



2017-2020

## STRATEGIC ACTION PLAN OUTLINE

**TITLE: MEANINGFUL ACTION:** *Learning, Leveraging & Leading*

**MISSION:** Strengthening Philanthropy in the Mountain State.

**VISION:** West Virginia has thriving communities due in part to a strong and vibrant philanthropic sector.

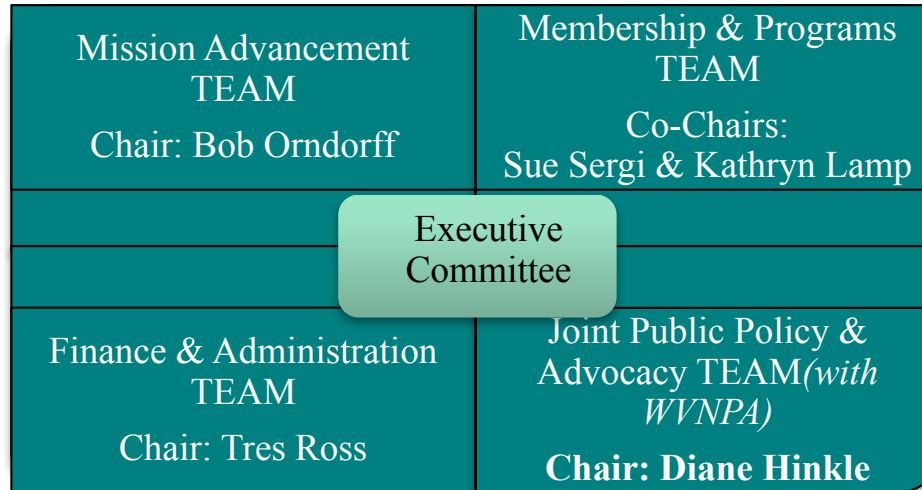
**OUR VALUES:** Leadership, Collaboration, Inclusiveness, Lifelong Learning, Integrity, and Advancing West Virginia!

**4 STRATEGIC PRIORITIES:**

- (1) Membership Services & Growth
- (2) Philanthropic Giving and Impact
- (3) Leading & Advocacy
- (4) Sound Operations, Structure, & Financial Stability

***Approved on 12/15/2016***

# COMMITTEE RESTRUCTURING



**Executive Committee:** shall have the full power and authority of the Board of Directors to act between meetings of the Board of Directors by majority vote of all its members

**Finance & Administration TEAM:** Oversees management of association's resources; Creates and presents budget for board's consideration; Forecasts long-range needs; Works with President to develop short-term and long-term revenue generation plans and exceeding income goals;

**Membership & Programs TEAM:** Serves as the key team to work with staff on membership retention, recruitment and program development for all members including Annual Conference, Webinars, Sector Programs, Institutes, etc.

**Mission Advancement TEAM:** Advances the mission, sustainability and impact of Philanthropy WV's financial and organizational growth. The team will be responsible for enhancing organizational revenue generation per the plan, monitoring the strategic plan implementation, and assisting in the vetting of specialized programs, services, and outreach.

**Joint Public Policy & Advocacy Committee:** Is a collaborative/joint committee between Philanthropy WV and the WV Nonprofit Association (WVNPA), it serves as our key team to identify public policy and government relation priorities, advocacy opportunities, and works in partnership with the WV Nonprofit Association on the federal and state level. Meets quarterly

*Approved on 12/15/2016*

# 2017-2020 STRATEGIC ACTION PLAN

**GOAL 1: Membership Services & Growth - Retain and Expand Philanthropy WV's broad network of members to strengthen philanthropy across the state to at least 100 members. [Overseen by Membership & Programs Team and Goal Champions – M&P Co-Chairs: Kathryn Lamp & Sue Sergi]**

Strategies	Action Steps (Responsible Parties)	Success Indicators	Status
Refine programs to serve our diverse membership with members serving as program leaders	<p>(A) Use Annual Members Survey results to conduct listening sessions of specific sector members hosted by board members to enhance services/programs or retire ineffective programs/services after current programs for feedback. <i>[Membership &amp; Programs Committee &amp; Board]</i></p> <p>(B) Assess model and role of regional meetings to maximize future benefit <i>[Shared: M&amp;P Committee &amp; Staff]</i></p> <p>(C) Expand members involvement for conference presenters <i>[Shared: M&amp;P Committee &amp; Staff]</i></p> <p>(D) Expand the Corporate Responsibility Council (Underway) <i>[Shared: M&amp;P Committee Chairs &amp; Staff]</i></p> <p>(E) Partner with Forum &amp; Foundation Center to implement “Get on the Map” <i>[Staff]</i></p> <p>(F) Advance Keep5Local and TOW program with new investments <i>[Shared: Board &amp; Staff]</i></p>	<p>(A) Obtain feedback with board members hosting post-programs discussions by autumn 2017 (standardized set of questions for 5 minutes). For those not attending programs setup phone calls from board members. Feedback will be summarized</p> <p>(B) Re-focus and mix up the format of spring regional meeting delivery</p> <p>(C) Have at least two members per year deliver a program at the Annual Conference and at least one webinar each year.</p> <p>(D) Increase corporate members by 100% by 2019 and host added programs with the CR Summit and webinar series.</p> <p>(E) Have at least 10 of our members on board by the end of 2017 and then grow by 7 more members per year reaching 25 by 2020</p> <p>(F) Track wealth engagement and expansion of # of community development endowments annually</p>	<p>(A) Underway</p> <p>(B) Completed</p> <p>(C) Initiate in 2017</p> <p>(D) Underway</p> <p>(E) Underway</p>
Continue collaboration of services and programs with other Regional Associations to expand expertise	<p>(A) Promote and expand usage of Legal Help Desk for private and family foundations through partnership with Forum/IPA <i>[Staff]</i></p> <p>(B) Work with Forum to expand national List-serves for sectors of members (e.g. community foundations) <i>[Staff]</i></p> <p>(C) Quarterly Webinars for Corporates <i>[Staff]</i></p> <p>(D) Identify New Partnership Opportunities to enhance learning and services to members. <i>[Shared: Staff &amp; Board]</i></p>	<p>(A) By 2020 have 10 members using the service and promote it to private and family foundations.</p> <p>(B) Promote and connect our members nationally with their sectors by Fall 2018 (CF starts in 2017)</p> <p>(C) Continue partnership and host quarterly</p> <p>(D) Assess opportunities with Forum and neighboring Regional Association peers</p>	<p>(A) Summer 2017</p> <p>(B) Spring 2018</p> <p>(C) Underway</p> <p>(D) Ongoing</p>

*Approved – 05/25/2017*

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# 2017-2020 STRATEGIC ACTION PLAN

***(continued) GOAL 1: Membership Services & Growth - Retain and Expand Philanthropy WV's broad network of members to strengthen philanthropy across the state to at least 100 members. [Overseen by Membership & Programs Team and Goal Champions – M&P Co-Chairs: Kathryn Lamp & Sue Sergi ]***

Strategies	Action Steps	Success Indicators	Status
Develop a cadre of members and experts to expand “Sparkling Solutions Consulting Services”	(A) Update and implement plan involving sub-contractor consultants <i>[Staff]</i> (B) Expand our new foundations “Foundations 101” and ongoing program for all funders, partners, and new foundation staff, boards, etc. Initiate a peer mentors program <i>[Shared: Staff &amp; BOD]</i> (C) Update the training & planning services listing to include new expertise of sub-contractors and peer review suggestion <i>[Shared: Staff &amp; BOD]</i> (D) Track and refine services to focus in on most needed services <i>[Shared]</i>	(A) Initiate new sub-contractor relationships to deliver services (B) Create re-occurring cycle for delivery of Grantmaker Essentials/Foundations 101 (C) Create new promotional materials and webpage components to send out quarterly electronically to members and packets to potential members (D) Focus of services and increase clients by 15%	(A) Summer 2017 (B) Fall 2017 (C) Summer 2017 (D) Winter 2018
Maintain a 95 to 100% retention rate and grow membership to more than 105	(A) Increase staff capacity in serving current and growing members <i>[Board]</i> (B) Initiate member renewal recognition and annual new services packet/update (Best prospects are current members) <i>[Shared M&amp;P and Staff]</i> (C) Create a members’ as Ambassadors program for outreach with an incentivized process when their referrals join including succinct, high quality membership promotional materials <i>[Shared: Staff &amp; BOD]</i> (D) Create and launch the value of Philanthropy WV Campaign by promoting the value and members’ success stories (lessons learned, new partnerships, improved grantmaking, etc.) <i>[All]</i> (E) Explore expansion of membership categories for professional/philanthropic advisors, donor advised funds, operating foundations with grantmaking focus, etc. (review possible associate category for hospital and university/college fundraising arms with a board member enforcement team) <i>[All]</i>	(A) Create/fund a Membership Services & Outreach Coordinator (B) Develop new materials for electronic or print usage to send to members each year (C) Develop promotional materials for membership to distribute at least three pieces on a twice a year basis to prospect members (D) Update incentive and recognition program and include a members highlight in each newsletter (E) Adoption of new categories and recruiting 5 per year from each category	March 2017 and ongoing Spring 2017 Summer 2017 Fall 2017 Summer 2017 Each fall identify new categories Assess Annually

*Approved – 05/25/2017*

# 2017-2020 STRATEGIC ACTION PLAN

**GOAL 2: PHILANTHROPIC GIVING & IMPACT:** Philanthropic investments and giving will be expanded to influence positive change across West Virginia by leveraging regional and national partners. *[Overseen by Mission Advancement Team and Goal Champion: MA Committee Chair Bob Orndorff]*

Strategies	Action Steps	Success Indicators	Status
Engage new national and regional partners (e.g. Kresge Foundation, etc.) and serve as an intermediary funding collaborative to optimize new opportunities	<p>(A) Coordinate partnership with other organization/research entity that provides an assessment of WV's needs every 2 to 4 years to identify needs to focus funder interests 2. Initiate and host every other year a "Invest in WV" Immersion Tour for national funders <i>[Shared: Staff &amp; Board]</i></p> <p>(B) Use the annual conference to include national foundation leaders to make contact and learning. Picking one or two per year for specialized engagement. <i>[Shared: Staff &amp; Board]</i></p> <p>(C) Connect WV foundation leaders with national foundations through delegation visits/tours on common issue areas (health, community revitalization, etc.) <i>[All]</i></p> <p>(D) Broaden philanthropy involvement with individuals, corporations, national funders, and federal grant funders <i>[All]</i></p>	<p>(A) Identify partner groups and use data every two years to guide affinity group and collaborative opportunities plus use it as an issue briefing for members</p> <p>(B) # of national funders that come to WV each year and the partnerships created</p> <p>(C) Host at least once a year</p> <p>(D) Engage at least 2 national funders as new member each year.</p>	<p>Initiate in 2018</p> <p>Ongoing</p> <p>Initiate in 2018</p> <p>Launch in 2017</p>
Create an "impact measure" to report on Philanthropy's impact across all pillars	<p>(A) Determine pillars to define impact and use these to guide future strategy <i>[All]</i></p> <p>(B) Outline a common metric with committee involvement to define and measure philanthropic impact (including such things as: general grantmaking, giving circles, #WVFloodRecovery giving, etc.) <i>[All]</i></p> <p>(C) Work with Foundation Center &amp; Get on the Map Program to include data findings for WV grantmaking <i>[Staff]</i></p>	<p>(A) Define specific pillars</p> <p>(B) Complete the measure and initiate the annual reporting</p> <p>(C) Having at least 20 members on Get on the Map and report data annually for WV funders</p>	<p>Fall 2017</p> <p>Summer 2018</p> <p>Ongoing</p>

*Approved – 05/25/2017*

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**GOAL 3: Leading & Advocacy: Philanthropy WV’s collective voice serves the sector, our partners, and thriving West Virginia citizens and communities.** *[Overseen by Public Policy & Advocacy & Executive Committees] and Goal Champions are PPAC Chair Diane Hinkle and Executive Committee Chair Susie Nelson]*

Strategies	Action Steps	Success Indicators	Status
Increase outreach to promote public awareness of philanthropy and nonprofit sectors in the state	<p>(A) Serve as a leader in forging effective partnerships among foundations, government, businesses and nonprofit organizations through education, facilitating, and leadership <b>[All]</b></p> <p>(B) Update the 2014 Philanthropy WV value and impact one-pager and combine with the annual “State of Philanthropy” report <b>[Staff]</b></p> <p>(C) Promote and build awareness of “What is the Philanthropy’s impact on WV?” campaign sharing research/findings, trends, and status of philanthropy’s impact in WV to distribute through our online platform, print media, and other sources <b>[All]</b></p>	<p>(A) Host at least 2 specialized sessions on effective partnerships and begin modeling examples each year and promote working partnerships through regular communication to public and members</p> <p>(B) Producing the report and distribute to at least 500 contacts: government leaders, partners, business, and Philanthropy WV membership (direct mail, email, and presentations and use in tools) Use for personal contact settings</p> <p>(C) Select at least 4 stories and one or two reports to share; 6 major presentations weaving into major news outlets, social media, and online media each year. Simplify the process.</p>	<p>Summer 2017</p> <p>November 2017</p> <p><i>1 story and presentation by Dec. 2017</i></p> <p>Double in Dec. 2018</p> <p>By 2019</p>
Build and maximize relationships with state legislators and the executive branch about issues impacting members	<p>(A) Establish the Impact Commission with state government leaders <b>[All]</b></p> <p>(B) Establish annual legislative agenda for action delineating what are nonprofit vs. philanthropic issues <b>[All &amp; PPAC]</b></p> <p>(C) Expand member education on public policy advocacy and education issues through continuation of the Policy Institute and specialized programs/trainings <b>[PPAC &amp; Staff]</b></p> <p>(D) Use our Affinity Groups to address issue-based priorities and engage their expertise in public policy matters <b>[All]</b></p> <p>(E) Use members’ expertise to educate/collaborate with government leaders through different convenings and briefings <b>[PPAC &amp; Staff]</b></p>	<p>(A) Convening of the Commission and hosting at least one effective meeting/year</p> <p>(B) Gather members’ input, scan issues, and promote top three priorities by Fall of each year</p> <p>(C) Increase Philanthropy WV members attendance in these programs by 25%</p> <p>(D) Identify Affinity Group issues related to public policy to strategize on government leader involvement and forward to PPAC</p> <p>(E) Host twice a year govt leaders with our members for learning and partnership building that results in improved practices</p>	<p>By December 2017</p> <p>Ongoing</p> <p>Autumn 2019</p> <p>Ongoing</p> <p>Summer 2019</p>
Develop a pool of funders to support our work in public policy to build capacity	<p>(A) Using the priorities to identify funders to support this work <b>[Board &amp; PPAC]</b></p> <p>(B) Prepare and submit funding proposals to funders <b>[Staff]</b></p> <p>(C) Harness partnerships with WVU and other institutions for unique fellowships to increase staff capacity around this work <b>[All]</b></p>	<p>(A) Expand by two new investors per project</p> <p>(B) Secure a new grant to reach at least \$10,000/year</p> <p>(C) Expand fellowships to have at least 2 fellows/year</p>	<p>August 2018</p> <p>Annually</p> <p>Fall 2018</p>

# 2017-2020 STRATEGIC ACTION PLAN

## **GOAL 4: SOUND OPERATIONS & FINANCIAL STABILITY: Effectively carry out our mission through organizational**

**excellence and financially resilient practices** *[Overseen by Mission Advancement, Finance & Administration, and Executive Committee and Goal Champions are Chairs of MA (Bob O.), F&A (Tres R.), and Executive (Susie N.)]*

Strategies	Action Steps	Success Indicators	Status
Review financial implications of the strategic plan to ensure sufficient income that advances our mission, vision, and goals. (Following revenue generation plan)	<ul style="list-style-type: none"> <li>(A) Define board fundraising role, including member recruitment, contributions from their foundation/corporation, recruiting program sponsors, consultant referrals, and a personal financial contribution <i>[Shared: MA Comm (MAC), Executive Comm (EC), &amp; Staff]</i></li> <li>(B) Grow the philanthropic partners program <i>[Staff w/ BOD support]</i></li> <li>(C) Grow membership to at least 105 members <i>[All]</i></li> <li>(D) Annually review and adjust membership dues structure to keep up with inflation as services, programs, and the market presents <i>[All led by EC]</i></li> <li>(E) Establish a general endowment and others to support organization operations and core staffing of at least 3 FTE, and 2 PT <i>[MAC &amp; BOD]</i></li> <li>(F) Expand staff capacity especially for Member Services <i>[EC &amp; BOD]</i></li> </ul>	<ul style="list-style-type: none"> <li>(A) Establish board contribution policy and successful implementation</li> <li>(B) 10% annually to reach \$65,000 by 2020</li> <li>(C) Recruit 10 new per year through 2020</li> <li>(D) Annual review by M&amp;P Committee</li> <li>(E) Follow Revenue Generation Plan to raise \$1 Million endowment</li> <li>(F) Hiring a Membership &amp; Outreach Coordinator and at least two new fellows</li> </ul>	<ul style="list-style-type: none"> <li>Initiate in Nov. 2017 and ongoing 2017</li> <li>Annually</li> <li>Annually</li> <li>2020</li> <li>2018</li> </ul>
Update board and staff annual evaluation processes	<ul style="list-style-type: none"> <li>(A) Expand strong peer to peer linkages from other RAs to outline new model <i>[Staff]</i></li> <li>(B) Establish a new staff evaluation process including staff goals for each year <i>[EC for CEO and CEO for staff]</i></li> <li>(C) Create and implement a strategy with incentives and staff retention practices that also supports staff professional development opportunities <i>[All led by CEO]</i></li> </ul>	<ul style="list-style-type: none"> <li>(A) Executive Committee adopts new board evaluation tool</li> <li>(B) Executive and F&amp;A Committees and CEO to work to outline updated process</li> <li>(C) Staff and F&amp;A Committee to discuss and outline a plan for implementation</li> </ul>	<ul style="list-style-type: none"> <li>May 2017</li> <li>December 2018</li> <li>Fall 2017</li> </ul>
Move the WVNPA relationship to contractual/accountg	<ul style="list-style-type: none"> <li>(A) Support WVNPA transition plans to independence through board representation liaisons and shared planning <i>[All led by EC]</i></li> <li>(B) Create a clear definition of services/operating guidelines and separation timeline <i>[All led by CEO]</i></li> </ul>	<ul style="list-style-type: none"> <li>(A) WVNPA initiates IRS filing and host joint Executive Committee Meetings</li> <li>(B) Adoption of Operating Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Summer 2017</li> <li>Spring 2017 <i>(done)</i></li> </ul>
Facilitate “smart growth” of the Board of Directors and Staff	<ul style="list-style-type: none"> <li>(A) Ensure the board’s diversity, inclusivity, and geographic variety grows <i>[All &amp; Nominating Committee (NC0)]</i></li> <li>(B) Improve board orientation materials and process <i>[Chair &amp; Paul]</i></li> <li>(C) Ensure a proper leadership transition processes for board leadership is in place <i>[EC &amp; NC]</i></li> <li>(D) Ensure operating policies and procedures are updated <i>[CEO w/ BOD]</i></li> <li>(E) Monitor and update strategic plan on a regular basis and celebrate success <i>[All]</i></li> </ul>	<ul style="list-style-type: none"> <li>(A) Annually review of board diversity .</li> <li>(B) Implement new board orientation process</li> <li>(C) Executive to outline plan</li> <li>(D) F&amp;A Committee to review annually and update</li> <li>(E) Mission Advancement will track and report quarterly</li> </ul>	<ul style="list-style-type: none"> <li>Each Fall Dec. 2017</li> <li>Spring 2018</li> <li>Annually</li> </ul>

*Approved – 05/25/2017*