

## Mission Statement

*Rooted in equity, we collaborate with our community to provide enriching opportunities that inspire, guide, and empower students to achieve their goals.*

## Vision Statement

*With community, our students move what feels impossible to 'I am Possible'.*

## Core Values

Equity  
Dream  
Achieve  
Opportunity  
Community

# Elsie Allen High School Foundation 2020 – 2023 STRATEGIC PLAN

<b>Strategic Priority and Focus Statement</b>				
<b>Priority 1: Financial and Fund Development Stability</b> <b>To ensure stable funding and management of resources to serve EAHS students.</b>			<b>Champion(s):</b> <b>Vince Figueroa</b>	
<b>Strategic Goals for Priority</b>	<b>Tactics</b>	<b>Metrics</b>	<b>Timeline</b>	<b>Board Lead/ Staff Lead</b>
<b>Goal 1:</b> Endowment funding – raise \$300,000 in capital campaign to help grow the endowment to \$1,000,000 by August 31, 2021.	Tactic 1.1: Meet with Willie Tamayo and Steve Falk to discuss a strategic plan to raise \$300K and recruit them to help with capital campaign potential donor list/introductions.		1.1: 9/30/2020	<b>Goal 1 – Mike Lopez</b>
	Tactic 1.2: Develop a list of people we need to approach with Roberto Apodaca.		1.2: 9/30/2020	
	Tactic 1.3: Develop a strategy to reach out to the Native Tribes, including those that work with Ernie’s employer (Lytton, +more) and meet with at least 5 to build relationship with EAHSF.		1.3: 1/31/2021	
	Tactic 1.4: Review list of ~20 employers of current 2020 scholarship recipients and meet with them make the “ask”.		1.4: 1/31/2021	
<b>Goal 2:</b> Annually raise \$265,000 in support of all Foundation operations and programs (general fund).	Tactic 2.1: Fiesta: gross goal of \$230,000.		2.1: 6/30/2021	2.1 - Annette/Herm
	Tactic 2.2: 500 Lobos goal \$25,000.		2.2: 6/30/2021	2.2 - Ernie/Herm
	Tactic 2.3: Holiday Mailer net goal of \$7,000.		2.3: 2/1/2021	2.3 - Ernie/Herm
	Tactic 2.4: Giving Circles & recurring donations for alumni \$3,000.		2.4: 6/30/2021	2.4 - Herm/Vince
	Tactic 2.5: Review list of companies within 5-mile radius of EAHS to grow list of sponsors (Herman & Ernie)		2.5: 12/1/2020	2.5 – Herm/Ernie

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<p>Goal 3: Seek grants in the amount of \$100,000 over the next 3 years.</p>	<p>Tactic 3.1: Identify and hire a part-time grant writer. (Vince, Herman &amp; Annette)</p> <p>Tactic 3.2: Identify list of 15+ grants EAHSF qualifies for.</p> <p>Tactic 3.3: Develop strategy with grant writer and give them information they need so they can begin application process. [Set the goal for how many grants you want to apply for by June 30, 2021]</p>		<p>3.1: 12/31/2020</p> <p>3.2: 1/31/2021</p> <p>3.3: 2/28/2021</p>	<p>Goal 3 – Vince, Herman and Annette</p>
<p>Goal 4: Invest an additional \$30k in programs for career bound students over the next 3 years.</p>	<p>Tactic 4.1: Have the first career day on campus.</p> <p>Tactic 4.2: Revive the Leadership Speaker Series.</p> <p>Tactic 4.3: Develop a mentorship program.</p> <p>Tactic 4.4: Meet with existing trade organizations (Lime Foundation) to develop partnership to serve EAHS students.</p>		<p>4.1: 6/30/2021</p> <p>4.2: 12/31/2020</p> <p>4.3: 6/30/2021</p> <p>4.4: 6/30/2021</p>	<p>Goal 4 –Vince and Herman</p>
<p>Goal 5: Review the investment policy and rebalance the endowment account to ensure we are meeting our objectives.</p>	<p>Tactic 5.1: Ensure finance committee has a member with expertise to review endowment account annually and ensure the investment strategy aligns with foundation goals.</p> <p>Tactic 5.2: Annually, the Finance Committee reviews the investment policy and makes adjustments as needed to maximize investment outcomes within policy guidelines.</p>		<p>5.1: 12/31/2020</p> <p>5.2: 06/30/2020</p>	<p>Goal 5 – Vince &amp; Finance Committee</p>

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Priority 2: Programs To ensure EAHS students are able to dream, achieve, and utilize available opportunities to thrive while at EAHS and beyond in their communities.			Champion(s): Kelly Hartman, Gerald Villareal	
Strategic Goals for Priority	Tactics	Metrics	Timeline	Board Lead/ Staff Lead
Goal 1: Create a 4-year strategy to enable the Foundation to engage or interact with each student while enrolled at EAHS.	<p>Tactic 1.0: Participate in Preview day and engage the incoming Freshman class.</p> <p>Tactic 1.1: Speak to the (6) Freshman classes through their English class.</p> <p>Tactic 1.2: Leadership Speaker Series geared towards inspiring Sophomores to think about college and career.</p> <p>Tactic 1.3: Host a Career Day for Juniors and Seniors.</p> <p>Tactic 1.4: Scholarship Application workshop in partnership with 10,000 degrees workshop.</p> <p>Tactic 1.5: Host a motivational speaker at a rally or school wide event.</p>		<p>1.0: 2/1/2021</p> <p>1.1: 1/31/2021</p> <p>1.2: TBD</p> <p>1.3: Fall 2020</p> <p>1.4: 11/15/2020</p> <p>1.5 TBD</p>	Goal 1: Herman, Vince, Merle, Gerald
Goal 2: Review and strengthen the scholarship program to promote equity, participation, sustainability, and impact for EAHS graduates.	<p>Tactic 2.1: Hosting more workshops (FAFSA) on how to apply for scholarship applications for students and parents.</p> <p>Tactic 2.2: Translating the application instructions for the EAHS application. (English, Spanish, Eritrean)</p>		<p>2.1: On-going</p> <p>2.2: 1/1/2021</p>	<p>2.1 - Merle</p> <p>2.2 - Herman</p>

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<p>Goal 3: Explore the development of community program partnerships to create mentorship and internship programs for EAHS students.</p>	<p>Tactic 3.1: Alumni mentorship program.</p> <p>Tactic 3.2: Do a deep dive into our internship program and identify partnerships and ways to increase participation.</p> <p>Tactic 3.3: Evaluate potential stipends for students who are interested in non-paid internships. (ie: non-profits, government.)</p> <p>Tactic 3.4: Developing a leadership training program for EAHS students or Foundation Club students.</p>		<p>3.1: In-progress</p> <p>3.2: 1/31/2021</p> <p>3.3: TBD</p> <p>3.4 TBD</p>	<p>3.1 - Herman</p> <p>3.2 - Dario</p> <p>3.3 - Lori/Herm</p> <p>3.4 - TBD</p>
<p>Goal 4: Establish community partnerships and increased collaboration with organizations serving or interested in serving EAHS youth (i.e. SRJC CNA, SRJC trades, SRJC Culinary, CTE Fund, NC Builders Exchange, Lime Foundation, Eric Anderson, etc.)</p>	<p>Tactic 4.1: Create a survey to solicit feedback from EAHS students and staff to identify programs and resources offered that will connect to students' interest.</p> <p>Tactic 4.2: Identify initial partner to establish a well-developed and viable program. Replicate it with other partners.</p> <p>Tactic 4.3: Create a metric that allows us to gauge success.</p>		<p>4.1: TBD</p> <p>4.2: TBD</p> <p>4.3: TBD</p>	<p>4.1 – TBD</p> <p>4.2 – TBD</p> <p>4.3 – TBD</p>
<p>Goal 5: Strengthen the interaction and partnership with EAHS teachers, counselors, and administration.</p>	<p>Tactic 5.1: "Supply Drive" program.</p> <p>Tactic 5.2: Welcome Back Teacher BBQ.</p> <p>Tactic 5.3: Design teacher listening session strategy, divided up by department: English, math, science, social studies, electives, etc.</p> <p>Tactic 5.4: Meet monthly with counselors and administration.</p>		<p>5.1 TBD</p> <p>5.2 TBD</p> <p>5.3 TBD</p> <p>5.4 TBD</p>	<p>5.1 Herman</p> <p>5.2 ExecBoard</p> <p>5.3 TBD</p> <p>5.4 Herman</p>

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<b>Strategic Priority and Focus Statement</b>				
<b>Priority 3: Marketing and Communications</b> <b>To refine the Foundation’s outreach to Sonoma County in support of the students at EAHS.</b>			<b>Champion(s):</b> <b>Herman G. Hernandez, Ernie Ceja</b>	
<b>Strategic Goals for Priority</b>	<b>Tactics</b>	<b>Metrics</b>	<b>Timeline</b>	<b>Board Lead/ Staff Lead</b>
<b>Goal 1: (Audience)</b> Update and implement the marketing plan to ensure student and community outreach translates into engagement with the EAHS Foundation.	Tactic 1.1: Identifying our audience and messaging to each audience (staff, students/parents, greater community).		1.1: 10/31/2020	1.1 Ernie Ceja
	Tactic 1.2: Annually review the marketing plan to make sure we are focusing our outreach on donor community (past, current, future.)		1.2: 10/31/2020	1.2 Ernie Ceja
	Tactic 1.3: Annually review the marketing plan to make sure we are focusing our outreach on school community (students, teachers, parents).		1.3: 10/31/2020	1.3 Ernie Ceja
	Tactic 1.4: Use <u>Goal 3</u> to measure success of our engagement to our different audiences.		1.4: TBD	1.4: Herman
<b>Goal 2: (Platform)</b> Update and implement the communications plan focused on local media and community organizations to build partnerships, collaboration, and engagement with the Foundation.	Tactic 2.1: Connect with Marketing professionals to solicit feedback on how we utilize platforms (MailChimp, Fundly, Facebook, Instagram.)		2.1: 12/31/2020	2.1 Ernie Ceja
	Tactic 2.2: Clearly identifying our different communication platforms for sharing information (MailChimp, Fundly, Instagram, Facebook.)		2.2: 11/30/2020	2.2 Herman Hernandez
	Tactic 2.3: Reaching out and partnering with community organizations, alumni, and other groups that will help us engage students, teachers, and parents.		2.3: On-going	2.3 Herman, Ernie, Vince

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<p>Goal 3: (Measures/Metrics) Identify and set targets for strategic community partnerships and collaboration to build stronger relationships in support of EAHS students.</p>	<p>Tactic 3.1: Work with Fund Dev to set up metrics for donor community (past, current, future.)</p>		<p>3.1: 1/31/2021</p>	<p>3.1 - Ernie</p>
	<p>Tactic 3.2: Work with Programs to set up metrics for school community (students, teachers, parents.)</p>		<p>3.2: 1/31/2021</p>	<p>3.2 - Ernie</p>
	<p>Tactic 3.3: Set up metrics to calculate success of our communication channels: Website, Mailchimp, Fundly, Instagram, Facebook.</p>		<p>3.3: 1/31/2021</p>	<p>3.3 - Ernie</p>

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<b>Strategic Priority and Focus Statement</b>				
<b>Priority 4: Board and Organizational Structure</b> <b>To enhance organizational efficiency and effectiveness through strong board and governance systems.</b>				<b>Champion(s):</b> <b>Ed Gomez</b>
<b>Strategic Goals for Priority</b>	<b>Tactics</b>	<b>Metrics</b>	<b>Timeline</b>	<b>Board Lead/ Staff Lead</b>
Goal 1: Set annual board education and development plans to ensure a strong governance and committee system.	Tactic 1.1: Create a new community/board member orientation, training and onboarding process.  Tactic 1.2: Create a fundraising training workshop.  Tactic 1.3: Annual survey to get feedback (board experience, board performance evaluation) from board members.	1.1 Every 2- months, or as needed. [Or quarterly, as needed]	1.1: 10/31/2020  1.2: 1/1/2021  1.3: 6/15/2021	1.1 - Herman  1.2 – Herman  1.3 - Herman
Goal 2: Establish a board member composition grid based upon desired skills, experiences, diversity, inclusion, and demographics representative of our community.	Tactic 2.1: Conduct current composition assessment to know what you have in board members and what is needed.		2.1: 10/31/2020	2.1 Herman
Goal 3: Utilize the grid from Goal 2 to identify and set annual board recruitment and retention strategies.	Tactic 3.1: Target between 15 –17 board active board members consistently.  Tactic 3.2: Appoint one student to be the student board member representative for the year.		3.1: 1/1/2021  3.2: Yearly by September	3.1 - Governance  3.2 - Herm/Jenny
Goal 4: Set annual board engagement strategies including attendance requirements, conflict of interest, annual participation agreements, and accountability.	Tactic 4.1: Create a role sheet for taking meeting attendance.  Tactic 4.2: Create an annual board and committee calendar to support board participation.  Tactic 4.3: Utilize tactics of goal 1.		4.1: 10/1/2020	4.1 - Mia



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<p><b>Goal 5:</b> To support the strategic and operational plans through the continued engagement with an Operations Consultant.</p>	<p>Tactic 5.1: Establish a strategic and annual plan oversight committee to hold the staff and board leads accountable to accomplish tactics and goals.</p> <p>Tactic 5.2: Create the annual plan document and quarterly dashboard to ensure the strategic plan is achieved.</p> <p>Tactic 5.3: Consider a staff review regarding experience with Foundation as you grow.</p> <p>Tactic 5.4: For the Operations Consultant, evaluate the scope of work, contract, performance management, and annual operational goals.</p>		<p>5.1: Quarterly Check-ins</p>	<p>5.1 – Herm/Exec Comm</p>
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