

## **Saratoga Springs Preservation Foundation 2019 Strategic Plan**

The strategic plan is to help guide the Foundation's vision for the future. It is to be reviewed and updated the first quarter of each calendar year.

### **Mission**

Current Mission Statement:

Founded in 1977, the Saratoga Springs Preservation Foundation is a private, not-for-profit organization that promotes preservation and enhancement of the architectural, cultural and landscaped heritage of Saratoga Springs. The mission is achieved/fulfilled through educational programs, preservation projects, technical assistance, and advocacy.

Proposed Mission Statement:

- The Saratoga Springs Preservation Foundation preserves, protects and promotes the unique architectural and cultural heritage of Saratoga Springs.

### **Values**

Identified Values

- Principled application of best standards and practices
- Community partnership and collaboration
- Respect and integrity

### **Vision**

Through education, engagement, advocacy, investment, and bricks-and-mortar projects, the Saratoga Springs Preservation Foundation will provide exemplary leadership in the community's ongoing efforts to embrace the economic, community, and cultural benefits of historic preservation.



## Saratoga Springs Preservation Foundation 2019 Strategic Plan

### Action Planning

<b>Strategic Issue: Governance and Board Development</b> <ul style="list-style-type: none"> <li>Goal: The SSPF Board of Directors will provide the leadership and resources needed to enable the organization to accomplish its goals and thrive.</li> </ul>				
Strategy	Actions	Responsibility	Timeline	Comments
<b>1. Improve Board engagement.</b>	<ul style="list-style-type: none"> <li><b>Board Retreat</b></li> </ul>	<b>Board President &amp; Vice President</b>	<b>March 2019</b>	<b>NEW ANNUALLY</b>
	<ul style="list-style-type: none"> <li>Provide opportunities that encourage social interaction and informal strategizing among board members</li> </ul>	President Nominating & Board Development (NBD) Committee	2019	How many social events? ANNUALLY
	<ul style="list-style-type: none"> <li>Each Board Member will make a meaningful contribution to the advancement of the organization (e.g. volunteer, special events, solicit memberships, corporate sponsorships)</li> </ul>	Board of Directors	2019	NEW ANNUALLY
	<ul style="list-style-type: none"> <li>Assign all board members to at least one committee annually</li> </ul>	Board President & Vice President	June 2019	ANNUALLY
<b>2. Ensure that the Board of Directors is comprised of people with the knowledge, commitment, and team spirit to help the organization accomplish its goals.</b>	<ul style="list-style-type: none"> <li><b>Build board diversity and expand to 16-18 working members</b></li> </ul>	<b>NBD Committee</b>	<b>May 2019</b>	<b>ANNUALLY</b>
	<ul style="list-style-type: none"> <li>Continue to address board succession planning</li> </ul>	NBD Committee	May 2019	ANNUALLY
	<ul style="list-style-type: none"> <li>Provide routine education and training to Board regarding preservation and Board and Fund Development                             <ul style="list-style-type: none"> <li>Update the orientation manual and conduct an annual orientation for new and standing board members</li> </ul> </li> </ul>	NBD Committee	2019	ANNUALLY



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<b>Strategic Issue: Advocacy and Community Engagement</b> <ul style="list-style-type: none"> <li>Goal: SSPF will provide leadership and educate residents, businesses and community leaders to support historic preservation efforts and increase the number of historic resources with recognition and protection. SSPF will be recognized as a valuable community resource whose role in preservation efforts will be supported by diverse stakeholders.</li> </ul>				
Strategy	Actions	Responsibility	Timeline	Comments
<b>1. Continue to work with the Design Review Commission (DRC) to ensure best practices are adhered to.</b>	<ul style="list-style-type: none"> <li>Meet with DRC to identify goals and improve the review process</li> </ul>	Staff & Advocacy Committee	June 2019	ANNUALLY
	<ul style="list-style-type: none"> <li>Inform residents about the major important decisions made by the DRC and how they support or hinder preservation efforts</li> </ul>	Advocacy & Fund Development Committees (Marketing)	September 2019	2017 Regular E-Blasts ANNUALLY
	<ul style="list-style-type: none"> <li>Assist with identifying/providing educational opportunities to the DRC</li> </ul>	Staff & Advocacy Committee	2019	NEW
	<ul style="list-style-type: none"> <li>Work with DRC to adopt in-kind material design guideline</li> </ul>	Staff & Advocacy Committee	July 2019	
	<ul style="list-style-type: none"> <li>Explore the possibility of making DRC notification/approval signs available so residents are informed</li> </ul>	Advocacy Committee	2020	2016
	<ul style="list-style-type: none"> <li>Continue to advocate for appointments to the DRC</li> </ul>	Executive Committee	2019	ANNUALLY
<b>2. Educate and build a strong base of support and engagement with the public.</b>	<ul style="list-style-type: none"> <li>Develop educational programs to engage the public with preservation (e.g. discussions, workshops, speakers, tours) and foster community pride</li> </ul>	Fund Development Committee	2019	2016 ANNUALLY Education Goals? Specific to historic preservation or history topics? Balance? How many programs? Create pamphlet for condensed EIS Tax Credits New Construction



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Strategy	Actions	Responsibility	Timeline	Comments
	<ul style="list-style-type: none"> <li>Targeted outreach and education for various stakeholders and business sectors (e.g. realtors, contractors)</li> </ul>	Fund Development Committee	2020	2017 Real Estate Class (Credit); Distribute EIS/Wait Before You Renovate
	<ul style="list-style-type: none"> <li>Partner with other organizations and stakeholders to offer semi-annual key note speakers on topics relevant to the community</li> </ul>	Advocacy & Fund Development Committees	2019	ANNUALLY
	<ul style="list-style-type: none"> <li>Mobilize members and community as needed for preservation issues</li> </ul>	Advocacy Committee (Marketing)	2019	New
	<ul style="list-style-type: none"> <li>Explore the development of programming for children and families</li> </ul>	Staff	May 2019	2018 Currently working with Children's Museum
<b>3. Address endangered buildings.</b>	<ul style="list-style-type: none"> <li>Release "Most Wanted" list to the community and create engagement campaign</li> </ul>	Advocacy Committee (Marketing)	2019	2017
	<ul style="list-style-type: none"> <li>Work with code enforcement and zoning to push for vigorous code enforcement to pro-actively address demolition by neglect</li> </ul>	Advocacy Committee	2019	2017
	<ul style="list-style-type: none"> <li>Seek a confidential way for the public to report code violations</li> </ul>	Advocacy Committee	2020	2017
<b>4. Strengthen working relationships with developers and the business community in preservation efforts.</b>	<ul style="list-style-type: none"> <li>Partner with businesses and property owners to share the history of their building's preservation (e.g. spotlight businesses, plaques, speaking DBA)</li> </ul>	Fund Development Committee (Marketing)	2019	2017 ANNUALLY



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Strategy	Actions	Responsibility	Timeline	Comments
5. Serve as an information resource for homeowners, businesses, and developers.	<ul style="list-style-type: none"> <li>Develop policies and an approach to disseminating preservation contractor/specialists resource lists</li> </ul>	Executive Committee	2020	2018 Phase 1 collect contact info Phase 2 policy distribution
	<ul style="list-style-type: none"> <li>Better utilize technical assistance cases as broader educational opportunities</li> </ul>	Advocacy Committee (Marketing)	2020	2018 ANNUALLY
	<ul style="list-style-type: none"> <li>Promote the new HVCC trades program</li> </ul>	Advocacy Committee	2020	Explore potential Saratoga Springs program
6. Improve the Foundation's overall visibility	<ul style="list-style-type: none"> <li>Strategically utilize social media, conventional media, communications, etc.</li> </ul>	Fund Development Committee & Staff (Marketing)	2019	ANNUALLY Intern?
	<ul style="list-style-type: none"> <li>Develop a comprehensive and integrated marketing plan and branding strategy</li> </ul>	Marketing Committee	2020	2017 Consultant
	<ul style="list-style-type: none"> <li>Utilize house histories/photos to document and promote preservation/renovation efforts</li> </ul>	Fund Development Committee & Staff (Marketing)	2019	ANNUALLY
	<ul style="list-style-type: none"> <li>Assemble multi-media educational content and post on website</li> </ul>	Fund Development Committee & Staff (Marketing)	2019	2017 ANNUALLY



## Saratoga Springs Preservation Foundation 2019 Strategic Plan

Strategic Issue: Programs and Services				
<ul style="list-style-type: none"> <li>Goal: SSPF will be a leader in restoring valuable community assets.</li> </ul>				
Strategy	Actions	Responsibility	Timeline	Comments
1. Engage in one major preservation project and/or establish a grant program to support preservation efforts for homeowners.	<ul style="list-style-type: none"> <li>Complete Phase 1 of the First Baptist Church Stained Glass Restoration</li> </ul>	Staff	July 2019	In progress
	<ul style="list-style-type: none"> <li>Establish an Ad Hoc Committee</li> </ul>	Board of Directors	September 2019	2017
	<ul style="list-style-type: none"> <li>Engage the community to identify, prioritize and develop a plan for preservation projects</li> </ul>	Ad Hoc Committee	September 2019	2017
	<ul style="list-style-type: none"> <li>Identify organizational partners and sponsors</li> </ul>	Fund Development Committee	2019	2018 ANNUALLY
	<ul style="list-style-type: none"> <li>Develop a fundraising plan</li> </ul>	Fund Development Committee	2019	2018



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<b>Strategic Issue: Financial and Human Resources</b> <ul style="list-style-type: none"> <li>Goal: SSPF will have the financial and human resources it needs not only to sustain core operations but to expand our impact in the community.</li> </ul>				
Strategy	Actions	Responsibility	Timeline	Comments
<b>1. Develop a comprehensive and strategic approach to fund development efforts.</b>	<ul style="list-style-type: none"> <li>Identify and solicit major contributions/corporate sponsorship.</li> </ul>	Board of Directors & Staff	2019	NEW ANNUALLY
	<ul style="list-style-type: none"> <li>Maintain a fund development plan that identifies goals, implement cultivation and solicitation strategies, timelines, roles, and evaluate events, programs, and strategies annually</li> </ul>	Fund Development Committee, of Directors, & Staff	2019	2017 In progress
	<ul style="list-style-type: none"> <li>Explore travel tour opportunities for additional income.</li> </ul>	Fund Development & Staff	2019	Potential Trip 2019-2020 In progress
	<ul style="list-style-type: none"> <li>Identify strategic community events for staff participation for networking purposes (need to allocate resources for this)</li> </ul>	Fund Development Committee	2019	2016 In progress ANNUALLY
<b>2. Develop a more pro-active approach to member and volunteer engagement.</b>	<ul style="list-style-type: none"> <li>Create an Advisory Board</li> </ul>	Executive Committee	March 2019	2018
	<ul style="list-style-type: none"> <li>Re-engage former board members</li> </ul>	Fund Development Committee	2019	2017
	<ul style="list-style-type: none"> <li>Hold an annual volunteer thank you reception (at a Board Member's house)</li> </ul>	Fund Development Committee (Event)	June 2019	2018
	<ul style="list-style-type: none"> <li>Develop a volunteer management plan and develop job descriptions for volunteer needs</li> </ul>	NBD Committee	April 2019	2017
<b>3. Maintain high quality staff and services to achieve the goals of the strategic plan.</b>	<ul style="list-style-type: none"> <li>Seek interns</li> </ul>	Board of Directors & Staff	2019	
	<ul style="list-style-type: none"> <li>Identify funding sources for paid interns</li> </ul>	Fund Development Committee & Staff	2019	