



# REPORT TO THE COMMUNITY

2021



*Photo of the Harlem Valley Rail Trail which extends from the hamlet of Wassaic, NY to Copake Falls, NY*

## MESSAGE FROM OUR CEO

2021 was a significant year for the Foundation for Community Health. Early in the year [our strategic framework](#) was approved by the foundation's Board of Directors and staff began developing and launching new initiatives, aligned with the new priority areas and strategies of the foundation.

Our strategic framework focuses our work further upstream, addressing the living conditions that influence health and well-being. While we've long recognized that health is fostered through the places we live and work — through our long-standing investments in prevention, rural transportation, and access to services — our strategic framework prioritizes investments that more directly address the social, economic, and environmental factors that impact health.

Continued

Our strategic framework also furthers our commitment to provide more unrestricted funding to the nonprofits and community partners that serve our rural towns. Unrestricted funds enable organizations to be more responsive and innovative and thereby stronger and more resilient. This year, we invested over \$600,000 (nearly 60% of our total grantmaking) in our region's nonprofits with this in mind, through general operating support, funds for capacity building, and resources to foster collaborative efforts in our region.

In alignment with our adoption of Trust-Based Philanthropy we also began the work of more readily integrating feedback from our grantee partners in the foundation's practices. Before launching our strategic framework, staff convened over 30 nonprofit leaders and community stakeholders to refine our new approaches and priority areas. We also commissioned a third-party grantee perception survey, to learn about our grantee partners' experience with the foundation. The results affirmed many of our grantmaking practices and provided several concrete areas of improvement, including the need for statewide advocacy efforts and improved transparency about the foundation's decision-making.

There's more ahead, as we work to identify place-based investments that will bolster our community's infrastructure and to develop our ability to better advocate on behalf of our nonprofit community and the people they serve.

As we continue this journey, we find ourselves grateful and continually inspired by our community partners, who have continued to adapt and innovate in yet another year marked by uncertainty.

*Nancy*

## Support Beyond the Grant

We rarely see money as the sole — or even most important — part of our role as a funder. Learning, alliances, trust, shared knowledge, and relationships that emerge from the process are just, if not more, important. Results from our 2021 Grantee Perception Survey illustrate that the support FCH provides is helpful to our grantee partners.

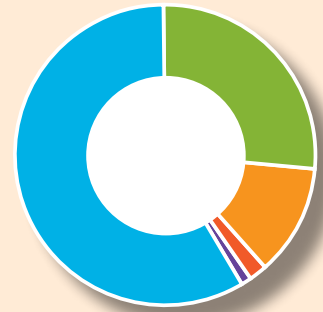
### GRANTEE PARTNERS REPORT THAT SUPPORT BEYOND THE GRANT IS HELPFUL

Technical assistance related to administration of a program or initiative. (N=18)	16%	17%	78%
Sharing a resource related to the work of my organization or the funded work. (N=29)	21%		79%
Facilitation of a meeting requested or organized by my organization. (N=19)	21%		80%
Support with a grant proposal to another funder. (N=14)	29%		71%
Identification of a grant opportunity with another funder. (N=13)	8%	23%	69%
Meaningful introduction to a peer organization, potential funder, consultant, or a coalition. (N=27)	30%		70%

■ Not at all helpful   
 ■ Somewhat helpful   
 ■ Very helpful

## Grants

In 2021, we distributed over \$1M in grant funds to 34 organizations.



Strengthen Organizations	\$ 600K	59%
Sustaining Priorities	\$ 266K	27%
Support Local Decision-making	\$ 116K	12%
Improve Community Assets	\$ 20K	2%
Other	\$ 10K	1%

## Grantee Partner Highlights



**14** Grantee partners served NY residents

**\$556,160** invested in NY



**16** Grantee partners served CT residents

**\$430,835** invested in CT

**4** Grantee partners served CT and NY residents

**1 out of 4** of FCH's grantee partners were small nonprofits<sup>1</sup>



<sup>1</sup> Defined as nonprofit organizations or fiscally sponsored initiatives that had an annual operating budget under \$500,000.

## Capacity Building Matters: Supporting the Effectiveness of Our Region's Small Nonprofits

Strengthening nonprofit organizations is an essential part of what we do as a funder. Funds for capacity building can be transformational for a nonprofit, enabling an organization to shore up internal systems, promote financial stability, and sharpen skills to strengthen the organization. In the fall of 2021, FCH launched its Capacity Building Grant Program, a responsive grant program that solicits proposals twice a year from nonprofits and fiscally sponsored initiatives.

### FCH's 2021 Capacity Building Grant Program Grantee Partner Highlights

**9** nonprofit organizations

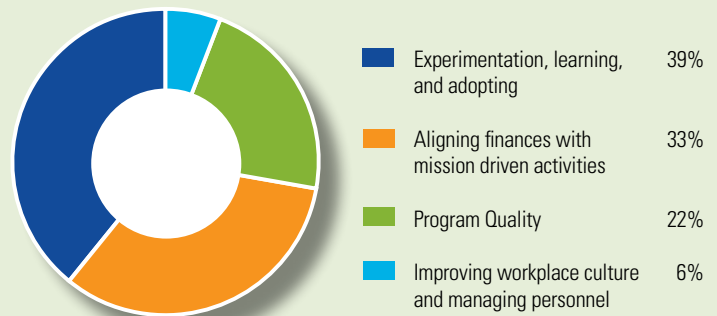
**2** organizations were first time grantee partners of FCH

**1/3** of grantee partners had a fiscal sponsor

**Half** of the organizations funded had an annual operating budget under \$500K

*Photo of Millerton, NY by Olivia Markonic*

## Nonprofits Request Funds for Experimentation and to Better Align Finances with Mission



## Shifting Power through General Operating Support: Flexible funds support three Harlem Valley Nonprofits in inaugural FCH grant program

We launched our Multi-Year General Operating Support Program from the belief that **when organizations know that they have multi-year support, they will be more comfortable to take risks and will be able to respond to emergent needs, challenges, and opportunities nimbly and without reservation.** In 2021 three organizations that serve our rural towns in Columbia and Dutchess County were invited to participate in the 2021-2024 cohort of FCH's Multi-Year General Operating Support Program: The Healthcare Consortium, Community Action Partnership for Dutchess County, and North East Community Center. Each organization will receive a total of \$300,000 in general operating support during the three years of the program. In the first year, these grantee partners identified a myriad of operational and strategic goals for their organization, including strategic planning, expanding and adapting existing programs, and aligning mission to financial resources through fund development.

## Supporting Nonprofit Leadership: Northwest Connecticut Regional Funders Pool Resources for Adaptive Leadership Cohort for Small Nonprofits

In partnership with Berkshire Taconic Community Foundation, Connecticut Community Foundation, and Northwest Connecticut Community Foundation, we launched an Adaptive Leadership Cohort for Small Nonprofits, engaging 14 northwest Connecticut-based nonprofits. The six-month program includes an organizational assessment, individual coaching sessions to connect theory to applied practice, and half a dozen cross-team learning sessions to process key concepts. Adaptive leadership helps individuals and organizations adapt and thrive in the face of challenges and prepare them to take on the process of change. This approach involves diagnosing, interrupting, and innovating to better meet the mission of an organization. **Any sector is only as strong as its people. Leadership development is critical for the vitality and ingenuity of the social sector that serves our rural community.**

## Financials

	December 31, 2021 (unaudited)	December 31, 2020 (audited)
<b>ASSETS</b>		
<b>Total Assets</b>	<b>\$ 42,851,568</b>	<b>\$ 38,312,716</b>
FCH Owned Assets	30,531,995	27,691,999
External Trusts*	9,416,049	8,651,503
Donor Advised Funds**	2,903,525	2,734,787
<b>Total Expenses</b>	<b>1,722,585</b>	<b>1,632,777</b>
Grants Awarded***	1,013,535	974,606
Program Expenses	478,486	449,282
Administration Expenses	230,564	208,889

\* FCH receives annual distribution from two externally held trusts.

\*\* FCH has two donor advised funds held by the Community Foundations of the Hudson Valley and Northwest Connecticut Community Foundation.

\*\*\*Grants awarded includes grants made from FCH Owned Assets and Donor Advised Funds.

## SOCIALLY RESPONSIBLE INVESTMENT POOL

### 15% Invested

Since 2019, FCH has invested a portion of its funds in a socially responsible investment pool, enabling the foundation to direct its investments in ways that are aligned with our values, mission, and vision.

Photo of Cornwall, CT by Lazlo

## Board and Staff



### Remembering Dr. John William Gallup

The Board and Staff of the Foundation for Community Health were greatly saddened by the passing of our beloved friend and colleague, Dr. John W. "Bill" Gallup, on September 20, 2021. As a founding member of our Board, Bill helped forge our beginning and continued growth by gracing our board with his service from 2003 to 2012 and again from 2015 until 2021.

### Board of Directors

Miriam Tannen, *Chair*  
Thomas Quinn, *Treasurer*  
Karren Garrity, *Secretary*  
Dr. John Charde, *Ex-Officio*

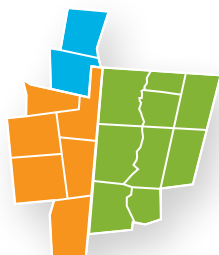
Ceely Ackerman  
Christian Allyn  
Lara Hanson Barrett  
Katty Brennan  
Dr. Joshua Ginsberg  
Edith Greenwood  
Felicia Jones  
Hila Richardson  
Rev. AJ Stack  
Dr. Mustafa Ugurlu  
Jane Waters

### Staff

Cathy Glasner, *Office & Grants Manager*  
Nancy Heaton, *Chief Executive Officer*  
Gertrude O'Sullivan, *Director of Communications & Special Programs*  
Natashea Winters, *Senior Program & Evaluation Officer*

## Our Community

The Foundation for Community Health serves a small region where northwest Connecticut and the Greater Harlem Valley meet. Over **52,000** people call this region home. Since 2003, we have invested over **\$18 million** to improve the health and well-being of our community.



Columbia County, New York

Litchfield County, Connecticut

Dutchess County, New York

The Foundation for Community Health (FCH) is a private, nonprofit philanthropy dedicated to improving the health and well-being of people living in the northern Litchfield Hills of Connecticut and the greater Harlem Valley of New York, through grantmaking, advocacy, and community leadership. FCH was initially funded from the net assets of the sale and conversion of Sharon Hospital in 2003 and is a supporting organization of the Berkshire Taconic Community Foundation, Community Foundations of the Hudson Valley, and Northwest Connecticut Community Foundation.



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