

Cloverdale Adds Resources for Education (CARE) Foundation Cloverdale Unified School District



Strategic Plan 2019-2023

Background

In early 2017 the CARE Foundation embarked on a comprehensive planning process to develop a five-year strategic plan based on the guiding principles established within our by-laws. This document, the Strategic Plan 2019-2023, establishes the mission and vision for the CARE Foundation, expresses our guiding principles and core values, and explains our goals and how we intend to accomplish them. Our mission and vision will guide our actions as we hold ourselves accountable to deliver on our goals, and the supporting objectives and strategies, to meet the challenge of providing financial support to the Cloverdale Unified School District in the years to come.

The CARE Foundation is a privately funded non-profit, founded in 1992 by parents, teachers, educators, and concerned citizens to support the Cloverdale Unified School District. The purpose of CARE is to provide educational experiences for our students through assistance and partnerships.

Cloverdale Unified serves over 1,450 students at its five schools: Jefferson Elementary (K-4), Washington School (5-8), Cloverdale High School (9-12), Eagle Creek Community Day School (9-10), and Johanna Echols-Hansen Continuation High School (11-12). As described on the [CUSD website](#), the District “prides itself on engaging, challenging and nurturing our students”. With “fantastic teachers who are knowledgeable, compassionate, and forward thinking”, a growing number of class offerings in STEAM subjects, and “maker” classes for hands on building/learning

opportunities for students, CUSD is positioning itself to support the development of Cloverdale's children into our future citizens.

Now more than ever, we must invest at a local level in our teachers, our students, and their families to uphold our city's long held belief in the power of education to create a strong civic culture, build a thriving economy, and provide equal opportunity for all. Public funding of education in the State of California is simply not enough and not consistent enough to match the level of quality we expect for Cloverdale schools. CARE is committed to supporting CUSD and the students, families and teachers that make Cloverdale a vibrant place to live, work and do business.



Mission

Provide educational experiences for the students of the Cloverdale Unified School District (CUSD) in Cloverdale, California, through assistance and partnerships.

Vision

The CARE Foundation is a catalyst for community-wide support of public education, bringing individuals, local businesses, and nonprofit partners together with CUSD through consistent fundraising, grantmaking, and volunteerism to provide essential school district programs and resources that keep our community strong.

Guiding Principles

- All residents in the CUSD (Community) benefit from a fully funded public education system
- Public funding alone will not provide sufficient funding for the CUSD to meet the budget necessary to provide all students with adequate opportunity
- Opportunities must be made available for the Community to support excellence in education
- Adequate resources are required for CUSD to be successful in delivering on its vision to, “Inspire students to become life-long learners in order to succeed in a global economy”

Goals

These four goals, which will become a roadmap for the next five years, focus on the following:

- **Community Involvement and Communications:** rallying the community to support the success of CARE and CUSD
 - **Funding:** broadening sources of revenue to maximize funding and create financial sustainability, including endowments
 - **Grant Making:** developing a multi-faceted grant making approach – through teacher applications and directly funding administrative initiatives
 - **Governance:** strengthening the Board of Directors through training and increasing participation through a broadening of community involvement
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Focus Area: Community Involvement and Communications

Goal

Rally the community to support the success of CARE and CUSD by creating a consistent and compelling fundraising message that is delivered through diverse strategies to a Community-wide audience.

Objectives

- Increase awareness of the CARE, its mission, funding goals, and accomplishments
- Increase commitment and participation in CARE as evidenced by the number of new and repeat donors and number of volunteers

Strategies (Ongoing)

1. Improve communication methods and coordination of partnerships with other private organizations supporting specific school programs (sports/arts/PTA), as well as school district partnerships
2. Include consistent foundation communication in each school's newsletters
3. Update CARE's website regularly to include information on past accomplishments, upcoming fundraisers funding goals and future priorities
4. Use consistent branding of the CARE to increase awareness of the organization and its mission
5. Develop and leverage relationships with local community media to promote fundraising goals of CARE and need for community wide support
6. Develop compelling story angles to pitch to the media
7. Provide timely and personalized acknowledgement of all gifts
8. Train all volunteers to speak effectively about CARE
9. Capture names of event attendees, donors and silent auction purchases
10. Provide report out on funds distributed and how they were used

Short term (1 to 1 ½ years)

1. Build communications committee to include sub-groups for message development, media, electronic communication, print materials and stewardship
2. Develop a volunteer task force of communications professionals to develop fundraising message and create a general marketing plan
3. Create Annual Report as the CARE Foundation's primary printed marketing piece
4. Include fundraising message and call to action in the CUSD newsletters
5. Develop talking points about CARE for every volunteer to learn
6. Develop donor acknowledgment policies and procedures

Mid Term (1 ½ to 2 ½ years)

1. Develop email distribution list and distribute a biannual electronic newsletter

Long Term (2 ½ to 5 years)

1. Develop specific marketing and fundraising message and plan to target District residents who do not currently have children enrolled in CUSD schools
2. Develop and leverage relationships with the local community media to promote fundraising goals of CARE and need for community support



Focus Area: Fundraising

Goal

Promote a culture of giving that provides annual, sustained support through monetary donations from Community residents and businesses. Enhance donations through public and private grant opportunities. Obtain endowments to provide stability and assure donors of the CARE Foundation's future.

Objectives

- Significantly increase the total funds raised through CARE's annual events

- Better utilize special events as “friend-raisers”, as well as fundraisers, by increasing participation annually and focusing event activities around sharing the CARE’s message
- Grow the CARE’s endowment through grant writing opportunities and corporate giving

Strategies (Ongoing/Annually)

1. Create Annual Fund Campaign (“Support Our Schools”) and Special Event Plans to include budget, volunteer needs, timeline, specific strategies and annual goal
2. Build Annual Fund Campaign committee with specific position responsibilities
3. Announce Campaign goal and fundraising priorities each fall
4. Send direct mail solicitation annually to list of major donors, local businesses and non-parent CUSD residents
5. Provide ongoing updates regarding progress towards goals and funding priorities achieved
6. Include CARE information and gift envelope in the “District Report” mailings
7. Include information about the CARE in Alumni newsletter or other communications
8. Seek out and apply for grants on continual basis
9. Provide report out on funds distributed and how they were used

Short Term (1 to 1 ½ years)

1. Develop strategies at each event to promote the successes of CUSD, share CARE’s message and get people more engaged in the CARE’s work
2. Find and mentor grant writers with history of success in obtaining grants
3. Update prospect lists of major donors, local businesses and non-parent CUSD residents
4. Revise as necessary application for schools to apply for funding and systems for evaluating applications

Mid Term (1 ½ to 2 ½ years)

1. Send annual mail solicitations to *all families* with children in CUSD schools
2. Send direct mail solicitation to *all households* in District area, including non-parents
3. Create a committee to work on business partnerships and solicitations
4. Develop comprehensive sponsorship benefits package for events and coordinate solicitation
5. Create specific materials (i.e. brochure, website content) to talk about purpose of CARE for the school district

Long Term (2 ½ to 5 years)

1. Create a task force of current non-parent donors to better understand motivations of this group for giving and develop effective strategies for solicitation
2. Establish a “legacy society” to promote and recognize planned giving to CARE

Focus Area: Grantmaking

Goal

Provide consistent and growing sources of funding for enhanced learning in the school district.

Objectives

- Support partnerships with other community organizations targeting specific areas such as art, music or developing trade skills.
- Educate teachers with regards to the CARE's role
- Partner with teachers and the CUSD regarding specific and ongoing needs for funds
- Develop targeted grantmaking programs to facilitate fundraising

Strategies (Ongoing/Annually)

1. Provide teachers, in partnership with the CUSD, direction on the process for requesting funds
2. Meet with other community organizations to discuss their school-focused grantmaking goals for the year and, where appropriate, include those CARE communications with teachers
3. Work with teachers to identify ways to publicize their use of funds through multimedia methods or other metrics

Short Term (1 to 1 ½ years)

1. Develop targeted grantmaking programs, such as STEAM, literacy, music, library, etc.
2. Include the target programs in CARE communications
3. Include the affected program areas in submittal forms for ease of catalogue

Mid Term (1 ½ to 2 ½ years)

1. Host an annual event for teacher information
2. Develop metrics for impacting students and convey those metrics in CARE communications
3. Explore new grantmaking models, such as multi-year campaign grants in support of systemic changes or multi-year educational efforts.



Focus Area: Governance

Goal

Increase volunteer participation and utilize their talents in support of CARE.

Objectives

- Provide strong fiscal oversight for donated resources
- Increase the number of Board members and volunteers involved in CARE's work
- Educate Board members and volunteers with regards to their roles and responsibilities
- Create an environment where Board members and volunteers can enjoy their work with, and for, CARE
- Have experienced, knowledgeable volunteers prepared to assume CARE leadership positions

Strategies (Ongoing/Annually)

1. Identify the number, types and expertise of Board members and volunteers needed for each specific area of responsibility
2. Provide an annual Board member and volunteer orientation and ongoing volunteer training
3. Promote the need for specific volunteer jobs in school newsletters and other communications strategies
4. Conduct exit interviews with outgoing board members and other volunteers to get feedback about improving the volunteer experience
5. Identify and recruit CARE Board prospects with leadership potential

Short Term (1 to 1 ½ years)

1. Conduct financial audit and adopt policies regarding frequency of future audits and other financial oversight responsibilities
2. Create Board and volunteer training documents
3. Create job descriptions with clearly defined roles and responsibilities for every Board and any volunteer positions
4. Evaluate Board operations
5. Establish a dashboard to streamline Board communications
6. Assign new board members a mentor
7. Update Board recruitment strategy
8. Create succession binders to hand off to new, incoming volunteers

Mid Term (1 ½ to 2 ½ years)

1. Launch focused Board and volunteer recruitment campaign
2. Implement President-Elect and Past-President positions on the Board to help with succession planning
3. Establish a process for identifying, grooming, nominating and electing Board leadership
4. Host an annual event for Board and volunteer recognition
5. Digitize existing Board records
6. Create a historical record of past Board participants

Focus Area Organizational Chart

Community Involvement & Communications	Fundraising	Grantmaking	Governance
Message Development	Donations	Teacher Requests	Recruitment
Media Relations	Special Events	CUSD Initiative Funding	Board Development
Electronic Communications	Endowments	Community Partnerships	Board Operations
Website	Grant applications		Succession Planning
Printed Material	Funder relationships		Fiscal Oversight Role