



STRATEGIC PLANNING COMMITTEE

Final Report & Recommendation

RESPECTFULLY SUBMITTED

by the Members of the Strategic Planning Committee:

Clarence Hughes, Chris Kastella, Jaime Parra, Buzz Truitt, and John Wiesman



Strategic Plan

2008 - 2013

MISSION

To raise funds through public and private partnerships for parks, trails, and recreational programs across Clark County.

VISION:

We envision thriving partnerships with communities to ensure uncommonly vibrant parks, trails, and recreational programs throughout Clark County.

VALUES

We Value:

The Parks, Trails, and Programs of Clark County:

- *The enhancement and preservation of parks and trails*
- *The stabilization and expansion of recreational programs*

A Healthy Community:

- *The well being of Clark County residents through the vigorous and regular use of safe and enjoyable parks, trails, and recreational programs*
- *Geographic and economic diversity and accessibility through quality parks, trails, and recreational programs*
- *Parks and recreation programs and facilities as a desired option for activities*

Community Partners:

- *Passionate and personal commitment to, and participation in, parks, programs, and activities*
- *Creative partnerships*
- *Accountability to our donors*
- *Leveraging of donations*
- *Donor intent*



The following strategic initiatives support our purpose to market and award annual grants in support of parks, trails, and recreation programs throughout Clark County.

Strategic Initiative 1—Expand Internal Credibility

Objective: Further development of internal practices, policies, and procedures to improve the accountability, efficiency, and effectiveness of the Foundation.

1. Develop and refine internal database system and updated computing technologies to improve external communications, data management, and donor relations. *(Ongoing)*
2. Increase accountability and accessibility through continued community outreach and involvement. *(Ongoing)*
3. Review, approve, and implement long range, strategic planning guidelines, policies, and procedures including:
 - a. Five year strategic plan *(October 2008)*
 - b. Fund Allocation Protocols
 - i. Gift Acceptance *(November 2008)*
 - ii. Investment Management *(January 2009)*
 - iii. Grant Process and Guidelines *(June 2009)*

Strategic Initiative 2—Expand Internal Capacity

Objective: Ensure that resources, staffing, and capacity are in place to successfully:

1. Develop a marketing campaign designed to strengthen and grow the organization's visibility and then implement the plan. *(January 2009)*
2. Expand donor research, contact, recognition, prioritization, and stewardship. *(Ongoing)*
3. Manage a growing database and fund development system including membership recruitment, annual fund campaign, capacity-building, and corpus growth through donor-directed, donor-advised, and unrestricted revenues. *(Ongoing)*



4. Develop a grants allocation process with specific protocols to assure that projects are regionally significant, locally prioritized, timely, and leveraged. *(March 2009)*
5. Support its Board of Directors. *(Ongoing)*

Strategic Initiative 3—Expand External Credibility and Capacity

Objective: Attract, market, and manage the relationships necessary to significantly grow the resources of the Foundation through capacity funding, matching grants, special projects, and donor advised and directed funding.

1. Develop a detailed and well-informed prospect/donor identification-cultivation-solicitation plan. *(June 2009)*
2. Actively and aggressively network and market opportunities for support. *(Ongoing)*
3. Assure donors that their intentions are honored, their donations are well used, the projects for which they have donated are completed, and results are delivered as represented. *(Ongoing)*
4. Market and award annual grants in support of parks, trails, and recreation programs throughout Clark County. *(June 2009)*

