

Kiddo!
Mill Valley Schools Community Foundation

Five Year Strategic Plan

2015-2020

Introduction

As of June 30, 2015, Kiddo! will have successfully completed its *interim Strategic Plan (July 2013-June 2015)*. This plan included the successful transition from our Founder to our new Executive Director.

Our Board, under the leadership of our Executive Director, Chair & Vice Chair, created this new Strategic Plan to guide the next chapter of our growth and development over the next five years.

During the summer of 2014, the executive team recruited and hired a strategic plan consultant experienced with non-profits and the education industry. We presented and approved an overview of the year-long process where we completed:

- an extensive parent and community survey
- twelve in-person focus groups which included receiving valuable feedback from our parent leaders, teachers at every school site, district administration, and school board members
- two full board retreats (Dec.2014 and Jan. 2015)
- sub-committee meetings to further solidify our priorities and objectives going forward as an organization.

We fully researched and synthesized the goals for Kiddo! to ensure its continued success in supporting educational excellence in our schools. We will continue to fundraise to support quality programming for our students while efficiently and effectively using our limited resources.

We will begin implementation of this new strategic plan beginning July 1, 2015. Approximately every six months, thereafter, we will check on the progress toward our 5 primary goals, as set forth below, at our Board Meetings.

Our District has faced massive enrollment growth over the last eight years in combination with limited federal, state and local funding. These factors have contributed to Kiddo! increasing its fundraising goal to over \$3 million per year, which currently represents 8% of our School District's annual budget. We continue to face pressure from our District, PTA's and Community to fund not only our baseline Arts mission programs (art, music, drama, dance, & poetry), but other district needs. The challenge over the next 5 years will be to continue to uphold our fundraising success, ensure our long-term financial health, and continue to recruit extraordinary volunteers and staff.

For 33 years, Kiddo! has provided the funding that has helped to inspire our students from transitional kindergarten through 8th grade. This is why we volunteer and work countless hours for Kiddo!'s success. This is why we smile every time we attend a music class or see an art show. By working toward the goals set forth below over the next five years, we will remain loyal to the vision that our founder and board members over the years have continued to place in our care: Helping Mill Valley children reach their full potential.

As Submitted & Approved by the Kiddo! Board of Directors

Bill Lampl, Executive Director

Deborah Goldman, Board Chair

Jackie Broad, Board Vice Chair

We would like to thank the entire Board for their incredible roles in researching, developing, brainstorming, and writing this document. In addition, we thank all of our community members who completed surveys, attended focus groups, and contributed their time to support this effort.

Vision

Our children are a community treasure. Our vision is to inspire children to reach their full potential by funding arts education and other vital programs.

Mission

Kiddo! supports quality educational programs in the arts and other areas for all children in partnership with the Mill Valley School District. As concerned citizens, committed parents, and advocates for educational excellence, we raise funds, gather resources, and act as a catalyst to involve the community in supporting public education. We celebrate the importance, value, and achievement of our students, teachers, and schools.

Purpose

Kiddo!'s core purpose is to provide funding for comprehensive arts programs in vocal and instrumental music, visual art, dance, drama, and poetry for children in the Mill Valley School District. In collaboration with the school district, Kiddo! also supports other vital programs that benefit the needs of all students. Kiddo! serves as the Mill Valley School District's primary nonprofit fundraising organization, is accountable to donors, and adheres to the core values of equity, responsibility, and quality as the guiding criteria for all recommendations, decisions, and policies.

Kiddo! Strategic Plan Goals/ Priorities (2015-2020)

1. Develop a Funding Allocations Process that provides transparency, aligns with Kiddo!'s mission, supports District priorities, and strengthens donor interest/participation
2. Effectively communicate with potential donors regarding the impact of Kiddo!-funded programs in our schools and Kiddo!'s role in District funding
3. Continue to optimize annual fundraising results by working collaboratively with parents/businesses/community and other MVSD groups
4. Enhance Kiddo!'s operational efficiency and access to information, including improvements in data management and information technology
5. Increase the Kiddo! Endowment to provide additional, ongoing, and sustainable operating revenue

GOAL #1: Develop a Funding Allocations Process that provides transparency, aligns with Kiddo!'s mission, supports district priorities, and strengthens donor interest/participation.

- Create a Committee to develop a Funding Allocation Model/Process in collaboration with the Executive Director, Board, and District. Process to underscore:
 - Complete funding of Kiddo!'s baseline* programs and teachers as Kiddo!'s primary funding priority

- Continued collaboration with the District to understand District budget shortfalls and other non-baseline, curriculum priorities
- Partner with the Director of Curriculum, Superintendent, and Principals to evaluate Kiddo! programs/teachers and ensure their high quality

Accountability: ED, Board Chair, Vice Chair, Allocations Committee

**This refers to Kiddo!'s core mission of preserving the Arts (Art, Music, Chorus, Band, Orchestra, Dance, Poetry, and Drama) in the Mill Valley School District.*

GOAL #2: Effectively communicate with potential donors regarding the impact of Kiddo!-funded programs in our schools and Kiddo!'s role in District funding.

- Create a communication plan by school with school-specific content of program impact and benefits
- Collaborate with District and other funding partners to educate parents about district funding "Shared Solutions" model
- Promote Kiddo! program benefits and their impact to achieving educational excellence to donor community with marketing collateral, eNews, website, and social media
- Partner with the District to communicate their findings on Kiddo! program quality, effectiveness, and content to our donors
- Communicate donor feedback on programs to District

Accountability: ED, Communications Chair, Marketing Assistant

GOAL #3: Continue to optimize annual fundraising results by working collaboratively with parents/ businesses/ community and other MVSD groups (i.e. Shared Solutions with PTA and District).

- Drive and maintain annual family participation rates of 75% or higher for District; develop strategy to improve underperforming segments
- Explore tactics to encourage and grow the percentage of families that give at or above the \$ Ask/ Child. Maintain minimum 50% of current donor families to be giving at \$Ask/ Child
- Explore ways to meet and exceed business campaign revenue
- Utilize technology to make processes easier (renewals, new sign ups, etc.)
- Develop alliances with community organizations

Accountability: ED, AGC Chair, Operations Manager, Business Programs Manager, Business Programs Chair

GOAL #4: Enhance Kiddo!'s operational efficiency and access to information, including improvements in data management and information technology.

- Evaluate and implement, as appropriate, modern email/collaboration platform, Web-based project management, and Web-based manuals/ procedures/ forms to allow multiple users' ability to access and search
- Maximize database capabilities through investment in staff training, custom reports, and engaging external resources as needed

- Encourage staff to be more aware of opportunities to become more efficient in internal operations which could be addressed with technology
- Recruit for the Board Infrastructure and Technology committee to both replace members who retire, and to bring on members with skillsets not currently represented
- Complete implementation of new payment processing website and platform to AC, BC, Endowment, and events
- Utilize Kiddo!'s technology infrastructure grant to explore ways to support Infrastructure initiatives

Accountability: ED, Technology Chair, Operations Manager

GOAL #5: Increase the Kiddo! Endowment to provide additional, ongoing and sustainable operating revenue.

- Continue to maintain website, increasing awareness and opportunities to promote usage and engagement
- Expand potential donor sources (for both annual and planned giving) beyond current donors to more grandparents, alumnae, community members (ex. Redwoods, Outdoor Art Club, MV Art Festival, MV Film Festival, Chamber of Commerce, Rotary, etc.), and foundations
- Create a marketing budget to support direct and email campaign with 5-10-15 year plan with its own Endowment stationery; Endowment expenses covered from annual funds raised for Endowment
- Grow & diversify committee members to represent all 4 decades of Kiddo's existence
- Grow Endowment to \$6,000,000+ within 5 years

Accountability: ED, Endowment Chair