

Warriors and Quiet Waters Foundation

Strategic Plan 2017-2019

Vision

We envision an America in which a new generation of combat veterans successfully reintegrates into society.

Mission

Through the experience of fly fishing in Montana, WQW is a catalyst for positive change in the lives of post-9/11 combat veterans.

Values *(to be finalized by 12/31/2017)*

- *Restorative Power of Nature*
- *Gold Standard*
- *Service*

3-year Strategic Vision

In three years, as a result of developing a strong national community of partners (alumni, friends, donors, volunteers and veteran service providers), WQW will be nationally known for its “gold-standard” programming and meaningful and measurable impact on the lives of those we serve. To maintain quality programming, WQW will have slow, continued growth with a focus on providing deeper support to our participants.

Strategic Initiatives and Goals

(1) Program Strategies: In three years, we will have meaningful and measurable programs developed that meet the needs of today’s post-9/11 combat veterans and align with our short-term, intermediate and long-term desired outcomes. We will have traditional and expanded programs with new partners that focus on quality over quantity and follow-up services for warrior alumni. From 2016-2019, we will achieve a growth rate of 70% when it comes to the number of events (FXs). From 2017-2019, we will achieve a growth rate of 21%.

Goals to achieve these strategies include:

- complete organizational core values exercise
- increase participation rate in warrior evaluation surveys to 80%
- complete short-, intermediate- and long-term outcomes (logic model) for all programs
- increase our internal knowledge of the national veteran services landscape and service gaps within
- grow warrior services staff to accommodate the follow-up services necessary as well as program development

(2) Volunteer Strategies: In three years, we will have recruited and trained 180 of high-caliber, committed volunteers to support program needs.

Goals to achieve these strategies include:

- identify number and types of volunteers needed
- recruit and individually screen with personal interviews, etc.
- train volunteers on values and outcomes and how they can best support those
- strengthen volunteer recognition program
- improve volunteer performance evaluation

(3) Staffing Strategies: In three years, we will have sufficient staff and office space to implement our operational plan in an efficient and effective manner. Staff will have reasonable workloads, competitive salary and benefits and will be evaluated on specific performance measures. Current staffing is equipped to implement 14 high-quality and impactful events along with the infrastructure and budgets that support those events.

Goals to achieve these strategies include:

- develop an organizational evaluation process with clear individual performance measures
- develop a compensation plan
- institute core values in hiring and evaluation process
- hire a FT Administrative Assistant, a PT Controller, a PT Caretaker, and at least one FT Program Assistant
- move into new office

(4) Funding Strategies: In three years, we will receive at least \$1,500,000 in unrestricted funds annually and cumulatively grow the Management & Maintenance Endowment principal to \$2,000,000 and the Annual Operating Program Endowment principal to \$1,500,000. Endowment growth will be through new contributions (mostly planned giving efforts) as well as effective investment management.

Goals to achieve these strategies include:

- develop individual campaign fundraising plans that scale our efforts appropriately to our needs
- spend up to 30% from our Board Designated Operating Reserve Fund to launch most new programming efforts
- spend up to 5% of the Annual Operating Program Endowment annually when necessary

(5) Finance Strategies: In three years, we will utilize professional expertise to streamline expenditures, improve public transparency, and strengthen internal checks and balances.

Goals to achieve these strategies include:

- hire controller
- review internal finance policies and procedures
- develop financial forecasting procedures and reports
- evaluate cost efficiency of purchasing office building

(6) Branding and Awareness: In three years, we will have a strong and differentiated national brand recognition resulting in the warrior, donor and volunteer recruitment to support our programming and funding goals.

Goals to achieve these strategies include:

- identify how we will know when we have succeeded in this area
- better define what we do that like-minded groups don't (competitive advantage)
- develop Communication Plan
- update logo
- promote 10 year anniversary as a marketing tool
- trademark name and ensure we are the only WQW

(7) Board Development: In three years, WQW will have a diverse and engaged BOD focused on their governance and fiduciary responsibilities and building relationships to support outreach and fundraising efforts.

Goals to achieve these strategies include:

- half of the board will be made up of post-9/11 combat veterans, at least two members of a racial or ethnic minority will be represented, and at least three women will sit on the board
- finalize core values and institute in recruiting and evaluation process of the BOD and ED
- ED and Officer succession plans will be developed
- develop opportunities and provide training to increase BOD's effectiveness as ambassadors for WQW in the community and with donors
- provide ongoing education opportunities for strong board governance and fiduciary oversight
- identify and implement opportunities for board bonding and social engagement

Projected Event Growth

