Strategic Plan - Goals
Building a Culture of Giving and Support for Our Communities

**Goal 1: Impact**

- **Focus 1: Larger Grants to Make Bigger Impact**
  - Recommendation/Guideline for 2022 and 2023 Grants
  - Any Committee member, Board member or volunteer will visit Target Nonprofits who is finalist applying for >$25K
  - Significant PR effort around annual grants.
  - Incubator/Angel Investor targeted approach to develop and grow nonprofits. In future years, issue more $10k and $5k grants then level up $10k to $25k level and $25k to $50k level.

<table>
<thead>
<tr>
<th># of Grants</th>
<th>Grant Amount</th>
<th>Total Give</th>
<th>Locations</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>$50,000</td>
<td>$250,000</td>
<td>Nor Cal, So Cal, Central TX, VA, AZ</td>
</tr>
<tr>
<td>5</td>
<td>$25,000</td>
<td>$125,000</td>
<td>Hillsboro, Charlotte, Las Vegas, DFW, Gallatin</td>
</tr>
<tr>
<td>10*</td>
<td>$10,000</td>
<td>$100,000</td>
<td>Hawaii, Sacramento, San Francisco, Prineville, Maryland + 5 All locations</td>
</tr>
<tr>
<td>12*</td>
<td>$5,000</td>
<td>$60,000</td>
<td>All locations</td>
</tr>
<tr>
<td>10</td>
<td>$2,500</td>
<td>$25,000</td>
<td>Emergencies Only (year around)</td>
</tr>
<tr>
<td>42</td>
<td></td>
<td>$TBD*</td>
<td></td>
</tr>
</tbody>
</table>

*Final number TBD based on final TRF Budget

- **Focus 2: Increase Number of Service Days and Increase Engagement**
  - When: Giving Week at the end of March and 2\textsuperscript{nd} Service Week in Q3.
  - Who: Retirees, Field, Office, and Families

- **Focus 3: Programming**
  - Camp Rosendin / Camp MPS for the mini camp in Sherman
    - 3- Week Long - All gender camps (target 50% female campers)
    - 2 Mini Camps
    - Total 60 campers
    - Reevaluate number of camps for 2024 based on 2023 actuals
Goal 2: Fund Development

• Focus 1: Increase Event Based Fundraising by 20%
  o 2023 - One Annual Event - Golf Tournament due to limited staff resources.
    ▪ Gross Revenue - $240K-$250K
    ▪ Net Revenue - $175,500
  o No Local Fundraisers - We encourage local events, but TRF staff cannot support events.
• Focus 2: Increase Sustaining Paycheck Contributors to 165 participants (organically)
• Focus 3: Secure Annual Sponsorship of $100K
• Focus 4: Explore a distributed model regarding local fundraising
  o Building Strategy around local events
  o Create a Toolkit for Local Fundraisers focused on Processes for 2024

Goal 3: Operations

• Focus 1: Marketing Support to focus on Branding, Newsletters, Graphic Arts and Social Media Strategy and Implementation
• Focus 2: Streamline Operations and delegation to committees
• Focus 3: Board support regarding protection of TRF Staff time

Goal 4: Public Relations

• Focus 1: Favorable public perception internally
  o Roadshow Ambassador Training - 20 employees
  o Secure process for field outreach utilizing Safety & Superintendents
  o Increase Spotlights - Q&A highlighting donors, volunteers, and employees
  o Communications Committee – division/department monthly staff updates
  o Strengthen Field Branding – Gratitude
• Focus 2: Favorable public perception external to Rosendin Holdings
  o Identify news outlets
  o Apply for Awards
  o Increase Media Coverage – potential highlight construction camps
  o Press releases about grants
  o Aim for local media spotlight
  o Work with PR/Marketing Firm
Goal 5: Participation

• **Focus 1: Field Participation**
  - Record In-Kind as participation
  - Increase Committee Involvement (especially on communications committee)
  - Increase Service Day volunteer participation
  - Obtain personal email addresses/texts to share monthly newsletter
  - Mission focused communications - Thanking Them

• **Focus 2: Retirees (NorCal, SoCal, AZ, OR)**
  - Increase Service Day volunteer participation
  - Invite Camp volunteer engagement
  - Community Building
  - Obtain personal email addresses to share volunteer opportunities by geography and monthly newsletters to all

• **Focus 3: Rosendin Holding**
  - Build partnership to increase participation - Culture of Giving
    - Work with Total Rewards Head, Re: Benefit/Reward Program to explore:
      - Adding Paid Time Off for Service Days or Camp volunteering
      - Incorporate Volunteering and Culture of Giving in Performance Review

• **Focus 4: Community Building Teams**
  - Create branding around community building process with the focus of creating one central goal of cultural of giving.
  - Communicate Strategic Plan to the committees and local volunteers
  - Event to announce Foundation Plan - November First
  - Measurements
    - # hours volunteered
    - $ given
    - In-Kind Donation Collected

Goal 6: Board Governance

• **Focus 1: Define Committee Roles**
• **Focus 2: Define Committee Annual Responsibilities**
• **Focus 3: Create Leadership Pipeline - Are we recruiting the right people?**
• **Focus 4: Semi-Annual Committee Member Meeting**
• **Focus 5: Ease of volunteering with TRF**