

NICWA FY20 Development Department Quarterly Implementation Work Plan						
Objective: Build and effectively deliver departmental programs and services to all organizational stakeholders to expand relationships and generate funds as outlined in FY19 budget.						
Goals and Deliverables		May-July	August-October	November-January	February-April	
1	Maintain information and moves management system.	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	
	o	DA to lead and manage NICWA's Constituent Information Management Team (CIM), strengthening RE as the central database for NICWA.	1. Lead and manage bi-weekly team meetings (ongoing) 2. Establish and oversee ongoing constituent information changes in RE, Access, and Constant Contact (ongoing)	1. Prepare for YE data rush. Systems up to date, document processes, evaluate what will need to change during a transfer to RE NXT 2. Work with Events/MRM to ensure AC20 registrations are being processed and accounted for correctly	Work with PC to make sure YE and AC sponsor data entry is handled smoothly. Prepare for move to NXT if grant goes through. Ensure busy Q3 email schedule is coordinated by all departments (events, comms, membership, devo) If Murdoch comes through: Q3 prepare for sync, Q4 data migration	
	o	DA to lead and coordinate staff in RE training	1. DA to continue taking training classes (ongoing) 2. DA to help coordinate relevant trainings with staff, especially PC and Devo. (ongoing) 3. DA to record and update RE processes so that our systems can be shared with staff/temps (ongoing) 4. DA to study NXT and update processes as necessary if switch happens (ongoing)			
	o	DA to facilitate metric development and RE use in fundraising activities	Work with department to target RE changes to our needs and link to current campaigns.	1. Build more Dashboards by end of Q2 2. Continue targeting RE changes to department needs (board reports, tracking new info, etc)		
	o	Improve coordination with FSM	1. Lead weekly meetings with FSM to discuss coordination of TY turn around time, grant applications, etc. (ongoing) 2. Decide on and implement reconciliation schedule (Q1) 3. Adjust in-kind donation processes and materials as needed (ongoing)			
	o	Cultivation/Moves Up Management	1. Research moves up management 2. Decide what NICWA's MUM strategies should be 3. Create plans based on research and decisions	1. Implement plans per Q1 and Q2	1. Implement plans per Q1 and Q2	
2	Increase number of individual donors and dollars raised for a total of \$54,000, including \$10,000 for the TLC Fund.	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	
	o	Design and implement fall/year-end giving campaign	1. Plan year campaign, including theme and tone, schedule into devo calendar (July). 2. Work on year-long Smartsheet schedule, coordinate with CIM team. Begin annual report production (June-July). 3. Audit current systems, ensure that all solicitation vehicles are updated (July). 4. Identify opportunities to promote/expand/integrate other fundraising or membership activities (i.e. honorariums/memorials, stocks/bonds, student recruitment, etc.) (June-July) 5. Create new donor Welcome Sheet, send out to 2018WGG donors with special note	1. Design and begin executing year-end campaign in October/November with better lead up to Giving Tuesday in November using all mediums (website, pop ups, social media, and constant contact) (August). 2. Ensure all systems are updated and tested, using check list developed last year, schedule out work in Outlook across teams 3. Begin using Welcome Sheet for new donors 4. Explore possibility of a joint G!G event with another nonprofit 5. Explore rebranding for TLC fund	1. Send only year-end appeal, holiday card (December). 2. Four solicitations via Constant Contact: 1.) 12/3 Giving Tuesday; 2.) Mid-December - chase to holiday card; 3.) 12/30 - year-in-review; 4.) 12/31 - last day to give solicitation. 3. Follow-up on major gifts with a personalized thank you call from ED and board members. Work with staff and board to thank those who gave at year end (January-February).	
	o	Explore and implement technology improvements	1. Explore digital wallets, getbraintree.com (training reference) 2. Follow up in fiscal/devo meeting re: Account Updater function via Authorize.net 3. Beginning planning automated messaging via Constant Contact 4. Beginning planning year-around pop ups in donation pages	1. Implement digital wallets (if possible) and Authorize.net (September) 2. Write messaging for Constant Contact, begin modest automation (early October) 3. DA to help design pop-ups, get them finised early (September)	1. Continue building out automated messaging in Constant Contact, as needed with an eye for what will be transferred to RE systems, if receive Murdock grant	
	o	Implement themed electronic only campaigns.	1. Plan targeted electronic solicitations for the year schedule into devo calendar, if any beyond what is currently scheduled. (July) 2. Plan and implement targeted pop up campaigns on website only (Ongoing)			1. Valentine's Day and Paddle Raise at conference solicitations
	o	Develop and manage a major gift program (non-board) in partnership with NICWA leadership.	1. Using current RE data, assess giving history to best identify potential major donors (w/TLC Fund/ICWA defense in mind) (July-Ongoing). 2. Work with closest relationship to plan out cultivation for the year, schedule into devo calendar (Ongoing). 3. Assist ED in establishing her own personalized list (also in anticipation of year-end) (Ongoing). 4. Work with Management Team, BOD, and BOT to engage in activities (Ongoing).	1. Ensure that all who are identified are on strategic lists to continue to be cultivated (August). 2. Continue to engage with existing TLC fund donors. Follow up with another letter, follow up from survey. 3. Personalize annual report solicitation (October).	1. Continue personalized cultivation activities, including conference or membership activities invites (ongoing). 2. Personalize holiday card (December).	Identify existing major donors or key partners/donors in RE work with ED and DA to identify additional potential donors who have not given yet and execute final fiscal year-end solicitation (April).
	o	Identify board member giving and cultivation goals for the year, in addition to the board membership deliverables.	1. Clarify goals for BOD and BOT with BOD to confirm fundraising deliverables (July-August). 2. Collect individual solicitation lists from board members at the board meeting in anticipation of the fall/year-end solicitation (July-Agusut). 3. Identify with them opportunities for cultivation, working with them to identify which mailing they would prefer a solicitation (July-August).	1. Work with BOD to carry out cultivation and include, where appropriate, solicitations in year-end giving activity (ongoing). 2. Where needed, schedule into devo calendar (ongoing) 3. Decide Management Team fundraising goals and deliverables	Work with BOD to thank those on their lists who gave at year end.	For those who have not been asked, or not given, final year-end push personal solicitations by BOD with DD support (April).
	o	Explore and strategically engage family foundations, or OCF donor advised funds	1. Start with local family foundations in grant prospecting process while also identifying family foundations already connected to NICWA (July-August).	1. Prospecting in markets/annual reports where NICWA does business (ongoing). 2. Continue to research, identify, and apply as per the grant protocol guidelines for funding as appropriate (ongoing). 3. Work with Chey from OCF to continue engaging donor advised funds at OCF (ongoing).		
3	Raise \$152,860 through the recruitment, retention, and cultivation of new and renewing members, based on 20% increase for individuals, 8% increase for tribes, and 0% increase for organizations for FY20.	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	

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o	Conduct member renewal activities to retain individual, tribal and organizational members (FY20 goal: \$114,645 which is 75% of \$152,860)	Regular renewal activities (update cvent weekly; renewal notices automatically sent via cvent daily); renewal hard copy letters sent quarterly; phone calls to lapsed tribes, orgs, and coral members quarterly (use BOD list of lapsed members)			
		Monthly solicitation of any training institute, online ICWA course, website sign-ups, training institute and fee for service participants			
		Continually communicate and engage constituents on membership activities. Work w/all other teams to deliver quality info to members and activate members. Cultivate members via membership e-bulletin drafted and sent (no Dec) - member webinar organised and given (no Dec) - social media member marketing. Quarterly NICWA News content with member voice.			
		Continue working with CIM Group to manage, clean up and segment lists (ongoing). Participate in database project through the CIM team			
		1. Prospect for grants to assist with 633 revenue? (Secure OCF Grant in July) 2. Send long term member (10, 15, 20 year) certificates (May) 3. Conduct biennial member survey (July) (Summarize lapsed member survey feedback (received automatically via cvent) annually and report to DD, ED, DET to inform member retention plan/future marketing and training opportunities. Then survey current members every 2 years? Or as required? Last one July 2016) 4. Send thank yous to OCF grantors and any corporate underwriters (done!)	1. Obtain OCF grant notice in August 2. Research tribal/state tools, schedule grant activites in conjunction with 9 OR tribes 3. Schedule and start to consult with 9 OR tribes (attend OR State ICWA Conference) 4. Explore other member recognition tools we may decide to implement over year (find a giveaway item, conduct upgrade campaigns)	1. Conduct 2-5 yr lapsed mailing using bulk mailing house 2. Continue consultation with 9 OR Tribes 3. Build toolkit additions obtain feedback from 9 Oregon tribes	1. Continue consultation with 9 OR Tribes 2. Draft final report to OCF
	Conduct prospect individual member recruitment (FY20 goal for all prospecting: \$38,215 which is 25% of \$152,860. Student/elders: 18; Abalone: 259; Turquoise: 46; Coral: 9 (total new members: 301)	1. Work with individuals on mgmt team to update staff/board membership recruitment goals. 2. Contribute membership activities to solicitation schedule (include individual, tribal and org solicitations) 3. Set goals for prospecting new members at each level for FY20: Student/elders: 18; Abalone: 259; Turquoise: 46; Coral: 9 (total new members: 301) 4. Conduct student recruitment e-campaign in May (to school of social work, tribal college, all members as a graduation gift solicitation)	1. Conduct letter campaign for individual recruitment to the personal lists of SK, DS, Mgmt Team, BOD, and provide them with kits for cultivation and recruitment (Aug) 2. Conduct membership upgrade campaign (find a giveaway item, conduct upgrade campaign)	1. Gift of membership social media campaign push for Xmas 2. Assist with AC20 promotion (to increase individual new members)	1. Conduct "Recruit-a-Member phone a thon" campaign (at AC20, ask each person in Gen Session to come to the phone bank area and call one person to recruit them at lunch, per SK idea)
o	Conduct prospect tribal member recruitment (FY20 goals: 8 new Cedar; 4 new Sage)	1. Solicit Tribal ICW Directors who attended AC19 lunch for tribal memberships or Refer-A-Friend/org. (email solicitation) (July) 2. Work with Cori and Lauren to solicit fee for service, SOC, and TA recipients 3. Start researching tribal solicitation list for year. Brainstorm tribes we have relationships with (ask SK, DS, Mgmt Team, BOD)	1. Develop tribal solicitation materials 2. Attend NCAI in ABQ to build personal relationships with tribal leaders (set up meetings with prospective tribes) 3. Schedule targeted tribal solicitations	1. Solicit tribes per the schedule (Q3 and 4)	1. Process complimentary tribal sponsor memberships promptly, with personal outreach (prior to their expiry date in Cvent 5/30/20) 2. Solicit tribes per the schedue (Q3 and 4)
o	Conduct prospect organizational member recruitment (FY20 goals: 14 new Cedar; 4 new Sage)	1. Seek feedback from SK and DS on last 2 years of organizational membership solicitation, and why that didn't work? Do they have suggestions for a new approach? 2. Ask BOD to ask if they know any native or other orgs to solicit to become members (email solicitation) (July)	1. Brainstorm orgs to deliver and develop solicitation materials if required	1. Initiate and send letter re: renewal of 11 x Casey Family Programs Offices (Feb) 2. conduct organizational membership solicitation to identified orgs.	Conduct follow up from org. solicitation(s)
o	Capacity Building, expansion and system building activities	Contribute to Strategic Plan implementation and Theory of Change work (ongoing)			
		1. Establish methodology for member prospecting 2. Track and establish membership systems in alignment with rest of department 3. Conduct project to clean up and revise membership offerings, application form, member welcome booklet, website 4. Revise membership offerings, including a multi-channel marketing plan	1. Explore and test a membership underwriting program 2. Participate and establish corporate giving with DD 3. Revise membership offerings includig a multi-channel marketing plan 4. Reassess member offerings, theme, marketing materials, etc. to see if any changes are needed		
4	Increase number of tribes and dollars raised for a total of \$215,000.	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
o	Schedule <u>renewal tribal solicitations</u> , working with ED, key staff, BOD, and BOT	1. Schedule solicitations for renewal gifts and track in devo calendar (June-July).	1. Follow through with solicitations as per the devo calendar (ongoing). 2. Identify and schedule follow-up reports needed on deliverables for previous year gifts, schedule and track in devo calendar (ongoing). 3. Identify cultivation opportunities, schedule into devo calendar, and coordinate with key solicitor (ongoing). 4. Using updated tracking capacity in RE, provide real-time reporting via a dashboard (ongoing)		
	Identify and solicit <u>prospect tribes</u> who NICWA has a relationship or connection, working with ED, key staff, BOD, and BOT (lapsed renewals or prospect)	1. Identify and schedule in devo calendar target tribes for continued ICWA defense asks based on relationships and not on regional approach (June-July).	1. Continue to identify and schedule solicitations (ongoing) 2. Execute outreach visits, both for cultivation and solicitation track in devo calendar (ongoing) 3. Using updated tracking capacity in RE, provide real-time reporting via a dashboard (ongoing)		
	Assess tribal information needed and conduct research, institutionalize cultivation for tribes and tribal prospects	1. Taking direction from the tribal solitiation debrief, complete a list of information needed. Preferably from sources that are viable, include SK in this decision-making. Prioritize tribal list for research (July August).	1. Conduct research and track in RE (ongoing). 2. Decide contact touch points (i.e. holiday card, e-general interest list, etc.) and implement (going)		

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5	Raise \$191,000 through the incorporation of fundraising activities in the annual conference with special focus on membership and sponsorship cultivation activities.		First Quarter	Second Quarter	Third Quarter	Fourth Quarter
	o	Raise \$167,000 in annual conference sponsorship unrestricted funds.	1. Begin corporate and local foundations prospecting (July) 2. Being research on Denver, Colorado, and surround region propsects (July-Aug) 3. Develop spnsor list	1. Begin non-renewal sponsorship solicitation (August-September). 2. Begin delivering sponsorship deliverables	1. Continue non-renewal sponsorship solicitation (November-January) 2. Send renewal sponsorship solicitations (early November). 3. Continue delivering sponsorship deliverables.	1. Finalize sponsorship solicitation (March). 2. Finish delivering sponsorship deliverables (May).
	o	Raise \$9,000 in Grand Prize raffle proceeds	Coordinate with DD and Director of Events and Training (DET) on location of AC20 Grand Raffle all inclusive prize. (July-Aug)	Prospect research raffle items. Solicit renewal in-kind donors.	Solicit new prospects and follow up with renewal in-kind donors. Collect in-kind donation forms as we get donations. Coordinate with DET regarding volunteer schedules	Prep for AC20. Train staff volunteers in raffle sales. Strategize with DD and DET regarding volunteer coordination. Carry out raffle at AC20
	o	Design banquet reception and dinner to cultivate for a successful paddle raise totaling \$15,000.		1. Decide on conference activities, house party, reception, or neither based on last year's success	1. Based on decision made in previous quarter, Identify and invite special guests for AC20 special event (December-March) 2. Explore how to engage local foundations/special guests .	1. Coordinate Constant Contact solicitation and social media posts to be paired with Paddle Raise, in coordination with events team schedule (March) 2. Coordinate with DET and FSM paddle raise logistics (March). 3. Coordinate with Gary and Yvonne paddle number (February at weaving conference) 5. Create evening timeline, cue-to-cue, talking points for both program and paddle raise (work with David to replicate prior year), etc. (March) 6. Write and schedule Constant Contact solicitation paired w/Banquet Dinner (March).
	o	Design and host membership annual meeting and affinity group meetings.	AC wrap-up document produced and thank yous sent	1. Coordinate with events manager (EM) and conference team on proposed design elements. 2. Plan format and timing of meetings during conference (Membership is not underwriting Tribal ICW Directors lunch this year, Coral/Sage VIP event budgeted for). 3. Update conference work plan.	1. Update and carry out conference work plan. 2. Select and invite speakers and involve staff in planning. 3.Advertise Member of Year Award and Wisdom Circle Scholarship nominations are open.	1. Promote and carry out work plan and meetings. 2. Select and Announce Member of Year and Scholarship winner.
	o	Manage an interactive and engaging member booth to attract members for both cultivation and engagement purposes, with a goal of obtaining 50 additional memberships.	Wrap up activities from membership booth: - review and analyse and rate member profiles received - determine which profiles are suitable for e-bulletin and Social Media, and which could be webinar presenters. Reach out to them		1. Plan format of membership booth to be more interactive. 2. Revise membership spotlight form with new/interesting questions each year 3. Secure Membership raffle items for membership booth.	1. Promote membership booth and memership raffle activities to all conference participants. 2. Conduct "Sponsor a Student" campaign at AC20 membership booth 3. AC member booth activities: raffles for joining, member survey, and selfies 4. Develop AC VIP presentation/event for Coral/Sage members 5. Solicit membership upgrade campaign pre-AC (Feb)
6	Secure and maintain renewal and new government grants/contracts as needed, including sources such as federal, state, county, city, ward, etc.		First Quarter	Second Quarter	Third Quarter	Fourth Quarter
	o	Create system of communication and notification on existing and perspective govt. grants, and for planning prior to application	1. DA confirm current list of sites to follow, DD and ED ensure all are covered by staff (June-July). 2. DA track using OneNote and devo calendar (ongoing).			Reassess system and update as needed.
	o	Renew and secure government grants/contracts in coordination with program and finance team as needed.	Renew government grants/contracts as needed with identified team(s) as per the grant protocol guidelines.			As per the grant protocol guidelines: 1. Ensure that all anticipated renewal prospects are reviewed and discussed in a management grant qualification if needed (Feb-April). 2. [Adjust once protocol is updated] DD leads renewal of government grants/contracts as needed with identified team(s) as per the grant protocol .
	o	Research and qualify additional government grant opportunities in coordination with program and finance team and apply for applicable applications.	Apply for government grants/contracts as identified with identified team(s) as per the grant protocol guidelines.			As per the grant protocol guidelines: 1. DD include key internal participating staff in qualification meeting(s) with management team. 2. [Adjust once protocol is updated] DD leads government grants/contract development as needed with identified team(s).
7	Raise a total of \$60,500, including \$25,500 for membership from private foundations. Develop a corporate giving program (gifts or foundational) raising \$15,000. Develop and submit non 630 and 633 grant renewals and prospects as needed.		First Quarter	Second Quarter	Third Quarter	Fourth Quarter
	o	Submit applications totaling 150% of need (or is budgeted) in new and renewal foundation and corporate grants with a goal of increasing overall grant growth.	1. Using the grant protocol guidelines, OneNote, Foundation Center, referrals, and misc. devo tools DA in partnership with ED, DD, MRM, and management team prospect tribal, private, and corporate foundation grant opportunities (onging). 2. Using the grant protocol guidelines ED, DD, MRM, and DA and management team qualify an average of 5 prospects and submit 2 grants per a quarter (may vary given second and fourth quarter activities) for a total of six a year (ongoing).			
	o	Collaborate with BOD and BOT to identify and qualify 1-2 new foundation or corporate prospects twice a year to procure \$20,000 (assumption that this number is the same for BOT).	DD confirms BOD fundraising goals and establish BOT activities (July).	While working on individual BOD and BOT deliverables, include grant identification and solicitation (August-October).	Continue to identify opportunities, incorporating BOD and BOT in grant submission process where possible (ongoing).	Update process as needed.

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	o	Utilizing Management Team, BOD, and BOT meetings, brainstorm corporate giving and relationship mapping.	1. DD and MRM conduct relationship mapping for corporate prospects with NICWA staff (in line with NICWA values, etc) 2. Create internal structure and documentation, including integration of new corporate giving programming (ongoing)	1. DD and MRM conduct relationship mapping for corporate prospects with BOD (August) and BOT (ReadyTalk) 2. Continue to develop internal structure, including integration of new corporate giving programming (ongoing) 3. Follow through with identified prospects (ongoing)	1. Continue to circle back to Management Team, BOD, BOT as needed. 2. Continue to develop internal structure, including integration of new corporate giving programming (ongoing) 3. Follow through with identified prospects (ongoing)	
	o	Develop and maintain prospecting system to include One Note and foundational research tools.	1. DD and DA researches and creates 5 new funder profiles per a quarter in OneNote. DD, ED, program staff, BOD, and BOT contribute prospect leads to devo (ongoing). 2. DD and DA (as able) present funding opportunities to both Director of Programs and Policy and management team meetings. DD and DA records outcomes in OneNote (ongoing).			
	o	Overhaul and maintain master grant calendar to coordinate new and renewal proposal deadlines and report due dates.	1. Devo Team institutes and/or updates grant/report deadlines calendar review process to ensure deadline accuracy (June-July). 2. Devo Team continues to maintain as new grant/contract opportunities are qualified by management team (ongoing).			
	o	Conduct analysis of all grant devo related templates/boilers and update utilizing research, reports, and program staff.	Organize devo SWAP folder and hard copy files as related to grants/contracts and in response/continuation to April's file organization (July-August).	1. DD, DA, and MRM work together to create a template/boilers folder and begin to build master docs (August-November). 2. Continue to organize devo SWAP folder and hard copy files - work with FSM/finance department files (ongoing). 3. Ongoing, check in with Puneet/research dept for updated data/numbers		
	o	Submit grant reports as needed and requested, and in accordance with stated deadlines and contract agreements in coordination with program, finance, and operations teams.	Using the grant protocol guidelines, DD with the support of the DA triggers grant report deliverables, DD submits timely and accurate reports as detailed in the grant management protocol (ongoing).			
	o	Engage appropriate staff members strategically in site visit process and initiate external meetings year round with grant officers.	DD manages site visits and request as needed, ED and DD strategize outreach to grant officers (ongoing).			
	o	Create a database of key corporate Native businesses across US and Indian Country	1. With the help of NICWA's stakeholders, compile a list of Native owned (or where high number of Native employees reside) businesses (ongoing) 2. Develop list of assessments to help sort list (ongoing) 3. Work with DA to create tracking system (i.e. RE or OneNote) (ongoing)			
8	Raise \$27,500 through Third-Party Giving.	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	
	o	Support and promote house parties across NICWA stakeholders by recruiting three hosts raising \$12,500.	1. Create Toolkit (July)	1. Create Toolkit (continued) 2. Target and recruit house party volunteers/hosts (after toolkit) 3. Schedule house parties (where possible) for the year and track in Devo calendar (ongoing)	1. Continue to recruit hosts 2. Follow up with hosts post-party to see how we can support them hosting another event	
	o	Develop materials and promote third-party fundraising, especially via membership, electronic mediums raising \$12,500 by individuals	1. Keep NICWA website up to date 2. Research and implement social media marketing schedule into devo calendar (July-Aug) 3. Work with MRM to market to members (ongoing) 4. Remind and encourage board members to participate (ongoing) 5. Train into 3rd Party more 5a. Track down existing NICWA house party materials (ask TC)	1. Promote through September NICWA News (September) 2. Continue to promote per devo calendar (ongoing) 3. Continue training	Promote per devo calendar (ongoing).	
	o	Promote and raise \$2,000 from corporate partners	Conduct prospect research for native owned corporations (July-August)	1. Solicit corporations (ongoing). 2. Continue to research, grow list of prospects (ongoing).		
	o	Sign organization up for programs such as Smile/Amazon, Funding Factory, or work place giving opportunities etc. to raise \$500	1. Search for other 3rd party opportunities (ongoing) 2. Look into RoundUp 3. Search for employee match programs to promote	1. Search for other 3rd party opportunities (ongoing) 2. Employee/corporate match promotion		
	o	Develop in-kind donation processing and tracking system	1. DA updates in kind donation form and shares with FSM (July) 2. Coordinate with FSM in kind donation tracking system and implement (Ongoing as changes happen)	1. Compile NICWA's wish list. Launch in kind webpage (September). 3. Coordinate September NICWA News issue to launch in kind program (September) 3. Decide on marketing for rest of year and enter into devo calendar (October)	Promote per devo calendar (ongoing).	
9	Implement and support staff development activities.	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	
	o	Facilitate weekly devo team meetings or as frequently as needed for special projects.	1. Meet weekly, review War List and compare against devo implementation plan (ongoing). 2. Check in quarterly to make improvements to meeting structure			
	o	Conduct supervisions meetings weekly with each departmental member or as needed for special projects.	Meet weekly one-on-one, track PA goals and objectives, trouble-shoot accordingly (ongoing).			
	o	Facilitate retreats twice a year to collaborate on departmental goals and team and skills building.	1. Update devo plan in a two-day retreat in May, to update devo plan for the following fiscal year, include ED in second of two-day retreat (May/June).	Plan and execute mid-year team retreat one full day in October with a primary goal to conduct mid-year plan assessment (October)		
	o	Work with team, particularly MRM, in developing next fiscal year budgets for 630 and 633			1. Based on historical and current data, project revenue and subsequent expenses for budgets 630 and 633. 2. Work with finance team to schedule strategically activity so that it compliments both team's workloads	
	o	Support devo team professional development plans.	1. Update team's professional development plans as part of the mid-year PA (May & November). 2. Explore professional association memberships as part of IDP development (May & November).	Support MRM and DA in carrying out Plans (ongoing).		
	o	Facilitate building a 'Culture of Philanthropy' throughout NICWA	1. Discuss what are the goals for NICWA staff/board in building a 'Culture of Philanthropy' (July) 2. Plan activities out for the rest of the year and schedule in to the devo calendar (July-August)	Carry out work as scheduled in the devo calendar (ongoing)		
	o	Devo team bonding	1. Quarterly lunches			

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	o	Team self-care	<div>1. Team walks (when weather allows)</div> <div>2. Intentional celebration of milestones/achievements (ongoing)</div> <div>3. Team to identify ways they can improve their work life; establishing professional and personal goals shared with group (ongoing)</div> <div>4. Mindfulness/relaxation exercises during team meetings (weekly, devo meeting)</div> <div>5. Create periodic breaks through staff indiviudal planning from October-May (individual plans developed July-August)</div>			

1. Thank them!
2. Universal question: Most important thing NICWA does?
3. Additional options (3-4 extra questions):
 - a. What inspired you to give to NICWA the 1st time you donated?
 - b. How well do you know our programs? Which ones? How did that come about?
 - c. How we could we improve our service to you in terms of applying and acknowledging your gifts and reporting results?
 - d. If you had 5 minutes with our ED, what would you say? Why? If you were our ED for a day, what would you do? Why?
- Anything else? (if nothing: Where do you see our work going in the next 5-10 years?)

Other misc. questions considered for project:

- How do you feel about our mission, vision, and work?
- What keeps you supporting our work?
- In what ways do you feel good about the gifts you make to us?
- Do you believe your gifts to us are making a difference? If so, how?
- What interests you most about the organization?
- What do you believe are the perceptions of our organization?
- What are your perceptions of our effectiveness?
- What do you think our organization could do to be more effective in our mission?
- What are the most critical results you expect our organization to produce?
- What do you tell others about us? How do you describe this organization to others?
- Do you have any particular concerns you would like me to share with our ED?
- Who do you know on our board?
- What are your impressions of our publications?
- Have you visited our website recently? What are your impressions? How well do we tell our story?
- Do you feel connected to our leadership?
- Where do you see our work going in the next 5-10 years?