

LW Foundation Strategic Plan(SP)

LWF SP Draft2 dated 1/19/2024:

In the Strategic Plan, the purpose of the organization is stated. But importantly, the purpose of the plan is to give direction to efforts that will best achieve the goals that have been set.

The original 2019 LWF Strategic Plan is updated in this document. The mission was originally crafted from our governing documents and has not changed. Beyond that are changes that reflect this 'roadmap' of future activities.

This plan is specific to the Foundation of Leisure World (LWF) for the next three to five years.

This plan puts forth five strategic elements to guide the Foundation's future activities:

1. **Mission Stmtnt – a general statement of how to achieve a vision**
2. **Vision Stmtnt – what is to be accomplished**
3. **SWOT Analysis**
4. **Goals**
5. **Objectives/Action Plan**

Discussions were held with LW Strategic Plan Committee members to focus on the necessary scope of needed plan elements for the size of this LWF nonprofit volunteer-based charity.

NOTE: It is essential that the LWF annual nonprofit fundraising plan of short-term financial goals be consistent with the long-term goals of this strategic plan. The fundraising document strategically organizes all of your fundraising activities over a certain period of time (usually one year). These strategic plans chart out campaign dates and strategies, donor-tracking and retention plans, special event details, and a targeted communication schedule.

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Simply put, a fundraising plan outlines all the tasks your nonprofit needs to accomplish in order to run a successful campaign. These include setting goals, identifying target donors, developing outreach tactics, and more.

Data Collection to base the plan development was collected from two survey questionnaires using the SurveyMonkey tool:

Survey#1 asked broad questions of how the respondents felt the Foundation's activities could best meet its mission in the next 3-5 years. Respondents were 2023 donors, LW club presidents, and Foundation board members. A good response rate was at 61%.

Survey#2 asked more specific questions that are more relevant to the Foundation's Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T.) for a separate analysis. As questions of this nature refer to many internal operations, the respondent group was only the Foundation board members. An acceptable response rate was at 50%.

1. LWF Mission:

The Foundation of Leisure World Inc. exists to enhance the quality of life in the Leisure World community. We do this, in consultation with the Leisure World community by financially supporting programs, events, and services that are designed to entertain, educate, and improve the health of our residents.

2. LWF Vision:

The Foundation's vision lies in three key areas education, entertainment and health where we develop, expand, and enhance the quality of programs and resources, and make them accessible to a wide audience.

We accomplish this by partnering with other organizations in the community. In most cases we provide funding, and the partner organization implements the

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program. Support is often for the operating costs incurred by an event which aligns with the mission of LWF.

3. LWF Goals:

The purpose of all Foundation activities is to address 1) Visibility, 2) Fundraising, or 3) Granting/Funding. All three are necessary to achieve our mission. These goals need to be specific, measurable, achievable, relevant, and time-bound .

Visibility – Purpose to Increase Community Awareness of LWF. Although recent efforts have been made to increase LWF’s visibility in this community, there is still a significant lack of awareness. The efforts to do so should be increased. (Importantly, any effort, especially if it causes an expense to LWF, must be monitored to know its effectiveness)

- a. Outreach to recent “move-in” residents - *address the continual influx of new residents’ unawareness of LWF with some social/educational activity*
- b. LWNews articles – *at least one per month*; the community newspaper is the residents’ main source of community information. LWF should use this as an awareness vehicle by running at least one article a month pertaining to current activities.
- c. Partnership with other LW RCGOs – *co-host important events*; there are many organizations in this community that have fundraising/charity events. LWF should explore efforts to possibly coordinate events or activities.
- d. Website – *resident(LW maintained), internet stand-alone(LWF maintained)*; with both websites, investigate ways that LWF can stand out and draw more traffic.
- e. Bulletin Board – *updated once a quarter*; must always be current.
- f. LW Event Presence/ Stand out – *Banner at any hosted/co-hosted event*; from a distance, a LWF banner instantly gives the passerby instant recognition of who we are.
- g. Introduce/Emcee Lifestyle events – work with the Lifestyle office to have a visible and involved presence at Lifestyle functions.

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Fundraising – Revenue to Support Mission – it should be understood that fundraising is financially integral to all Foundation activities. Our fundraising efforts should be tracked regularly, reported-on to the Board periodically and evaluated annually against goals set by the Board before the start of every calendar year.

- h. LWF Fundraising Events - *coordinate from annual plan fundraising financial goals*; fundraising events to be planned with the annual financial goal as the target.
- i. Solicitation of area companies – all correspondence should begin with a summary of our recent track record of grants/awards.
- j. Donor Solicitation – active and nonactive donors can easily be the largest source of donations and should be contacted regularly.
 - 1. Past Donors (Inactive)
 - 2. Recent Doors (Active)
 - 3. Potential Donors
- k. Avoid event dates that compete with other RCGO's
- l. Promote online/recurring donations – *emphasize convenience*;

Grant/Awards – Fund LWF-mission-worthy activities in LW

- m. Assure approved requirements met
- n. Make RCGOs aware of funding and requirements
- o. Track that grants are used as intended

LWF Strengths, Weaknesses, Opportunities, Threats (S.W.O.T.) - the SWOT framework can paint a larger picture of where you are and how to get to the next step. *Attention should always be given to maintaining strengths. But identified weaknesses and threats likely need the most immediate attention. Opportunities may be a long-term effort.*

Strengths - Strengths in SWOT refer to internal initiatives that are performing well. Examining these areas helps you understand what's already working. You can then use the techniques that you know work—your strengths—in other areas that might need additional support.

- a. Financial Stability
- b. Volunteer Member Commitment
- c. Funding of multiple community organizations – not just one

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- d. 501c3 non-profit tax benefits to donors

Weaknesses - Weaknesses in SWOT refer to internal initiatives that are underperforming. Identifying internal weaknesses provides a starting point for improving those projects.

- a. Lack of Visibility in Community
- b. Low Number of Donors
- c. Track Record of Grants not very Extensive
- d. Experience with Fundraising Techniques/Plans
- e. Reaching New Donors

Opportunities – identify any new opportunities that your organization could take advantage of. These will typically be coming from the external environment.

- a. Social Media Presence
- b. LW List Serve Presence
- c. Explore External State/Local Grants Available to lwf
- d. Network with Local Industry Trade Association - Learn Tips for Nonprofits

Threats - identify any potential internal and external threats that could negatively affect your organization.

- a. Competition for the charity dollar (esp with inflation)

4. Goals

1. Fundraising event/s revenue of to meet budget
2. Cultivate Donors
 - i. Periodic Outreach (email or direct mail)
 - ii. Communicate LWF Activity
3. Grant/Funding of LW RCGO's
 - i. Blanket Grants, Requested Grants
4. Outreach/Awareness to LW Orgs
5. Monthly LWNews Article
6. Bulletin Board, Website always kept up-to-date
7. LW List Serve Presence
8. Develop corporate sponsorship

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9. Avoid event dates that compete with other RCGO's
10. Explore Emcee Opportunities at Lifestyle Events
11. Explore External Grants for LWF
12. Veteran's Day Good-Will Event

5. Action Plan to Achieve Goals (Objectives):

Goals/Obj should be addressed by adhoc committees whose charge relates to the given task:

1. Events Cmte (already constituted)
2. Grants Cmte (already constituted)
3. Annual Fundraising Cmte (constituted with low membership)
4. Donor Mgmt Cmte (needs to be created)
5. LWF board (not a cmte, but task for any board member)

Recruit for cmte support.

Goal achieving strategies should be broken down into long-term and short-term goals.

Short Term:

1. Fundraising event/s revenue of to meet budget – *Ann Fund Cmte*
 - a. Cultivate Donors
 - i. Periodic Outreach (email or direct mail) – *Donor Mgmt Cmte*
 - ii. Communicate LWF Activity - *Donor Mgmt Cmte*
 - iii. Grant/Funding of LW RCGO's – *Grants Cmte*
 - iv. Blanket Grants, Requested Grants - – *Grants Cmte*
 - v. In-person visits to large/potentially large donors
2. Outreach/Awareness to LW Orgs – *LWF Board*
 - a. Monthly LWNews Article
 - b. Banner for event presence
3. Bulletin Board, Website always kept up-to-date – *LWF Board*
 - a. LW List Serve Presence
4. Veteran's Day Good-Will Event – *Events Cmte*

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** Early each year the Grants Cmt should coordinate with the Events Cmte to provide a blanket grant to a recipient. The recipient is needed to give a testimonial at event.

Long Term:

1. Automated donor emails thru Bloomerang
2. Explore partnerships with other RCGO's re fundraising
 - i. An incentive could be lwf helps with initial costs, and take 40% of profit.
 - ii. Extra advertising could reach a greater audience.
3. Annual major donor visits for input:
 - i. Give overview of use of funds.
 - ii. Ask why this person donates.
 - iii. What could we do differently?
4. Explore Emcee Opportunities at Lifestyle Events
5. Develop corporate sponsorship
6. Explore Social Media Presence
7. Explore External Grants for LWF
8. Increase the number of donors by at least 25 additional donors each year.