

CENTRAL KITSAP
MEDIC ONE FOUNDATION

STRATEGIC PLAN

SUPPORTING EMERGENCY MEDICAL SERVICES FOR YOU



2021 Revision

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DESCRIPTION

Central Kitsap Medic One Foundation is a not-for-profit organization that raises and manages charitable gifts for the benefit of the Central Kitsap Fire & Rescue Emergency Medical Services program. The Foundation’s purpose is to generate support that provides for extra medical equipment & training, not included in the usual tax supported budgets, for the benefit of the residents of Kitsap County.

WHAT WE DO

- Act as a catalyst for charitable giving to **CK Medic One Foundation** (fundraising)
- Effectively administer charitable funds for the benefit of the **CKFR EMS programs** and the community, including pooling funds where possible to respond to the **CKFR EMS program’s** greatest needs (fund management)
- Ensure that charitable gifts are used for the donors’ designated purpose (stewardship)
- Build lasting relationships with donors and others for the ongoing benefit of **CK Medic One Foundation/CKFR**, including maintaining a central gift record service and recognition program (donor recognition)
- Amplify the voice of **CK Medic One Foundation** to the community by engaging a broader network of community support, including donors and volunteers (advocacy/community relations)
- Increase the value of **CK Medic One Foundation/CKFR** by enhancing the community’s awareness of the importance of maintaining **CKFR** as an excellent Emergency Medical Services provider (public relations/marketing)

OUR GOAL

Maximize the **Foundation’s** wealth for the benefit of our community’s Emergency Medical Services, including: recruiting and retaining sought-after board members, engaged volunteers, and donors; attracting valuable community partners and partnerships; and, accumulating relevant financial assets.

OUR DESIRED FUTURE

To have **CK Medic One Foundation** recognized by the community as a premier charitable organization in the greater Kitsap Peninsula area; by donors as stewards of their philanthropy (donor-centered, accountable); by **CKFR** patients and employees as a relevant source of support for excellence and opportunity; and, by our peers as a model of effectiveness and vision.

OUR FOCUS

A successful annual giving program is the strategy for success. Most major and/or planned gifts come from individuals who are already donors to the organization; therefore, it is imperative that the organization focuses on the acquisition and retention of donors (beyond special event fund raising). As the primary source of charitable giving, individuals provide the greatest return on investment—both in terms of their “lifetime giving value” to the organization (i.e., regular annual gifts), as well as their ability to make an “ultimate gift” through planned giving.

KEY AUDIENCES FOR EFFECTIVE FUNDRAISING

CORE CONSTITUENTS

(INDIVIDUALS WITH ACTIVE RELATIONSHIP TO CK MEDIC ONE FOUNDATION / CKFR)

- Employees – as regular donors and brokers to grateful patients
- Board Members (**Foundation and CKFR**) – as regular donors and ambassadors to others
- Other Volunteers
- Current Donors
- Former Patients

** Core constituents represent the best sources for planned giving prospects.*

SECOND-LEVEL CONSTITUENTS
(COMMUNITY AT LARGE)

- Community Businesses
- Community Service Clubs / Community Clubs
- Prospective Donors (individuals)
- Allied Professionals (accountants, attorneys, CFPs) for Planned Giving
- Allied Professionals – funeral homes to suggest for inclusion in obituaries

PRIORITIES & GOALS

GOAL 1 – FUND DEVELOPMENT

Expand and perfect diverse giving programs that are supported by donor-centered stewardship, including special events, annual giving, grants, and major/planned giving.

STRATEGIES:

- Recognizing that people close to us are our primary sources, focus a majority of development efforts on *Core Constituents*.
- Give good thanks. Recognize that long-term relationships with donors are the key to our success in order to maintain/upgrade current donors.
- Position **CK Medic One Foundation** as a “charity of choice” in Kitsap County. Utilize effective brand/message management to establish the **Foundation** as a premier charity to attract/maintain support.
- Position the **Foundation** as a community leader regarding philanthropy, including: partnering with others when appropriate to elevate our community’s understanding of philanthropy and its own potential; publicizing the receipt of large gifts, etc.

TACTICS:

- Develop an Annual Giving program, including a plan of contact for the fiscal year for each of the priority constituent groups and implement regular communication, including solicitation of annual gifts with developed “appeal” formats (e.g., **CKFR** Employee Campaign) for solicitation.
- Develop a standardized acknowledgement/recognition process including: review/rewrite standard acknowledgement letters, define acknowledgement process, and identify appropriate recognition opportunities.
- Develop and refine a recognition program to support recognition of supporters. (e.g. EMS Donor of the Year plaque)
- Produce appropriate **Foundation** materials to support effective donor communication, including an annual report, a gifting brochure, website, social media accounts, etc.
- Identify opportunities to get **Foundation** message within **CKFR** and in front of patients/families (display/brochures at Admin. bldg., brochures on each medic unit to be given upon request to transported patients/families, participation in CKFR public events, etc.)
- Establish targeted strategies to reach desired audiences in the community.

- Identify regular media contact opportunities and routinely submit media releases (addition of board members, annual gifting, receipt of large gifts to **Foundation**, etc.).
- Identify and implement prudent fund raising practices that support public accountability and enhance the **Foundation's** commitment to stewardship.

Major Gifts:

- *Develop the “case for support” that accurately reflects the **Foundation's** core mission and how that mission serves our community.*
- *Initiate an expectation for giving as an annual appeal.*

Planned Giving:

- *Incorporate planned giving information into regular **Foundation** communication to donors.*
- *Work collaboratively with other non-profit organizations in planned giving community-wide.*
- *Develop a contact plan for area financial planning professionals involved with estate planning to support more consistent communication.*

Special Events:

- *Develop an annual event*

GOAL 2 – BOARD DEVELOPMENT

Strengthen and empower the **Foundation Board** (i.e., Maximize participation/productivity of board members).

STRATEGIES:

- Continue to focus on the **Foundation Board** as an essential asset, focusing on recruitment, orientation, training, and their relationship to **CKFR**.
- Recognize that the **CKFR Board of Commissioners** is a *critical* audience to the **Foundation** and work to engage them in the **Foundation’s** mission.
- Increase Board involvement (**CKFR**, as well as **Foundation**) in the fund raising process.

TACTICS:

- Structure Board’s committees to best support the work, and provide Board members with opportunities for engagement.
- Develop annual Board calendar to support and facilitate the work of the board.
- Establish a Board Development Committee to focus on the recruitment and ongoing support needs of the **Foundation Board**.
- Develop/refine a “partnership agreement” (philosophy statement) with **CKFR Board**.
- Identify and implement critical **Foundation Board** policies/practices regarding board governance to support stewardship (e.g., Conflict of Interest policy and annual disclosure).

GOAL 3 – FIDUCIARY STEWARDSHIP

Ensure the growth and protection of **Foundation** assets through their prudent management.

STRATEGIES:

- Use stewardship as a means to strengthen the **Foundation** and attract donor support.

TACTICS:

- Identify and implement prudent fiscal policies/practices to enhance public accountability and stewardship.
- Review current board protection regarding fiduciary responsibilities.
- Identify education sessions for **Foundation Board** concerning fiduciary responsibilities.

FOUNDATION BACKGROUND

FOUNDATION MISSION STATEMENT

To Provide Supplemental Support for the Emergency Medical Service Activities Performed by Central Kitsap Fire & Rescue for the Citizens of the Central Kitsap Area.

HISTORY

CK Medic One Foundation originated in 1996 at the encouragement and under the direction of (at the time Fire Dist. #1) Chief R.E. “Dick” West. Founding Board members included Dr. Helen Butler (Chair), Dr. Guy Earle, Lora Bell-Senyohl, Evelyn Ryan, and Sherrie Shafer.

The specific and primary purpose of this corporation is to support training; provide equipment where appropriate; and to provide supplemental support for the emergency services activities performed by Central Kitsap Fire and Rescue (CKFR) for the citizens of the Central Kitsap area. The Foundation may assist other communities and public agencies by communicating the experience gained through the local CK Medic One program.

The Foundation was active for several years from its inception in 1996 until it fell dormant due to lack of participation. The Foundation was revived in July 2006 when, at the urging of CKFR’s Board of Commissioners Chair Bob Muhleman, Dr. Butler, Mr. West, along with Chief Ken Burdette, who was then CKFR’s Fire Chief, recruited two new community members to reconstitute the Board.

Since the Foundation Board was revived in 2006 with less than \$150 in the bank, the Foundation has been able to raise over \$60,000 in grants and over \$120,000 in donations through December 2020. This has allowed the Foundation to purchase several important pieces of equipment for CKFR including:

- Cardiology quality stethoscopes for CKFR paramedics
- Ventilators for CKFR the ALS (Advanced Life Support) ambulances
- Video laryngoscopes for the ALS ambulances
- A patient transport insert for the CKFR UTV (Utility 50)
- Automated CPR devices for the CKFR ALS ambulances
- AEDs (Automatic External Defibrillators) placed into the community to improve rapid access to life saving cardiac arrest care
- Stair chairs for CKFR transport ambulances to help in patient movement from scene to ambulance
- PPE for CKFR EMS providers during the 2020/2021 SARS-CoV-2 (Covid-19) Pandemic

The Foundation has also sponsored/co-sponsored EMS and community events and training programs including:

- Community CPR training classes
- The Kitsap Resuscitation Academy
- Kitsap Mass CPR teaching events
- CKFR Kids Day