

# STRATEGIC PLAN IMPLEMENTATION 2020

Words often used in discussion: impact, innovation, replicable, sustainable, responsive, evidence of effectiveness, collaboration, leadership development, intergenerational. Equity, inclusion, diversity should be added.

Priorities: First: Quaker aging service organizations. Second: Organizations in PA, NJ, NY that address needs of underserved aging adults. Priority given to direct care programs (not operations, planning, research, advocacy)

## STRATEGIC GOALS FOR 2020-2024

1. Clarify what is meant by “impact”: vision, expectations
2. Develop an innovation fund strategy
  - a. Define a goal and process for creating innovation fund, including the possible use of RFPs
  - b. Identify areas of interest (Pandemic programming, intergenerational, LGBTQ, workforce, leadership, isolation, art and dementia, care coordination, quality of life, aging in place, youth engagement, equity, etc)
  - c. Identify amount to dedicate (\$ or %)
  - d. Define a way to evaluate success
3. Develop large grant strategy
  - a. Define goal and process for grant applications, including possible use of RFPs
  - b. Identify areas of interest: solicit suggestions from grantees, big ideas, collaborations
  - c. Identify amount to dedicate (\$ or %)
  - d. Define a way to evaluate success
4. Seek new grantees
  - a. Use networks, memberships
  - b. Join existing collaborations
  - c. Identify BIPOC-led organizations and organizations doing great Equity-Inclusion-Diversity work
  - d. Provide coaching assistance to inexperienced grant writers
  - e. Seek collaborations between multiple organizations in various sectors
  - f. Ensure that all grantees align with FFA values
5. Review policies and practices to align with social justice principles
  - a. Collect information about racial justice efforts of grantees
  - b. Consider ways to support their efforts
  - c. Review fund holdings, managers and policies
  - d. Review policies and practices of FFA and grantees to align with DEI principles
    - i. Collaboration
    - ii. Diversity of board, grantees and participants
    - iii. Listening to and including everyone
    - iv. Strive for equity
    - v. Actively working toward justice
6. Make policies and practices consistent with principles of trust-based philanthropy
  - a. Review application and report processes
  - b. Collect feedback on processes from grantees-simplify
  - c. Create guidelines around multi-year/repeat funding
  - d. Offer support beyond the \$
  - e. Good communication with grantees-transparent, responsive, know them
7. Discuss how long to support organizations (repeat grants)