



FCP Strategic Plan 2026-2028

Building an Outcomes Movement for Working Americans



Executive Summary

Finding Common Purpose Foundation (FCP) was created in response to a growing national paradox: despite significant philanthropic and public investment in improving quality of life in the United States, economic mobility is declining, income inequality is rising, and an increasing number of working Americans cannot afford the basic conditions necessary to thrive. In 2025, more than 60 percent of Americans were earning below the cost of living in their area, reflecting a widening gap between the cost of living and the wages individuals are making.

FCP believes that addressing this challenge requires more than expanding services or meeting immediate needs. While direct support remains essential, long-term progress depends on changing the systems that shape opportunity and affordability. Change requires shifting how communities, and the nation, are solving problems. The foundation exists to advance an Outcomes Movement—one that aligns communities, institutions, policymakers, funders, and residents around shared goals, measurable outcomes, and collective accountability for improving the lives of working Americans.

Our Mission

Finding Common Purpose is a pooled philanthropic fund dedicated to building a national Outcomes Movement that ensures working Americans can thrive. Through strategic grant making, learning, and knowledge sharing, FCP strengthens the use of outcomes-based approaches in communities, advances public understanding of outcomes as a driver of systemic change, and supports the protection and re-imagination of public data infrastructure.

Our Theory of Change

FCP believes that lasting systems change occurs when communities define a shared vision for thriving, establish measurable outcomes, publicly track progress, and mobilize stakeholders around collective action. Place-based partnerships act as local proof points that demonstrate the power of outcomes-driven collaboration. By elevating these successes, strengthening data systems, and building awareness nationally, FCP seeks to accelerate a broader movement that transforms how philanthropy, government, and communities define and pursue progress.

Our work focuses on seven interconnected domains that influence whether working Americans can thrive:

- Wages
- Savings and financial resilience
- Housing
- Education
- Childcare
- Healthcare
- Mental health

Across these domains, we fund efforts to strengthen six core practices that research shows are necessary for improving outcomes. These practices include: strong theories of change, sustainable infrastructure and capacity, continuous community engagement, outcomes-based partnerships, strategic storytelling and media engagement, and the use of data and dashboards as tools for advocacy and decision-making.

Our Grantmaking Strategy

FCP's grant making strategy is organized around three interconnected pathways:

- **Community Infrastructure and Practice:** Supporting communities to build the capacity, partnerships, and systems necessary to implement outcomes-based approaches and improve local outcomes.
- **Strengthening, Resourcing, and Reimagining Public Data:** Investing in efforts that protect public data infrastructure, improve access to meaningful data, and explore innovative approaches to local and regional data collection and use.
- **Field Building for an Outcomes Movement:** Expanding awareness, adoption, and influence of outcomes-based approaches through learning, convenings, storytelling, research, and partnerships.

Together, these pathways are designed to create measurable improvements within communities while also building the conditions for a nationwide shift toward outcomes-driven policymaking, philanthropy, and civic engagement.

2028 Strategic Goals

By the end of 2028, across these strategic priority areas, FCP aims to:

- Deploy \$2 million annually through strategic grantmaking.

- Establish meaningful co-funding partnerships that strengthen public data infrastructure and influence philanthropic strategy.
- Increase adoption of outcomes-based decision-making among funders, policymakers, nonprofit leaders, employers, media organizations, and residents.
- Raise an additional \$5.4 million in philanthropic capital, bringing the pooled fund to approximately \$6.8 million and positioning the organization to achieve a \$10 million fund by 2030.
- Be recognized nationally as the leading philanthropic funder and thought leader advancing an Outcomes Movement.
- Build a strategic governing board and expert advisory board that strengthen fundraising, learning, and long-term organizational sustainability.
- Develop the systems, staffing, and operational infrastructure necessary to support sustainable growth and impact.

FCP’s communications, fundraising, and field-building efforts are designed not only to support organizational growth but also to elevate a broader national conversation about what it means for Americans to thrive. By amplifying the work of grantees, sharing evidence and lessons learned, and engaging influential stakeholders, the foundation seeks to establish outcomes-based practices as a central framework for addressing affordability, opportunity, and economic mobility.


Measuring Success

Success will be measured through both organizational performance and movement-level progress. Key indicators include fundraising growth, grantmaking deployment, adoption of outcomes-based practices, strengthened partnerships, increased public engagement, improvements in data infrastructure, and evidence that decision-makers are increasingly aligning policies, resources, and strategies around measurable outcomes.

Ultimately, FCP’s long-term success will be reflected in a national shift toward defining progress through the lived experiences of working Americans—and in measurable improvements in the conditions that allow individuals, families, and communities to thrive.

By investing in communities, public data, and movement building simultaneously, Finding Common Purpose seeks to renew the American Promise and help create a future where prosperity, opportunity, and dignity are within reach for all working Americans.

Shannon Murtagh
Executive Director
Finding Common Purpose



Renewing the American Promise by Measuring the Progress

At Finding Common Purpose (FCP), we are building an Outcomes Movement. We provide funding and partnership to communities that are committed to sharing measurable outcomes and aligning local efforts so that working Americans can thrive, not just survive.



The Challenge

Despite decades of growth in philanthropic and government investments to improve quality of life in the United States, in measure after measure, from the cost of housing to the cost of childcare, the lived experience of the working class has worsened. **Americans are barely surviving while the affordability crisis worsens.**



Income Inequality

By the end of 2025 **over 60% of Americans, including those working, were not making enough to afford a “minimal quality of life.”** The persistently rising cost of living paired with largely stagnant average wages have created a crisis.

Siloed Efforts

The social sector predominantly indexes on programs and efforts that address individual immediate needs. This **limits focus and funding for systemic approaches** that can tackle root causes and ensure sustainable improvement in long-term outcomes.

The Opportunity: An Outcomes Approach

Progress requires a shift in how communities, philanthropists and policy makers address the challenges and systems that shape opportunity and affordability.



FCP's investment empowers communities to integrate an Outcomes Approach in their place-based efforts. By setting clear goals— developing a shared definition of success—, aligning regional efforts and sustaining transparent measurement, communities can improve lives and restore thriving.

We are advancing an Outcomes Movement—one that aligns communities, institutions, policymakers, funders, and residents around shared goals, measurable outcomes, and collective accountability for improving the lives of working Americans.

Futures Thinking : What does an Outcome's Movement look like in practice?

Shifts in Regional and National Approaches

- A national understanding that we as a nation should be judged by whether greater numbers of working Americans are thriving.
- Momentum in the Outcomes Approach: Social issues are discussed and collaborated on with an outcomes-based, data-driven framing rather than relying on political factions and opinions to define decisions.

Progress on Affordability

- Concrete improvements on established outcomes that show that increasing numbers of working Americans are thriving

Evidence of Improvement in Outcomes

- Concrete examples of policy change, scaled programmatic wins and resource allocation tied to outcomes
- Improvements in civic engagement and trust: Outcomes alignment restores a sense of hope and agency and supports Americans with the tools and information needed to incentivize civic engagement



INTRODUCTION

About Finding Common Purpose



Our Mission

At Finding Common Purpose Foundation, we are building an **Outcomes Movement** to ensure that working Americans can thrive—have access to affordable housing and childcare, attain a solid education, and earn wages that reflect the true cost of living. We provide funding and partnership to:

- Strengthen the use of outcomes in communities across America
- Protect, resource, and reimagine public data infrastructure.
- Build a national understanding of the necessity of outcomes for ensuring that working Americans can thrive and;

Our investments support the momentum and sustainability of the Outcomes Movement, **ensuring that we measure, focus on, and align around what truly matters and moves us closer to renewing the American Promise.**



Our Vision

Finding Common Purpose Foundation (FCP) is **committed to ensuring that more people can thrive in America**. Our work is designed to reduce income inequality and re-establish and support a thriving working class in this country.

We believe in the power of community-defined, measurable outcomes to create sustainable, systemic change for working Americans. FCP works with communities to use these outcomes to identify and measure real progress to **ensure that America is once again a place where work is a path towards living with dignity and comfort**.



FCP's Guiding Principles



A United States where working Americans can thrive is possible

A United States where families and individuals are able to thrive in their communities—ensured affordable housing, childcare, and excellent educational opportunities— is possible. Meeting the needs of all working Americans will require systemic solutions to which we are committed to.



Outcomes as a driver of change

Restoring the American Promise will require an outcomes movement: a public declaration of the outcomes that reflect the lived experience of working Americans and represent what it takes to truly thrive. Our commitment should propel a national shift in programming, funding and policies to align with a renewed vision for collective wellbeing.



The power of community and local approaches

We believe that the power for sustainable change lies within local, coordinated efforts led by passionate and invested community residents. Our funding will also ensure that accomplishments on this lever scale up and outwards to the benefit of a national movement



The catalyzing role of philanthropy

Philanthropy is often a driving force for unlocking larger systemic solutions. If we can act with curiosity and conviction, philanthropy will be catalytic in moving towards a country that aligns resources, policies and systems around the outcomes that matter.



Our role is one of partnership & learning

We will conduct grantmaking as partners to reinforce and advance ongoing work. We approach our partnerships with a learning mindset, acknowledging that those doing the work and proximal to it are the experts.



OUTCOMES MOVEMENT

Theory of Change



What “Thriving” Looks Like

FCP’s funding is focused on seven interconnected outcome domains that influence whether Working Americans can thrive. We work with communities who are invested in defining clear goals within these domains and working collectively address issues that act as barriers to thriving for working Americans



\$ Wages & Savings

FCP is invested in increasing the number of working Americans earning an income that reflects the ability to save for the future, participate in community, pursue education or skill-building, and enjoy a reasonable quality of life beyond the bare necessities, but also have the ability to save and invest towards economic security and wellbeing.

🏠 Housing

Housing (affordability and quality) is one of the most significant costs that impedes economic stability. We partner with organizations who are working locally to ensure that greater numbers of residents truly have access to affordable housing.

📖 Education

Education is a key indicator of future access to economic opportunity and mobility in adulthood. FCP is committed to educational outcomes that improve educational attainment, childhood literacy and thriving postsecondary employment opportunities.

What “Thriving” Looks Like

FCP’s funding is focused on seven interconnected outcome domains that influence whether Working Americans can thrive. We work with communities who are invested in defining clear goals within these domains and working collectively address issues that act as barriers to thriving for working Americans



Childcare

Although the US government recommends spending around 7% of income on childcare, the reality is that most families are spending around 24%, that is if they can even access it. Affordable and accessible childcare is beginning to form one of the greatest barriers to financial stability, professional continuity for families and often impacts their ability to remain within the communities of their choice.



Healthcare

Healthcare is foundational to every other outcome. Cost and lack of access to healthcare impedes financial stability while regressing collective health outcomes. We partner with collaboratives invested in improving community health at scale.



Mental Health

Mental wellbeing must be treated as a core domain, similar to concerns of housing and healthcare, and not as a peripheral concern if we truly want Americans to thrive.



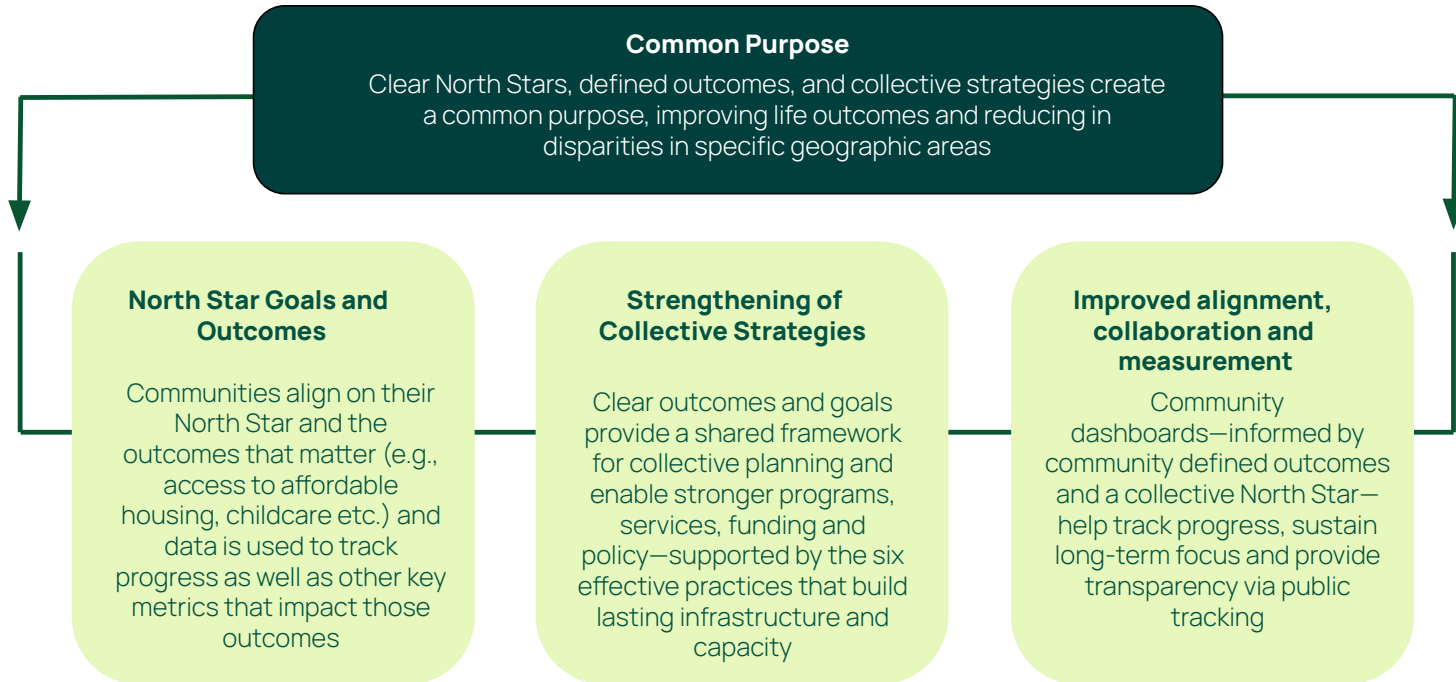
The Six Practices

Our [research on outcomes](#) shows that setting North Star goals, and publicly tracking progress are not enough to shift outcomes or effect systems change. An effective approach integrates these six practices, employing and strengthening them across every stage of work to yield improvements in outcomes.

<p>Theory of Change:</p> <p>A strong Theory of Change (ToC) reflects a community's shared aspirations, values, priorities, and realities. An active ToC, grounded in publicly shared outcomes, is vital for aligning strategy and fostering collective action and accountability among stakeholders.</p>	<p>Infrastructure & Capacity:</p> <p>Initiatives with community dashboards need dedicated infrastructure – staff and funding – to sustain their data collection, tracking, sharing, and storytelling.</p>	<p>Continuous Community Engagement:</p> <p>Authentic, consistent community engagement strengthens community dashboards' legitimacy and impact. Meaningful resident involvement ensures dashboards reflect lived realities and shared hopes.</p>
<p>Outcomes-based Partnerships:</p> <p>Building strong, trusting relationships with key institutions working on defined outcomes is fundamental to the success of a place-based partnership. These relationships</p>	<p>Media Engagement & Storytelling:</p> <p>Media engagement and storytelling utilize community dashboards in public dialogue and decision-making. Leveraging dashboards builds public</p>	<p>Tool for Advocacy:</p> <p>Community Dashboards serve as a critical tool for driving public policy advocacy, informing decisions, and enhancing the effectiveness of program delivery.</p>



Outcomes Approach (Local Theory of Change)



Energizing a National Outcomes Movement

Local, Community-Level Progress

Deliberate use of outcomes tethered to a collectively held North Star goal will drive long term focus, shifts in resources allocation, and programmatic and policy changes that will over time create systemic shifts to improve economic outcomes and opportunities.

Shared Knowledge and Replication

Best practices from sites using the outcomes approach for collaboration will be collected and shared to improve and expand the use and impact of outcomes within communities.

Bright Spots and Intentional Storytelling

The wins within communities using outcomes data will be shared via intentional storytelling and media engagement to drive both replication across the country and an expectation from communities that they should be able to view their lived experience through publicly shared data.

National Outcomes Movement

Improvements in life outcomes within communities will drive replication and upwards scaling, moving this work from the local level and creating a national outcomes movement that fundamentally shifts the way we collaborate and effect the changes needed to reinvigorate the American Promise.



Strategic Goals



Grantmaking Strategy

We fund work across three key pathways.

Pathway 1: Community Infrastructure and Practice

P1 funds efforts that strengthen community capacity for implementing outcomes-based approaches.

The pathway is specifically grounded in the Six Effective Practices and ONLY funds projects that align with one or more of those practices and one or more of the seven domains of thriving.

Pathway 2: Strengthening, Resourcing and Reimagining Public Data

P2 will focus on identifying co-funding opportunities that:

- a.) Offer us opportunities to learn more about and fund the spectrum of efforts oriented towards protecting and reimagining public data
- b.) Connect us with coalitions of other funders whose thinking/approaches we can enhance with an outcomes movement.

Pathway 3: Field Building for an Outcomes Movement

P3 will fund activities that support movement building: strengthening the awareness of the value and impact of an outcomes-driven approach while spreading learnings and best practices from our grantees.

This approach amplifies the impact of our granting ensuring that progress in grantee communities can inspire adoption of this approach in others



STRATEGIC GOALS

Grantmaking Strategic Goals

By EOY 2028, we will be deploying \$2M/year to advance our mission and align with the core principles of an outcomes movement.



Pathway 1: By EOY 2028, we will be working in partnership with more communities nationally including state and local level organizations who represent a cross section of the 6 effective practices and 7 thriving domains to influence an outcomes movement. Grantees will be specifically selected to continue to strengthen our knowledge base around the outcomes movement.

Pathway 2: By EOY 2028, we will establish co-funding opportunities that support sector-aligned efforts approaches toward resourcing public data and ensure that we are learning and thought partners that influence strategic philanthropic direction

Pathway 3: By EOY 2028, there is increased awareness and concrete examples of key decision makers (funders, elected officials, non-profit collaborators, employers, media and residents) incorporating outcomes into their work, that will support identification of two states to partner with

STRATEGIC GOALS

Board Development Strategic Goals

By **EOY 2028**, we will have activated a **strategic board** that is actively supporting the organization's fundraising goals and an **advisory board** of subject matter experts as thought partners that ensure that the foundation's giving and growth over time best supports renewal of the American Promise.



Strategic Board: Board members serve on a strategic, governing board responsible for fiduciary oversight, strategic direction, and integrity of Finding Common Purpose. In addition to core governance functions the primary objective of the board is advancing the fundraising success and long-term sustainability of Finding Common Purpose. The board is expected to play a central role in advancing the FCP's fundraising efforts by leveraging networks, supporting donor engagement, and championing the fund's mission and impact

Advisory Board: Finding Common Purpose Advisory Board Members serve as strategic thought partners to the foundation's leadership, offering insight, perspective, and expertise without formal governance responsibilities. This role is designed to help the foundation remain informed, relevant, and forward-looking in its mission to renew the American promise.

STRATEGIC GOALS

Fundraising Strategic Goals

By **EOY 2028**, we will have raised \$5.4M in additional capital, reaching approximately \$8.6M, toward a \$10M pooled fund and positioning us to close the remaining \$3.5M by 2030



FCP's existence as a pooled fund allows us to harness the giving power of collective funds to amplify our grantmaking, strengthen our commitment to our grantee communities and offers an extended runway for allowing improved outcomes to emerge.

Phased Path to a \$10M Pooled Fund

Campaign Timeline & Milestones





Finding Common Purpose

FOUNDATION

For more FCP insights, read:

- Common Purpose: Building a Movement to Renew the American Promise:
<https://readcommonpurpose.org>
- Andrew Wolk's Founding Donor Letter:
<https://findingcommonpurpose.org/andrew-wolk-donor-letter/>

 info@findingcommonpurpose.org

 www.findingcommonpurpose.com

 linkedin.com/findingcommonpurpose