

TAH Foundation Strategic Priorities Summary 2013 - 2014

WHERE WE ARE TODAY (2013)	<p>OUR PURPOSE: To enable at-risk youth to positively change their lives.</p> <p>OUR VISION: To be the North American leader at enabling communities to empower at-risk youth to achieve their full potential, realize their dreams and give back to their communities.</p> <p>OUR DIFFERENTIATORS: Combining ABL, therapy, academics & community involvement.</p>						WHERE WE WANT TO BE IN 2017			
Updated October 2013	OUR STRATEGIC PRIORITIES						Updated October 2013			
<p>Strengths:</p> <ul style="list-style-type: none"> • Clear and consistent purpose and vision • Committed and passionate board • Track record of program success • Successful fundraising efforts • Stewardship of resources • Reputation in community and school districts • High level of involvement by all individuals involved in the program <p>Weaknesses:</p> <ul style="list-style-type: none"> • Rapid growth and development • Primary reliance on volunteers for critical functions, board members operating at capacity • Stretched ED • Board focus on operational issues, lack of time at Board meetings dedicated to fulsome discussion of strategic issues / decisions. • Relatively small donor base • Modest administrative budget <p>Opportunities:</p> <ul style="list-style-type: none"> • Building infrastructure • Strategic alliances with other youth-focused organizations • Renewed Board; new Directors • Resources that may allow for increased risk tolerance • Vision is broad enough to allow for other forms of expansion <p>Threats:</p> <ul style="list-style-type: none"> • Committed donors attached to Vancouver program • Loss of key donors 	Expansion and Program Enhancement	Fundraising and Donor Stewardship	Finance & Administration	Communications	Governance, Partner Relationships and Accountability (Metrics)	Strategic Recruiting and Human Resources	Timeline	Fundraising	Board members	Branches
	ANNUAL OBJECTIVES 2013 TO 2014 ~ OVERALL FOUNDATION									
	<ul style="list-style-type: none"> • Design & implement a regional and national expansion plan. • Build partnerships in new potential markets, establishing relationships w/potential funders & key stakeholders at each new branch location. • Support the start-up of each new branch. • Support branches to achieve high performance. • Consider other expansion methods including leveraging knowledge about how to help at-risk youth. 	<ul style="list-style-type: none"> • Create and implement fundraising policies. • Develop overall integrated and coordinated fundraising strategy. • Create and manage a centralized fundraising database to oversee gift processing & timely tax receipting. • Support branch / local fundraising efforts. • Develop donor communication / stewardship strategy. 	<ul style="list-style-type: none"> • Develop the overall strategic plan/key priorities for the Foundation. • Direct and control the use of resources. • Oversee the financial status of the organization including developing long and short range financial plans, monitoring the budget and ensuring sound financial controls are in place. 	<ul style="list-style-type: none"> • Website strategy. • Ensure accountability and programming excellence through creating program metrics and developing structure for results reporting for implementation at the branches. • Develop an overall strategic communications plan, including crisis management and media plans. 	<ul style="list-style-type: none"> • Ensure Committees are aligned with board priorities and strategy and create Terms of Reference to guide them. • Maintain key partner relationships. • Consolidate branch program metrics into the Annual Report to donors & key stakeholders. • Evaluate impact of program using metrics collected. • Research into overall issue with youth drop-outs and the social impact the TAH program has on a community. 	<ul style="list-style-type: none"> • Recruit CEO. • Manage and strategically recruit and utilize human resources (all staff including branches, volunteers, and board members). • Develop and execute a Board recruitment, development / orientation and assessment plan. • Develop a management system to recruit and manage volunteers, including highly skilled volunteers. • Branch Advisory Committee recruitment, development / orientation and assessment plan. 	2012 /13		12	1
							2013 /14		12 + reg rep	2
							2014 /15		12 + reg reps	3
	ANNUAL OBJECTIVES 2013 TO 2014 ~ LOCAL BRANCHES									
<ul style="list-style-type: none"> • Mentorship • Summer program • Scholarship program • Public lecturers • Academic enrichment • Partnerships with other youth-focused organizations to enhance programming. • Determine metrics to assess impact of add-on elements. 	<ul style="list-style-type: none"> • Annual events planning and execution. • Execute local branch fundraising plan as outlined in the overall fundraising strategy. • Steward local donors. 	<ul style="list-style-type: none"> • Manage local administration and financial matters. 	<ul style="list-style-type: none"> • Execute the Foundation's communication strategy / plan. 	<ul style="list-style-type: none"> • Maintain key partner relationships. • Report on program metrics and other areas as required. 	<ul style="list-style-type: none"> • Maintain reporting structure / accountability from therapists → ED, ED → New CEO. • Oversee the recruitment and management of local volunteers. • Ongoing recruitment and assessment of additional human resource needs. 	2015 /16		12 + reg reps	5	
						2016 /17		12 + reg reps	7	
<p>OUR VALUES: Impact Community Service Professional Excellence Integrity</p> <p>OUR GUIDING PRINCIPLES: Changed lives, broad reach and sustainability.</p>										