

# YES, The Ross Valley Schools Foundation Three-Year Strategic Plan 2020-2023

YES-funded programs continue to thrive and provide the students in the Ross Valley School District with exceptional opportunities in the arts, libraries, STEAM and middle school lunchtime (Brookside, Hidden Valley, Manor, Wade Thomas and White Hill) clubs and afterschool sports, that deepen their education through challenging, creative, and collaborative opportunities that make an important and lasting impact on their lives.

## **Mission**

The YES Foundation secures the necessary funding and advocates for programs that provide every child in the Ross Valley School District the opportunity to access a complete education, including meaningful and sustained exposure to the arts and other vibrant educational programs.

## **Vision**

Every child in the Ross Valley School District will have the opportunity access to a complete education that includes meaningful and sustained exposure to the arts and other vibrant educational programs as an essential part of the student's school experience.

## **Core Values**

**Advocacy:** YES will champion the arts and other vibrant educational programs, playing an active role in ensuring their quality and sustainability.

**Collaboration:** Parents, teachers, administrators, the superintendent, trustees and community members work collaboratively to identify program needs, to set program priorities, and to develop and sustain excellent programs.

**Commitment:** The community is responsible to its children for the quality of their education.

**Equity:** The programs YES funds are district-wide, providing equitable opportunities to all RVSD students.

**Exposure:** Sustained exposure to the arts and vibrant educational programs is a vital part of each child's school experience.

**Self-Expression:** Children thrive in an educational environment that promotes engaged learning and provides diverse opportunities to develop skills for self-expression, thus developing creative thinkers.

## Successes

YES's biggest successes remain the outstanding programs the organization has been able to consistently provide. The K-8 continuity and curriculum integration led by our outstanding teachers provide a rich learning experience to develop strong skills with social and emotional benefits. Recently YES has experienced a transition in leadership, hiring a new Executive Director. This has created a renewed energy for the organization resulting in new fundraising events including a district wide parent "Battle-of-the-Bands," a golf themed auction, and an increased number of Parties with a Purpose (formerly parent hosted parties). The relationship with RVSD has improved with open lines of communication, renewed trust, and newly aligned accounting procedures. There has been a modernization of the web site, internal accounting practices, email programs, social media, and Business Partners program. YES has been able to meet fundraising goals and the Major Donor program is continuing to build momentum and funds.

## Challenges

Low family participation continues to be challenge for YES. This can be attributed to high costs of living, competition for family resources, expensive White Hill bus passes, extensive PTA/PTO fundraising efforts, and general donor fatigue. As costs for programs and supplies rise, participation and volunteer availability remains low. Communications through each of the five RVSD schools is complicated, as each site has unique parent communication practices and timing. Raising money in real time creates additional challenges as to how to set long term priorities, make changes within programs, and maintain stability. YES is also experiencing a decline in Business Partners' participation.

## **Situation Analysis**

With the goal to **increase funds and donor participation**, there is an overall need for **more volunteers**, and continual **development of various volunteer and board positions**. It would be helpful to find ways to **streamline communications and fundraising efforts** at the various sites. YES also needs to assess **event effectiveness and marketing efforts' impact** with the goal to raise the most money possible, while keeping expenses, added staff efforts, and volunteer burnout as low as possible.

## **Strategic Goals**

1. Fundraising: Continue funding for current programs by increasing number of Family Giving donors and Business Partnerships. Evaluate effectiveness of events & marketing campaigns and increase awareness by educating non-donors of the effectiveness of our programs. Create new focus on younger family involvement, reaching extended family members, creating an endowment, and generating income from our reserve funds. Increase income opportunities such as Amazon Smile or YES items.

2. Programs: Sustain current YES funded programs and identify opportunities for program improvements as well as new program growth where possible. Increase collaboration between programs and evaluate the equity and structure of programs across the disciplines and school sites. Create clear organization charts for each program and increase assistance to teacher program leads with administrative tasks. Increase STEAM coordination across elementary campuses. Continue effective collaboration with RVSD. Create ways to measure impact of our programs in short and long term, as well as showcase the growth of our students in various YES funded disciplines.

3. Communications: Streamline and strategize communications at each campus, online, and via email. Continue educational outreach, especially to new and younger families regarding the difference between what YES funds versus what campus parent groups fund. Stress and market the importance of developing the creative brain. Increase followers on our social media platforms. Create targeted fundraising mailings based on timing of our performances. Increase visibility of board members at performances and YES related school events.

#### 4. Organizational Structure: systems and practices

Create a current organization chart for staff and board, as well as specific tasks, responsibilities and timelines. Assess board recruitment and structure, and shape accordingly and share with greater community. Develop strategies to increase volunteer support and recruitment. Work to retain board efforts by creating shared files of data and structures for our programs and fundraising processes. Create a professional development and evaluation structure for the staff. Continue to streamline processes and deepen collaborations with RVSD.

## **Addendum**

Action Item List related to each of the 4 Goal Areas in the 2020/2023 Strategic Plan:

- 1. Fundraising** (Liz)
- 2. Programs** (Ferg or Margo?)
- 3. Communications** (Bridget)
- 4. Organizational structure/systems/practices** (Marcucci)

**Leads to manage:**

- a) 2-3 Items attached to each of the goals
- b) Create how to measure these goals. Check in Annually. (mid-year? End of year?)