracy family 3Gs to select a new TFF Focus Area that aligned with their interests and passions. TFF thus led a comprehensive discernment and selection process.

The process began with the Tracy family survey, which asked Tracy family 3Gs for their ideas for TFF’s new Focus Area. Top choices were then researched to better understand their relevance and need within TFF’s West Central Illinois funding Region. Once that research was complete, the list of Focus Area possibilities was narrowed to five: Health & Wellness, Mental Health, Human Services, Women & Girls, and Environment.

These five options were presented at the Tracy family retreat in October alongside data about their need in West Central Illinois and potential projects/programs that TFF could pursue if the option was selected as a TFF Focus Area. Based upon feedback from the TFF Retreat, the list of five options was narrowed to three: Mental Health, Environment, and Women & Girls.

More research was completed on the final three options and West Central Illinois leaders in each potential Focus Area were interviewed. This additional research was presented to all Tracy family 3Gs via a video and each Tracy family 3G was invited to cast a vote for their preferred new TFF Focus Area. Over 70% of the 3Gs chose Mental Health as their top choice. In December 2019, Mental Health was officially announced to the Tracy family as TFF’s new Focus Area.

2020 will be spent researching the Mental Health needs of West Central Illinois and learning from Mental Health leaders in our Region. TFF will also formulate a Mental Health theory of change, key indicators for success, and potential strategies. In addition, TFF’s Next Generation Advisory Board will select Mental Health organizations to support with their Special Impact Grants and a new TFF Mental Health Committee will be established.



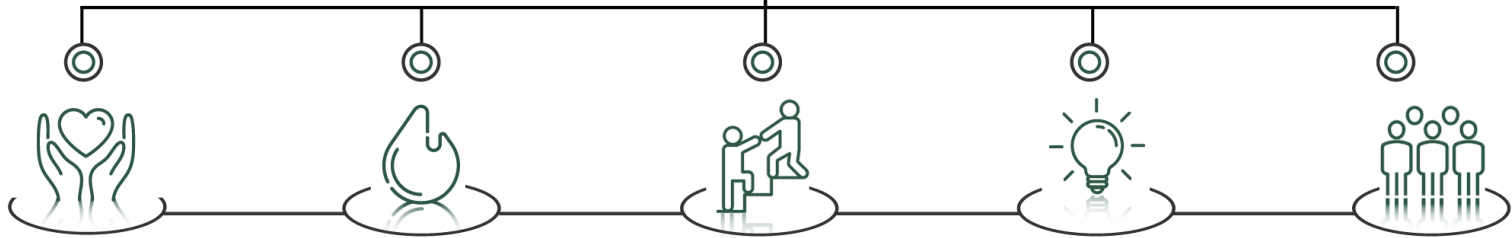
Tracy Family

THE GOAL

To deepen community impact by uniting the Robert & Dorothy Tracy family in shared values and a philanthropic spirit.

WE BELIEVE

when all generations of the Robert and Dorothy Tracy family embrace



Family Values

Family members share the story of Robert and Dorothy Tracy and intentionally pass on the values of family, faith, education, leadership, and community.

Passion

Family members discover and build their personal philanthropic spirit and develop a strategy to guide their giving.

Generosity

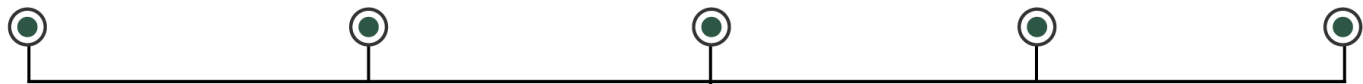
Family members use their gifts, skills, and resources to serve and give sacrificially, together & independently.

Participation

Family members advance the Foundation's impact by participating in grant programs, gatherings, and leadership opportunities.

Community Engagement

Family members preserve their links to West Central Illinois and engage their local community with clear strategies to impact both.



WE DEEPEN COMMUNITY IMPACT BY . . .

uniting the Tracy family in shared values and a philanthropic spirit.

Key Indicators of Tracy Family Engagement Success

- ✓ Tracy family grant program participation rates (TFF dashboard)
- ✓ Tracy family directed grant dollars awarded (TFF dashboard)
- ✓ Personal Tracy family giving through Matching Grant program (TFF dashboard)
- ✓ Tracy family members serving and family branches represented on TFF Boards and Committees (TFF dashboard)
- ✓ Tracy family members with personal giving goals and strategies (TFF assessment)
- ✓ Tracy family members engaged with nonprofit organizations in their communities (TFF assessment)

Primary Strategies for Tracy Family Engagement

Current Strategies

- ✓ NextGen Grant Program
- ✓ Volunteer Incentive Program
- ✓ Matching Grant Program
- ✓ Family Invitation Grant Program
- ✓ Servember
- ✓ NGAB Special Impact Grants
- ✓ Bi-annual TFF Retreat
- ✓ TFF family communication via e-newsletter and social media
- ✓ NextGen Ozark Meeting

Suggested New Efforts

- ✓ Tracy family mission and/or service trip
- ✓ Annual Tracy family giving campaign
- ✓ TFF Action Teams for Tracy family participation on TFF projects
- ✓ TFF Committees review some grant applications
- ✓ Assist Tracy family members in conducting a site visit of an organization in their community
- ✓ Develop an organizational structure that may attract Tracy family philanthropic dollars and/or assist in administering Tracy family philanthropy

Capacity Building & Leadership for the Tracy family

- ✓ TFF Board and Committee service
- ✓ Tracy family members participate in TFF organization site visits
- ✓ TFF philanthropy education curriculum
- ✓ Philanthropy conferences
- ✓ Assist Tracy family members in establishing personal giving goals and strategies

VII. 2020-2024 Staffing Needs

As TFF's work continues to grow and develop, our staff capacity will need to grow and develop too. Over the next five years, we anticipate at least several areas of staffing need that will be explored by the TFF Board.

- **Tracy Family Engagement** | Over the past two years, TFF has benefited significantly from two Program Associates that focus on Tracy family engagement. In 2019, however, one Program Associate moved to employment with Dot and the other has grown to focus on TFF's Education Focus Area. Thus in 2020, TFF will pursue a new TFF Program Associate to continue to develop our Tracy family engagement efforts, including the management of TFF's social media, e-newsletter, Servember, and family grant participation tracking.
- **Financial/Accounting** | Dot accountants have provided financial/accounting support to TFF over the years, but TFF is now ready to begin to explore our own financial and accounting services. This has become necessary as TFF's needs have grown and TFF has created additional nonprofit entities with the development of the Brown County Early Learning Center. Beginning in 2020, TFF will examine various options to meet these needs.
- **TFF Focus Area Specialists** | TFF's 2020-2024 strategic plan seeks to attack complex social issues. As the scope of TFF's work expands and deepens, we may seek to employ content area experts that can assist us in achieving the outcomes we desire.
- **Communication/Marketing** | TFF has developed our communication and marketing efforts with organizations and the Tracy family over the past couple of years, but we also recognize that there is more that we could do. We could potentially enhance TFF's Annual Report, emails to organizations, Requests for Proposals, press releases, and grant process communication with additional staff.

VIII. 2020-2024 TFF Committees

The Tracy family survey and conversations with existing TFF Committees revealed the need for Committee improvements that we intend to make beginning in 2020. Most notable is the desire for Committee members to have more participation in TFF's work rather than simply receiving reports. Thus, beginning in 2020, TFF Focus Area Committees will review at least 1 grant application per meeting. In addition, Committee chairs will look to include active TFF projects in each Committee's agenda. Finally, each TFF Committee will use Zoom video conferencing to help Committee members feel engaged with one another and to facilitate the review of common documents during Committee meetings.

IX. Next Steps

TFF's 2020-2024 Long Range Strategic Plan is a living document through which our work will be directed over the next five years. We plan to implement multiple strategies to ensure the plans utilization.

- TFF's new strategic plan and relevant Focus Area theories of change will be communicated with organizations in TFF's funding Region and on TFF's website
- The TFF Board will review and update TFF's strategic plan at least during TFF's first Board meeting of each year
- TFF's dashboard of Focus Area indicators will be updated with new data at least annually
- TFF's grant applications will be updated to align with the theories of change for each TFF Focus Area
 - Grantees will be required to select the TFF Focus Area outcome aligned with their application
 - Grantees will be required to identify the specific indicators that they intend to measure as a part of their project/program
 - Grantees will be required to report on their indicators as a part of their Final Impact Report
- TFF will utilize our grants management software to compile aggregate data that demonstrates whether our investments are “moving the needle” towards the outcomes we desire in each Focus Area