

Santa Cruz County Veterans Memorial Building
Board of Trustees
Two to Four Years Strategic Plan

December 2010

Developed by the Santa Cruz County Veterans Memorial Building Board of Trustees
with assistance from E.G. Hammond Consulting

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Addendum

I. Executive Summary

In 2010, the Santa Cruz County Veterans Memorial Building (SCCVMB) Board of Trustees undertook a strategic planning process to enable the SCCVMB's Board to determine the best future for the organization over the next two to four years. This strategic planning process offered the opportunity for the Board of Trustees to create a shared vision for the organization, identify critical issues that the organization is facing particularly with the building's current status, build on the organization's previous planning efforts, look outside the organization to see SCCVMB's broader impact and gain a better understanding of the environment in which SCCVMB will be functioning over the next few years. As strategic planning relies on focusing on the future within the context of an ever changing environment, SCCVMB is indebted to those external stakeholders who contributed their insights to this planning process.

It is anticipated that this Strategic Plan that resulted from SCCVMB Board's 2010 planning process will become a vital document that is implemented by the Board of Trustees and that will give it a realistic guide for its work. The Strategic Plan is intended to enable the Board of Trustees to focus on what is most important for the organization in a changing environment and where it is the most effective and to work towards a future that ensures the organization will continue its Mission and vision. To achieve these aims, SCCVMB's Board of Trustees identified the following goals for the next two to four years:

GOAL 1: Reopen the Building

GOAL 2: Honor Veterans, promoting Veterans' pride and ownership

GOAL 3: Provide Services for Veterans

GOAL 4: Strengthen the SCCVMB Board of Trustees to better achieve the Mission

GOAL 5: Develop Community Activities compatible with Veterans' activities

II. Mission and Critical Issues

Mission:

Our mission is to preserve the Santa Cruz County Veterans Memorial Building as a historical monument dedicated to honoring those men and women who have served our country. The Memorial Building is a community asset that provides a facility for military veteran organizations and veteran service programs. The Memorial Building also provides affordable rental space for the educational, cultural and recreational needs of the community at large, as a non-profit enterprise.

Critical Issues:

In the course of SCCVMB's strategic planning for the next two to four years, SCCVMB's Board of Trustees identified Critical Issues facing the organization today. These issues included internal and external matters such as the closure of the building, needing flexibility within the Strategic Plan as timelines are uncertain, prioritizing veterans' needs, credibility and accountability of the Board of Trustees, communication and relationships with stakeholders, honoring historical memorabilia, the people in the building and the building.

IV. Stakeholders' Summary

In order to assess the environment for SCCVMB's Board of Trustees to begin the strategic planning process, SCCVMB identified stakeholders and gathered the perspectives of those people who are involved with SCCVMB in its work. This gathering of stakeholders' perspectives provided an opportunity for stakeholders to contribute to the planning process and for SCCVMB's Board to incorporate outside perspectives into an understanding of the current situation for the organization.

SCCVMB's Board conducted group and individual interviews with veterans and veterans' organizations, affiliated organizations and local government officials. The SCCVMB Board of Trustees will continue to seek stakeholder feedback on the Strategic Plan as part of the Operating Plan within the first year.

Key Points from Stakeholder Interviews

Stakeholder Information from Veterans and Veterans' Groups

- Veterans must have priority over other rentals
- Emphasize that the Board of Trustees is the authority
- The Board of Trustees needs to follow its own by-laws and should publicize them on the web site along with minutes, contracts, financial transparency and establish term-limits.
- Consider creating a Veterans Memorial District
- Don't remodel the Veterans Service Office
- Use Tres Pueblos' scheduling process as an example. It could also be used as a backup location.
- Long-term rental agreements, in the past, booked the upper rooms and dislocated veterans
- Radio Room should be higher priority over Holiday meals
- Long-term rentals are a big problem; look into 72 hours, 1 week relocation, cancellation clause in long-term contracts
- Open the building as soon as possible, Emeline is unacceptable
- The Board of Trustees should protect the building for future veterans
- False perception that veterans are responsible for building obligations when the County actually has the responsibility
- Look for Federal \$ to fund services
- Develop Radio Room to improve capabilities

Stakeholder Information Concerning Younger Veterans

- The University provides office and meeting space and UCSC services; Cabrillo College veterans have needs
- Interest in age-appropriate social activities with other veterans Bay Area wide

Veterans Service Office

- There is a need for temporary housing for veterans
- The telephone system does not work well
- Involving younger veterans entails generational issues

County of Santa Cruz Administration

- Expected SCCVMB to become self-sufficient
- In the past, depended on the positive feedback they received from the community to understand what was happening with the organization
- Separate VSO and drop in space
- What happens there is up to the Board of Trustees
- Relationship with UVC
- There is funding for Capital
- Concerned about safety and police
- More transparency for financials
- Downtown serves veterans, community, Parks and Rec. Dept. = centralized
- Drop in office and EDD
- Listen to all veterans
- Role for Board of Trustees:
 - Link with other organizations
 - Will assist with connecting
- Write grants for Veterans Administration funding
- Focus to existing programs at the County
- 211 Connection to Social Services
- Change from rent based to grant based
- No mandate for veterans services in this County
- County provides services that veterans need
 - Fit into the model that exists
- PTSD and exposure to toxic agents are issues unique to veterans
- Appreciation, valued, honored
- No guidelines for community aspect
- Lifecycle cost analysis – some is done
- Board of Trustees helps repair the building

V. Strengths, Weaknesses, Opportunities and Threats for SCCVMB:

During the strategic planning process, SCCVMB's Board of Trustees examined the organization's internal strengths and weaknesses and its external opportunities and threats to help focus on goals for the next two to four years. The interplay will also assist the Board in making future decisions for the organization.

SWOT Interplay 2010	Major Opportunities <ul style="list-style-type: none"> <input type="checkbox"/> Historical building code <input type="checkbox"/> Veterans Administration funding <input type="checkbox"/> Opportunities for in-kind donations such as with Cruzio, HOPE, rentals <input type="checkbox"/> Court and community in our favor <input type="checkbox"/> Community Support <input type="checkbox"/> National Alliance for the Mentally Ill wants to work together <input type="checkbox"/> Partner with Silicon Valley companies: training, equipment, volunteers <input type="checkbox"/> Companies: retraining <input type="checkbox"/> Contact for corporate funding <input type="checkbox"/> Interest in historical preservation <input type="checkbox"/> Using the building as an extension of the Museum of Art and History (MAH) <input type="checkbox"/> MAH will store memorabilia and teach archiving to solicit historical memorabilia <input type="checkbox"/> National Trust for Historic Preservation <input type="checkbox"/> Oral History Project <input type="checkbox"/> UCSC professor's project on the Pacific Theater <input type="checkbox"/> The University as a 	Major Threats <ul style="list-style-type: none"> ➤ County lack of leadership – not wanting to be leaders ➤ County may close the building without repairing it ➤ Economy means County money is reduced and competing against hard core issues and state mandated services ➤ Are Veterans a priority for the County? ➤ UVC gets upset and not work with us ➤ Veterans organizations are seeing their membership numbers dwindling ➤ Lack central focus for veterans
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SCCVMB Strategic Plan 2010

	resource in the community <input type="checkbox"/> Wealthy veterans and donors <input type="checkbox"/> 40,000 veterans in this community	
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Primary Strengths <ul style="list-style-type: none"> • Strong group in support of veterans • Good representation of different veterans' groups and organizations on the Board • Individual talents: architect and financial • 3 past Board members • The Building • Leadership position to get the building back in full use • Support of United Veterans Council • Communication with County and UVC • Good relationship with both and can serve as a stable go-between • Have a lot of contacts in the community through rentals, organizations and events via the building • Last of the big venues for community use • Building has a lot of community goodwill and support • Managing the building is an asset to community and veterans • Public prefers the building for classes etc. • Good relationship with Tres Pueblos that loans SCCVMB's Board space 	<u>Invest:</u> Matches of Strengths & Opportunities lead to comparative advantage	<u>Defend:</u> Threats matched with Strengths indicate a need to mobilize resources either alone or with others
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Primary Weaknesses <ul style="list-style-type: none"> ✗ Building not being used ✗ Need more workers on the Board ✗ Need more skills on the Board ✗ Need volunteers and committees ✗ Rely on contract with the County that doesn't understand issues, function and financials ✗ Communication with County and UVC ✗ Relying on 1 UVC representative ✗ Past financials aren't clear ✗ Little money: not \$ for staff, no staff ✗ All volunteers ✗ No office or access to the files, no telephone, address or computer 	<u>Decide:</u> Opportunity matched with Weaknesses requires a judgment call – invest, divest, collaborate	<u>Damage Control:</u> Threat matched with Weaknesses
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The Board of Trustees also brainstormed what is Unique or Special about this organization:

- Directed for Veterans
- Have a building
- Have to coordinate among lots of organizations
- Pressure from both sides
- Reliant on rental income and few other sources of revenue
- Historical landmark
- Different Board of Trustees with their history and reputation is the opposite of the present
- Restructured Board of Trustees
- A Majority of men on the Board
- County can choose what to do with the building

VI. SCCVMB's Two to Four Years Strategic Plan Goals

SCCVMB's Board of Trustees created a Vision for the future of the organization in the course of its strategic planning process. From this Vision, the Board was able to establish the organization's Goals over the next two to four years. The Board of Trustees agreed to pursue the following Goals over the next two to four years:

GOAL 1: Reopen the Building

To achieve this Goal the Board will:

1. Work with the County of Santa Cruz to ensure that the Veterans Memorial Building is repaired in order to have a Center for Veterans and a historical monument.
 - Reexamine the report with an independent expert to determine if construction costs may be lower than anticipated. Determine the least expensive effective method.
 - Gain understanding of the issues surrounding the building's renovation.
 - Work with the Board of Supervisors, COA and facilities.
 - Using the estimate, determine a goal for the cost of repairs.
 - Ensure the repair of the building
 - Hire a fundraiser for a Capital Campaign for the building renovations.
 - Work with the fundraiser on the Capital Campaign
 - Explore new sources of support for the Capital Campaign.
 - Develop a timeline for improvements
 - Renovation consists of a greener building with reduced energy needs and reduced related costs to operate the building, such as a new boiler, upgrades to downstairs, climate control.
 - Comply with historical building codes and environmental, safety and other applicable regulations.
2. Establish the building as a Center for Veterans
 - Ensure that Veterans' services and the VSO are back in the building
 - Redesign the first floor for maximum efficiency for VSO needs

- Optimize storage, office space and building resources; modernize kitchen and improve access
- Enhance security; procure security consultant for recommendations
- Ensure that Veterans' organizations are back in the building
- Develop policies regarding building use
- The Board of Trustees hires a Building Manager

GOAL 2: Honor Veterans, Promoting Veterans' Pride and Ownership

To achieve this Goal the Board will:

1. In 2011, hold 1 event to highlight the Board of Trustees' Mission, role in the building and the need for financial support and the need for new Board of Trustees members, Committee members and volunteers.
 - Decide if Memorial Day is optimal timing for the event
2. Sponsor veterans' events, determine capacity each year
 - Barbecues, Halloween, New Years Eve, Poetry readings
 - Veterans Day, Memorial Day, Independence Day
 - VFW Holiday Meals at Thanksgiving and Christmas
 - Plan an annual Welcome Home rally for the second year of this plan.
3. Preserve and Showcase Historical Memorabilia
 - In 2011, ensure protection of existing memorabilia in the building.
 - Meet with the Museum of Art and History regarding historical preservation of existing memorabilia
 - Form an Ad Hoc Committee to foster a partnership with the Museum of Art and History (MAH)
 - In 2011, create a plan to present to the Museum of Art and History to further the relationship
 - Explore coordinating activities between the 2 organizations
 - In 2012, begin work on historical memorabilia display by hiring an interpretive designer for designer quality interpretive displays of memorabilia and the historical building.
 - Display memorabilia in a museum quality manner
 - Collect additional quality memorabilia
 - Dedicate the 2 larger rooms on the 2nd floor to honor veterans
 - Learn from MAH about historical preservation methods

4. Organize veterans' activities
 - Determine which activities are possible each year and organize Ad Hoc Committees to plan and conduct them.
5. Foster an organizational culture that makes serving veterans a top priority
 - Beyond 2011, depending on building opening date and financial capacity, hire an Executive Director
 - Update job description, review process and accountability, salary and benefits
 - Provide training to staff in supervision, management and dealing with difficult people

GOAL 3: Provide Services for Veterans

To achieve this Goal the Board will:

1. Focus on creating a One Stop Center for Veterans
 - In 2011, clarify what SCCVMB can offer to veterans
 - Plan for a "211 for Vets"
 - Work with the County to ensure that veterans' organizations and activities continue.
 - Coordinate services with the County of Santa Cruz
 - Coordinate with partner organizations
 - Consider the space needs as presented by the VSO
 - Plan to provide space for DAV on the first floor of the building
 - Plan for the One Stop Center for Veterans that includes community and County services for veterans:
 - Wellness Center (medical/dental), AA/NA, EDD, Art & Music program, PTSD counseling for veterans and their families
 - Allocate office space for Mental Health Veterans Advocate
 - Collaborate with County homeless program to serve homeless veterans
 - Job training and Placement
2. In 2011, coordinate with 1 organization, Swords to Ploughshares, to bring them to Santa Cruz 1 day per week to enable veterans to complete intake in Santa Cruz County.

- Board contacts Swords to Ploughshares
3. Explore Federal funding to fund services such as the Veterans Administration Homeless vets grants and per diem program to provide more services for veterans.

GOAL 4: Strengthen the SCCVMB Board Of Trustees To Better Achieve The Mission

To achieve this Goal the Board will:

1. The Board of Trustees monitors and evaluates progress on the Strategic Plan
 - Develop and adjust timelines to the Strategic Plan as renovation of the building progresses and time frames become known
 - Create Ad Hoc Committees focused on the Goals within the Strategic Plan
2. In the next year, create a better organized/structured Board of Trustees while identifying, recruiting, orienting and involving 4 new Board members by the end of the year.
 - Build the Board of Trustees with potential new members looking for specific skills in 4 areas:
 - ☐ nonprofit legal knowledge,
 - ☐ grant writing,
 - ☐ Board Secretary,
 - ☐ Representative from the Board of Supervisors or a County official
 - Engage in Board recruitment and Board Development
 - Classes and training for the Board of Trustees in nonprofit Boards
 - Promote Board culture of respect and communication
 - Incorporate agreed upon amendments into the By-Laws and establish needed policies
 - Form a Veterans' Services Committee with the Veterans Service Officer as a permanent member of the Committee
3. Ensure that the Board and organization are responsive, accountable and innovative in conducting business and achieving organizational effectiveness through team work.

4. Create a culture of openness and open communication, build in Board transparency
 - Conduct business in an open and transparent manner
 - Board oversight and audits
 - Executive Director Annual review
 - Open review of rental contracts by the Board of Trustees
5. Communication lines open and strong with:
 - ☐ County of Santa Cruz
 - ☐ United Veterans Council
 - ☐ the public
 - ☐ Veterans' groups
- Use the website to better communicate with all constituencies
 - ☐ Work with a website designer to improve website
 - ☐ Include meetings and Board minutes posted on the website
 - ☐ Add a page for veterans organizations
 - ☐ Website is instrumental in the "211 for Vets"
6. Identify skills and needs for volunteers and recruit volunteers in 2011
7. Create long-term financial stability with diversified funding
 - ☐ Implement the Fund Development Plan for funding beyond the Capital Campaign
 - ☐ Establish funding/revenue sources such as with grants, rents, fundraisers and endowments

GOAL 5: Develop Community Activities Compatible with Veterans' Activities

To achieve this Goal the Board will:

1. Identify potential nonprofit partners and explore joint efforts for operation and future fund development:
 - ☐ MAH: historical building and memorabilia displays
 - ☐ HOPE: janitorial services for the building
 - ☐ NAMI: mental health services
 - ☐ UCSC: veterans' projects

2. Collaborate with other local nonprofit organizations to share skills, information, support and coordinate facilities and resources
 - ☐ United Way
 - ☐ Moose Lodge
 - ☐ Elks Club
 - ☐ Rotary
 - ☐ Other Veterans' organizations
 - ☐ Red Cross
 - ☐ UVC: Solicit input from UVC
3. Improve and professionalize customer service operations through advances in equipment and information technology
 - ☐ Yearly Calendar schedule and rental guidelines
 - ☐ Website update
 - ☐ Communication services
 - ☐ Customer service personnel training
4. Plan to use the building's resources for community support
 - ☐ Emergency preparedness
 - ☐ Emergency communication: Radio Room
 - explore FEMA funds
 - ☐ Holiday communication events
5. Promote community activities at the building that mutually benefit both veterans and the community
 - Board develops policies regarding community use of the building
 - Board develops policies regarding rental use of the building
 - Evaluate policies semiannually
 - Develop a community and veterans priority use agreement
 - Organize workshops to finalize a mutually beneficial agreement
 - Develop a conflict resolution process for veterans and renters

VII. Development of the Board of Trustees

In this Strategic Plan, the Board identified one of its Goals as strengthening the SCCVMB Board of Trustees to better achieve the Mission. During this strategic planning process, SCCVMB's Board of Trustees stressed that they intend to continue to develop and maintain an effective, active, and informed Board of Trustees whose governance and support roles are critical to the achievement of the Mission in addition to changes in how the Board functions. As an effective Board is deliberately built, the Board of Trustees will be able to use its Strategic Plan to determine what mix of Board Members' skills and talents will comprise the Board now and over the next two to four years so that the organization may realize its Goals.

SCCVMB's Board has the opportunity to build on the organization's goodwill to cultivate the relationships on which the organization's success depends. Board recruitment offers the potential to advance the organization's reputation and working relationships with specific stakeholders. Furthering the organization's reputation and relationships is a responsibility that the Board engages in strategically as a Board. In implementing this Strategic Plan, the Board will consciously decide which relationships are most critical to the future of the organization.

Board Development will assist the Board in Board Member recruitment, orientation, education and involvement of new Board Members in keeping with the Goals outlined in the Strategic Plan. A comprehensive Board Manual will be used to assist in orientation of new members as well as serve as a guide to the Board in its work.

VIII. One Year Operating Plan for 2011

Much of the SCCVMB Board of Trustees' work in 2011 needs to focus on the first Strategic Plan Goal of Reopening the Building. Therefore, the Board, in 2011, will spend its time assisting the County of Santa Cruz with the Capital Campaign to be able to ensure the building opens. This effort, coupled with strengthening the Board of Trustees and recruiting additional volunteers, will occupy a good deal of the Board's time and energy in the first year of their two to four years Strategic Plan.

To Achieve The Strategic Plan's **First Goal** To Reopen The Building:

Objective 1:

In 2011, SCCVMB's Board of Trustees will work with the County of Santa Cruz to ensure that the Veterans Memorial Building is repaired; by the end of the year, 80% of stakeholders polled by the Board of Trustees will report satisfaction with progress made on reopening the building.

Steps:

1. Reexamine the report with an independent expert to determine if construction costs may be lower than anticipated. Determine the least expensive effective method.
2. Gain an understanding of the issues surrounding the building's renovation.
3. Work with the Board of Supervisors, COA and facilities.
4. Using the estimate, determine a goal for the cost of repairs.
5. With funds from the County of Santa Cruz, hire a fundraiser for a Capital Campaign for the building renovations.
6. Work with the fundraiser on the Capital Campaign
7. Explore new sources of support for the Capital Campaign.
8. Develop a timeline for improvements
9. Provide input regarding building repairs and renovations
10. Assess progress made on the building and poll stakeholders

Outcome: By the end of the year, 80% of stakeholders polled by the Board of Trustees will report satisfaction with progress made on reopening the building.

To Achieve The Strategic Plan's **Second Goal** To Honor Veterans:

Objective 1:

In 2011, hold 1 event to highlight the Board of Trustees' Mission, role in the building, the need for financial support and the need for new Board of Trustees members, Committee members and volunteers.

Steps:

1. Decide if Memorial Day is optimal timing for the event
2. Plan and hold event
3. Evaluate results of event in raising awareness about SCCVMB Board of Trustees and needs

Objective 2:

In 2011, ensure protection of existing memorabilia in the building while the building is closed by developing 1 collaboration.

Steps:

1. Meet with the Museum of Art and History regarding historical preservation of existing memorabilia
2. Form an Ad Hoc Committee to foster a partnership with the Museum of Art and History
3. In 2011, create a plan to present to the Museum of Art and History to further the relationship and explore coordinating activities

To Achieve The Strategic Plan's **Third Goal** To Provide Services For Veterans:

Objective1:

In 2011, clarify (1) what SCCVMB can offer to veterans and (2) work with the County to ensure that veterans' organizations and activities continue.

Steps:

1. Plan for a "211 for Vets"
2. Coordinate services with the County of Santa Cruz
3. Coordinate with partner organizations
4. Plan for the One Stop Center for Veterans with priorities on what it would include.

Objective 2:

In 2011, coordinate with 1 organization and research 1 additional program to provide more services to local veterans.

Steps:

1. Contact Swords to Ploughshares to bring them to Santa Cruz 1 day per week to enable veterans to complete intake in Santa Cruz County.
2. Explore Federal funding to fund services such as the Veterans Administration Homeless vets grants and per diem program.

To Achieve The Strategic Plan's **Fourth Goal** To Strengthen The Board Of Trustees:

Objective 1:

In 2011, the Board of Trustees monitors and evaluates progress on the Strategic Plan; monitoring of progress on the Strategic Plan will be conducted at every Board meeting and in-depth evaluation is conducted 1 time during the year.

Steps:

1. Gather additional stakeholder feedback on the Strategic Plan
2. Develop timelines for the first year and adjust timelines to the Strategic Plan as renovation of the building progresses and time frames become known
3. Create Ad Hoc Committees focused on the Goals within the Strategic Plan

Objective 2:

In 2011, create a better organized/structured Board of Trustees while identifying, recruiting, orienting and involving 4 new Board members by the end of the year.

Steps:

1. Build the Board of Trustees with potential new members looking for specific knowledge/skills in 4 areas: nonprofit legal knowledge, grants, Board Secretary, Representative from the Board of Supervisors or a County official
2. Institute the attached Board Member Recruitment Plan
3. Incorporate agreed upon amendments into the By-Laws and establish needed policies as outlined below
4. Create Ad Hoc Committees focused on strategies of the Strategic Plan, as needed.
5. Identify skills and needs for staff, volunteers and recruit volunteers in 2011
6. 2nd Quarter 2011- Form a Veterans' Services Committee with the Veterans Service Officer as a permanent member of the Committee
7. Establish Executive Sessions at Board meetings

Objective 3:

In 2011, create a culture of openness and open communication, build in Board transparency and ensure enhanced communication and that communication lines are open and strong with 4 partners: County of Santa Cruz, United Veterans Council, the public, Veterans' groups

Steps:

1. Start in the 1st Quarter of 2011 to use the website to better communicate with all constituencies:
 - Work with a website designer to improve website
 - Include meetings and Board minutes posted on the website
 - Add a page for veterans' organizations
 - Website is instrumental in the "211 for Vets" in Goal 3
2. Conduct business in an open and transparent manner

3. Board engages in oversight
4. December 2011, assess improved communication with the 4 partners.

Objective 4:

In 2011, create long-term financial stability beyond the Capital Campaign with diversified funding by identifying at least 3 new sources of support.

Steps:

1. SCCVMB's Board implements the Fund Development Plan for funding
2. Establish funding/revenue sources such as with grants, rents, fundraisers and endowments

Objective 5:

The Board will amend its by-laws with 8 amendments within the first quarter of 2011; these amendments are:

- 1) Number of Board members: 7 minimum; 11 maximum
- 2) Terms of Office: 3 years term, 2 consecutive terms
- 3) Annually elect Officers
- 4) 60% Quorum
- 5) May attend meetings by conference call, referring to sample language
- 6) "may" be governed by Robert's Rules of Order
- 7) Meet "at least" quarterly
- 8) Add the previous amendment

Steps:

1. Form an Ad Hoc Committee
2. Amend the current by-laws as specified for approval by the Board of Trustees.

Objective 6:

During 2011, the Board will adopt a minimum of 5 policies:

- Conflict of Interest Policy
- Gift Acceptance Policy
- Financial Policies
- Personnel Policies
- Veterans as a priority; an organizational culture that makes serving veterans a top priority

Steps:

1. Form an Ad Hoc Committee to prioritize policies
2. Select sample policies from BoardSource's Board Policies Sampler and other sources
3. Committee makes recommendations to the Board of Trustees
4. Board refines and adopts policies

Outcome: At the end of the year, 90% of the Board of Trustees will adjudge that the organization is now responsive, accountable and innovative in conducting business and achieving organizational effectiveness through team work as measured by a Board Self Assessment.

To Achieve the Strategic Plan's **Fifth Goal** Of Developing Community Activities Compatible With Veterans' Activities:

Objective 1:

In 2011, the Board plans for community activities at the building when it is open that will benefit 2 constituencies: veterans and the community.

Steps:

1. Board develops policies regarding community use of the building
2. Board develops policies regarding rental use of the building
3. Develops a community and veterans priority use agreement
 - Organize workshops to finalize a mutually beneficial agreement
 - Develop a conflict resolution process for veterans and renters
4. Explore ways to improve customer service operations

Objective 2:

In 2011, the Board of Trustees will identify 4 new potential nonprofit partners and explore joint efforts to advance the goals.

Steps:

1. Contact MAH regarding historical building renovations, memorabilia preservation and memorabilia displays
2. Contact HOPE about a contract for janitorial services for the building when it opens
3. Contact NAMI about mental health services for veterans
4. Contact UCSC about the project on the Pacific Theater and/or other veterans' projects

IX. Fund Development Plan

One Year Fund Development Plan

December 2010

FUND DEVELOPMENT GOAL: Santa Cruz County Veterans Memorial Building (SCCVMB) Board of Trustees will work, together with the County of Santa Cruz, to ensure the reopening of the Veterans Memorial Building by assisting with Fund Development in 2011. The Board of Trustees will then continue fund development activities that will lead to stable and adequate resources to carry out SCCVMB's Mission in the future.

Funding is needed for two different purposes:

1. Repairs and renovations to the building to open it and ongoing building maintenance
2. Managing the building including staffing and other expenses e.g. janitorial, supplies, insurance, accounting

Capital Campaign

For the Capital Campaign to repair and reopen the building, SCCVMB's Board of Trustees will work with and rely on the guidance of the Capital Campaign consultant to determine strategies for raising funds for the building renovations.

Strategies	Steps	Who	When
Capital Campaign for renovating the building			
	Identify the true costs of renovating the building by re-examining the existing building analysis report with consultants that specialize in historic buildings. Establish \$ Goal	Board with specialists in historic buildings	1/11
	Funding for a Capital Campaign Consultant	County of Santa Cruz	1/11
	Contract with a consultant for a Capital Campaign to renovate/repair the building.	Board of Trustees	2/11
	Engage in a Capital Campaign; coordinate efforts with the County of Santa Cruz	Board, County and volunteers	2011

		with consultant	
	Identify potential donors to the renovation by their interest area: historical buildings, veterans, community venue, military memorabilia & history, etc.	Board, County and volunteers with consultant	2011
	Incorporate strategies and donors into fund development for managing and maintaining the building.	Board of Trustees	2011

Fund Development Strategies

SCCVMB Board of Trustees' Fund Development strategies are based on focusing on its constituencies and strengthening their connections to the organization, recognizing that different prospective donors and present donors are interested in different aspects of the organization. These interests range across veterans, historical building preservationists, memorabilia preservationists, veterans families, community members who use the building and downtown Santa Cruz advocates.

During its modified strategic planning process, the Board of Trustees determined the selection of funding sources for continued operation of the building; the key components of the strategy for the first year are outlined below. In recent years, the organization has been overly reliant on only a few sources of revenue, particularly one source of funding i.e. earned income from rentals. The Board of Trustees intends to diversify its Fund Development Plan to include more revenue from other sources as a greater percentage of its revenue picture, allowing the Board more flexibility in making decisions regarding its activities in managing the building.

In recent years, SCCVMB has not received much support from individual donors. Hence, the current Board of Trustees is not experienced in this type of fund development for SCCVMB. It is anticipated that engaging in the Capital Campaign and working with the consultant will strengthen the Board's skills in this source of support.

During its Strategic Planning process, the Board of Trustees identified a potential Major Donor who is a local Major Donor, was previously on the Board of Trustees and is known to members of the current Board. This donor may be interested in the building renovations as well as ongoing support.

There are currently 40,000 veterans in Santa Cruz County. SCCVMB Board of Trustees does not have a history of financial support from this group. SCCVMB will need to acquire new donors as it cultivates and retains donors, moving individuals up in the amount of their giving.

Sources of Support

The Board of Trustees has identified and selected the following sources of support. This expansion outlined in this Fund Development Plan brings in new sources in addition to its previous revenue sources.

Sources of Support	Steps
<u>Individual Giving</u>	
Individual & Major Donors	
	Board and Board Committee refine the Case Statement; add unique/special and SCCVMB constituencies
	Identify areas of interest for potential donors: veterans, historical buildings, community venue, memorabilia, etc.
	Identify potential donors by their interest area
	Engage in donor acquisition and cultivation activities based on experience with the Capital Campaign
Board Giving	
	Board President ensures 100% of Board donates to SCCVMB
New donor acquisition	Plan for reaching veterans and their families as donors based on the Capital Campaign
Donor Advised Funds	Contact the Community Foundation of Santa Cruz County
<u>Foundations</u>	
	Contact National Trust for Historical Preservation to learn of their suggested funding sources
	Research other foundations & prepare proposals: archival memorabilia, oral history, historical building, returning veterans etc.
	Board approves selection of sources
<u>Corporations & Businesses</u>	
Increasing corporate donations	Board President contacts connection to corporate giving
	Board identifies employer contacts
	Research and prepare proposals to identified companies
<u>Government</u>	
Federal	Research Veterans Administration funding for services; Board suggests any leads

	Explore FEMA funding for emergency preparedness
State	
Santa Cruz County	Board continues relationship with County of Santa Cruz
Cities	
<u>Earned Income</u>	
Rental Space	Board determines the desired % of revenue from rentals
<u>Special Events</u>	
	Board holds events that introduce the SCCVMB and acquires contact information from attendees
<u>Planned Giving</u>	
	Board investigates establishing an endowment; contacts the Community Foundation of Santa Cruz County
<u>Service Clubs/Organizations</u>	
Veterans' Organizations	Board members inform veterans' organizations about the Board's efforts through presentations
	Donations solicited from organizations
<u>In-Kind</u>	
	Identify needs for in-kind support in building renovation by the Board Committee
	Identify needs for in-kind support in building maintenance
	Work with HOPE for in-kind janitorial services
	Continue relationship with Cruzio
<u>Fund Development Planning</u>	
	The Board updates and completes this year's Fund Development Plan based on Capital Campaign strategies
	The Board updates the plan for the next year based on an assessment of successful strategies and organizational capacity

Note:

The Fund Development Goal for the building renovation needs to be confirmed by having the existing building analysis report re-examined by consultants that specialize in historic buildings and by considering the Secretary of the Interiors Standards for Treatment of Historic Properties.

The actual cost of managing and running the building yearly needs to be assessed.

SCCVMB Strategic Plan 2010

Addendum

SCCVMB Board of Trustees Strategic Planning

Draft Board Member Recruitment Plan

Steps:

1. Prepare a Board Member recruitment packet with SCCVMB's history, accomplishments and Mission.
2. Determine what kind of members SCCVMB needs on the Board at this time to achieve its Strategic Plan.
3. Look at prospective candidates gathered by the Board.
4. Find a match between the Board's needs and possible candidates.
5. Create a time-line for bringing on new Board Members based on the organization's and the Board's needs at this time and in the future.
6. Recommendations to the full Board on possible members to contact.
7. Contact potential Board Members.
8. Information about candidates and recommendations for Board Members from the Committee go back to the Board.
9. Selection of individuals to invite on the Board of Trustees.
10. Invitations to individuals.
11. Orientation of new members.
12. Involvement of new members.