

PA Strategic Business Plan: 6/1/17 - 12/31/17

Goals	Purpose	#	Key Components	Strategies	Oversight/ Implementation Responsibility	Budget/Resource Implications	Timeframe	Status
Fundraising and Resource Development	Create and operationalize complete plan for PA support	1	Individual Giving	Identify various approaches to maximize individual giving. Approach already identified supporters and create new prospects list for follow-up and/or direct mail solicitation. (See also #3 below.)	Board Fundraising and Resource Development Committee (FRRDC)(to be created- see Board Goal on page #3 that follows) assisted by Executive Director (ED)	Cost of paper, envelopes, and mailing	Direct mail timeframe - It should be conducted during the timeframe of 11/5/17 to 11/20/17.	Research in progress
		2	Corporations, Foundations, Government and other Grant Opportunites	Identify those entities whose funding criteria parallel PA's mission and/or needs that have/will be identified.	ED assisting the FRRDC	Costs related to preparation of proposals.	Ongoing, with complete analysis finished by 8/1/17.	Most purposes are already identified.
		3	Donor Data Base Software and Management	Review existing Donor Perfect software and determine if this is the best software to meet PA future needs. Also, the existing donor list need to be updated.	ED with Board member participation	Cost of new Software and training or the updating of existing Software.	Final decision should be made by 7/15/17 regarding the Software and the existing donor list needs to be updated immediately (for Walk thank you purposes)	In progress
		4	Donor Recognition	This is an ongoing process and needs to be coordinated with the existing donor records and the prospect of new Donor software. It also needs to be incorporated into an annual event through PA to thank the donors. Key decision is whether to combine it with a Fundraising event. (See below)	ED - administrative support updates.	Cost of the Event, given consideration, review and direction.	Ongoing as donations come in. Special considerations contingent upon event strategy.	Ongoing and Pending
		5	Special Event/Fundraiser	There are basically two considerations - fundraiser and donor recognition. They could be separate or combined events. The Committee will oversee the Gala (being proposed that we have one), Walk, Golf Tournament and any other special events.	Special Event Committee(SEC) of the Board is created to plan, manage and conduct events (see Board Goal on page 3). ED and volunteers assist accordingly	Many, contingent upon the Event, venue, agenda, costs etc.- Sponsorship - underwriting considerations.	Each Event will have its own Plan which will delineate all of its particulars. The Golf Tournament needs to be addressed immediately and if a Gala is to be held, that too needs to be addressed asap, with at least a location secured by 8/1/17.	Ongoing and pending

Goals	Purpose	#	Key Components	Strategies	Oversight/ Implementation Responsibility	Budget/Resource Implications	Timeframe	Status
		6	In Kind Resources	Create a process which maximizes the capacity of PA to acquire and utilize in-kind resources from the community.	ED assists Board FRRDC.	This needs to be assessed on a case by case basis	On a short term basis, resources can be identified and acquired "instantly". For the longer term, a plan needs to be developed and implemented no later than 9/15/17.	Short term is in progress and long term plan need to be completed by Spetember 30, 2017.
Planned Giving	Create a Planned Giving Program which will establish the underpinnings for the Foundation's financial future	1	Partnership	Discuss the prospect of creating a partnership with a major Foundation in San Diego. This provides credibility, instant access to prospects and guidelines for PA's Planned Giving efforts. If decision is to "do it ourselves", instead of partnering, then proceed accordingly. While the decision is pending, if "ready" prospects are identified, proceed immediately.	FRRDC oversees this with ED assisting	Cost of Planned Giving Promotional materials and possible costs related to joining in a partnership	Determination of which direction to proceed should be finalized by September 1, and then the related process should commence accordingly.	In progress
		2	Potential Donors	Identify those who have already given significant gifts to PA previously (\$500 or more) and other potential donors and prepare appropriate requests for consideration.	FRRDC oversees this with ED assisting	Any travel costs/printing	Coordinate with possible Partnership decision noted in #1 previously.	Pending
		3	Materials to Use	Create and use separate PA Planned Giving materials.	ED	Cost of materials	Have the materials ready asap; no later than 8/1/17.	In progress
Staffing and Volunteer Support	Create a staffing and volunteer support plan that assures that PA will have the appropriate level of skilled support to implement and manage all Strategic Business Plan components	1	Positions and Functions	Contingent upon the availability of funding, with the ED's position being 30 hours a week, the most important support function considerations are: (1) Administrative Support for PA Communications 2) Support for Fundraising and Resource Development (3) Grant Identification and proposal writing (4) Finance and Accounting i.e. PA will assume all financial, accounting and other business-related operational functions.	ED should play the lead role contingent upon budget considerations It will be important to acquire the resources (either volunteer or paid, contingent upon availability of funds), to meet the Strategic Business plan requirements.	As Applicable	Search is already underway to meet the needs via Volunteer support. One critical volunteer (a CPA) has already committed.	In progress

Goals	Purpose	#	Key Components	Strategies	Oversight/ Implementation Responsibility	Budget/Resource Implications	Timeframe	Status
Board Maintainance and Expansion Strategy	Continue building and enhancing a working Board of Directors to fulfill the Vision and Mission of PA	1	Maintain existing Board Members	Request existing Board members to remain on the Board for another term, or a certain timeframe to assist with the transition of adding new Board members. Also, the capacity to remain on the Board in an ExOfficio capacity is another option.	Board President, existing Board members and ED providing administrative support	None at this time	Discuss and finalize at the late June 2017 Board Meeting.	Subject will be on late June Board meeting agenda.
		2	Identification and recruitment of new Board Members	Identify and recruit members according to skill sets needed to achieve the Strategic Business Plan components.	A Board committee needs to be identified to take this lead after input and discussion with existing Board Members	None at this time	Names of the prospective board members are being gathered and some are currently being recruited. The Recruitment process needs to be organized no later than the late June Board meeting.	In progress
		3	New Board Member Orientation	Orientation session needs to be held prior to the August Board Meeting	Board President with ED providing support	Materials	As soon as the August Board meeting date is determined, schedule the orientation prior to it.	To be determined
		4	Board training	Identify key areas and create training Plan.	ED with the selected Board Members and "outside" expertise -	Materials and related training costs	Contngent upon level of urgency and need, conduct the training in Fall of 2017.	To be determined
		5	Board Officers	Current term ends on 6/30/17. Continuation of existing or new officers needs to be determined.	Board President in consultation with current members	None	Late June Board Meeting and prior to August Board meeting	Will be on the late June Board meeting agenda
		6	Board Committees	The following committees of the Board need to be established: (1) Fundraising and Resource Development (FRRDC) (2) Special Events (Gala, Walk and Golf Tournament) . Also, other Committees are specified in the By-Laws, and they need to be activated i.e. Executive, Finance, & Budget, Board Membership etc).	Board President	Any support considerations will be contingent upon a review of existing and new Board member areas of expertise.	The Committees should be operational by 9/1/17, except the Special Event Committee which needs to be created immediately, in order to assist with the Golf Tournament and make the decision of whether or not we have a Gala Event in early 2018.	Pending
		7	Media Sponsor	Identify and recruit a local media sponsor that could be represented on the PA Board, to provide public relations and media support.	ED with assistance from Board members	None	Complete by August Board meeting	Identification in progress

Goals	Purpose	#	Key Components	Strategies	Oversight/ Implementation Responsibility	Budget/Resource Implications	Timeframe	Status
Financial	Assure all Financial requirements are met to meet not for profit standards	1	Financial Review	PA needs to have a Financial Review for the period ending 8/31/2016	Board Finance Committee	To be determined	Source (and related cost) to conduct the review needs to be finalized by the July Board meeting.	In progress
		2	990 Form	990 for the period ending 8/31/17 needs to be scheduled.	Board Finance Committee	To be determined	Source (and related cost) to conduct the review needs to be finalized by the July Board meeting and work should commence immediately after the year end.	In progress
		3	Internal Finance and Accounting	PA will assume all financial, accounting and other business-related operational functions.	Board Finance Committee with assistance from the ED and volunteer CPA (already secured)	To be determined	Functions to be assumed by volunteer CPA on 8/1/17. Transition/orientation to occur during the last week of July. Need to arrange for the transition per this timetable.	In progress
Marketing	Create a process to maximize the effectiveness of PA's eleven Strategies (see attachment C).	1	Website	Update existing website and examine the cost of creating a new website	ED oversees process. Volunteer administrative support updates existing site.	Cost of initial design of new site	Continue to update our existing site and concurrently identify options for creation of new website. Make decision about new website no later than 7/15/17.	Update of existing website is in progress
		2	Speakers' Bureau	Identify the opportunities within the county to present the PA story - clubs, forums, key note address opportunities, etc.	ED, who also utilizes Board members and other representatives to make presentations.	Possible reimbursement for travel, copies etc.	Commence to identify speaking opportunities immediately and schedule accordingly. Utilize others to speak, contingent upon the situation.	Opportunities are being currently identified.

Goals	Purpose	#	Key Components	Strategies	Oversight/ Implementation Responsibility	Budget/Resource Implications	Timeframe	Status
		3	Communications Process	In order to assure the maximum impact from the remaining Strategies, PA needs to implement a Communications process that encompasses all related entities that have been previously identified. This includes being the initial point of contact, providing support for existing and new Support Groups, establishing and maintaining relationships with service providers, providing general information, providing educational materials and awareness, identifying training needs and providing information on research studies and other critical information.	ED, who will also utilize Board members and other volunteers, will be primarily responsible	Costs will be related to the amount of involvement in each strategy	These Strategies are already in progress and the extent of PA involvement will be needed to be closely monitored, contingent upon our ability to prioritize and manage each situation.	In progress and to be determined
				A critical first step will be to commence sending regular information via e-blasts to our updated Donor list of 13,000+ names; add and include all media, key prospective funding sources and other key entities within the county (as applicable). The purpose will be to establish a regular communications process to increase awareness and effectiveness of PA's Strategic Business Plan Strategies.	ED, who will also utilize Board members and other volunteers, will be primarily responsible	To Be Determined	Regarding the frequency of the E-blasts, they will need to be carefully planned and monitored. The first one to go out immediately after the Walk is over, will be an overall Thank you for Walk participation, support and involvement and will contain an explanation of what the purpose of future e-blasts will be.	In progress