

# One Page Strategic Planning

ALS Society of BC

## People (Relationship Drivers)

### Staff

1. Employees
2. Team ALS BC
3. Board/Committees

### Clients

1. PALS
2. Caregivers
3. Families Living with ALS

### Stakeholders

1. ALS Centre
2. ALS Canada
3. Third Parties (e.g., PROP)

<b>CORE VALUES/BELIEFS</b> <i>(Should/Shouldn't)</i>
<p><b>Unsurpassed Service:</b> dedication to improving the quality of life for our patients, their caregivers, and their families.</p> <p><b>Teamwork:</b> Our success is built on a team of dedicated staff and volunteers (Team ALS BC) working for a common purpose.</p> <p><b>Quality of Life:</b> Our goal is to improve continuously the services needed to improve the quality of life of those living with ALS.</p> <p><b>Equality of Care:</b> Everyone living with ALS has a right to equal care, no matter where they live in BC.</p> <p><b>Dream Big:</b> We push the envelope constantly to improve what we can do to achieve results.</p>

<b>Core Competencies</b>
<ol style="list-style-type: none"> <li>1. Developing/nurturing great volunteers/staff</li> <li>2. Equipment program</li> <li>3. Fundraising support</li> <li>4. Delivering caregiver education and support</li> </ol>

<b>Purpose</b> <i>(Why)</i>						
<p>The ALS Society of BC is dedicated to providing direct support to ALS patients, along with their families and caregivers, to ensure the best quality of life possible while living with ALS. Through assisting research, we are committed to find the cause of and cure for ALS.</p> <p><b>Objectives</b> <i>To Live Values, Purpose</i></p> <table border="1"> <tr> <td>1</td> <td>To provide direct support to patients, their families and caregivers. This includes an equipment load program.</td> </tr> <tr> <td>2</td> <td>To raise funds for patient services and research.</td> </tr> <tr> <td>3</td> <td>To increase public awareness and understanding of ALS.</td> </tr> </table>	1	To provide direct support to patients, their families and caregivers. This includes an equipment load program.	2	To raise funds for patient services and research.	3	To increase public awareness and understanding of ALS.
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<b>Dream Big (BHAG)</b> updated on 9/13/16
<ol style="list-style-type: none"> <li>1. Support for family &amp; Caregiver program</li> <li>2. Neurodegenerative BC based on research initiative</li> <li>3. ALS Clinic</li> </ol>

<b>TARGETS (3-5 YEARS)</b> <i>(Where)</i>	
<i>Future Date:</i>	2019
<i>Revenues:</i>	\$3,200,000
<i>3<sup>rd</sup> Party Events</i>	\$
<i>ALS Walks</i>	\$
<i>ALS BC Events</i>	
<i>Sponsorships</i>	\$ 460,000
<i>Grants</i>	\$
<i>Donations</i>	\$
<b>Expenses</b>	<b>\$</b>
<i>Quality of Life</i>	\$
<i>Research</i>	\$1,800,000
<b>Assets</b>	
<i>Equipment \$s</i>	\$
<i>Endowments</i>	\$
<i>Operating Reserve</i>	\$
<b>Sandbox</b>	
1	Medical advances may increase PALS population/demand for ALS-BC services
2	ALS BC staff resources are limited
<b>Key Thrusts/Capabilities</b> <i>3 – 5 Year Priorities</i>	
1	Building a Sustainable Revenue Plan
2	Caregiver Education
3	Securing the future of Provincial ALS Centre
4	
5	

<b>Brand Promise</b>
<ol style="list-style-type: none"> <li>1. Help is only a call away</li> <li>2. We care</li> <li>3. Count on us</li> </ol>

<b>GOALS (1 YEAR)</b> <i>(What)</i>	
<i>Budget Year:</i>	2018
<b>Revenues:</b>	<b>\$1,839,050</b>
<i>3<sup>rd</sup> Party Events</i>	\$ 368,600
<i>ALS Walks</i>	\$ 531,000
<i>ALS BC Events</i>	\$ 97,600
<i>Sponsorship, Grants &amp; Foundations</i>	\$ 534,600
<i>Donations</i>	\$ 310,250
<b>Expenses</b>	<b>\$1,811,040</b>
<i>Patient Services - Quality of Life</i>	\$1,019,950
<i>Research</i>	\$ 154,600
<b>Assets</b>	
<i>Equipment \$s</i>	\$1,300,000
<i>Endowments</i>	\$ 900,000
<i>Operating Reserve</i>	\$ 162,000
<b>Key Initiatives (Priorities)</b>	
1	Additional Staff Resources
2	Increased Revenue from Current Sources
3	Increased revenue from grants / foundations
4	Increased employee group giving
5	Education & support for caregivers

<b>Critical #s</b>
1. ALS Walk Revenue
2. 3rd Party Event Revenue
3. ALS BC Events
4. Grants
5. Donations
7. % of funds raised going to the cause
8. Operating Reserve



**Key Metrics – 2018 Budget Compared to March 2018 Actual**

**Total Revenue**

YTD Actual	\$ 1,029,133
YTD Budget	\$ 434,240
2018 Annual Budget	\$ 1,839,050
2019 Goal	\$ 3,200,000

**3<sup>rd</sup> Party Events Revenue**

YTD Actual	\$ 33,786
YTD Budget	\$ 41,250
2018 Annual Budget	\$ 365,600
2019 Goal	\$ 424,315

**ALS Walks Revenue**

YTD Actual	\$ 14,760
YTD Budget	\$ 6,800
2018 Annual Budget	\$ 531,000
2019 Goal	\$ 855,550

**ALS BC Events Revenue**

YTD Actual	\$ 11,490
YTD Budget	\$ 8,500
2018 Annual Budget	\$ 97,600
2019 Goal	\$ 221,419

**Grants & Corporate Revenue**

YTD Actual	\$ 266,811
YTD Budget	\$ 263,127
2018 Annual Budget	\$ 534,600
2019 Goal	\$ 667,000

**Other Donations Revenue**

YTD Actual	\$ 702,286
YTD Budget	\$ 110,312
2018 Annual Budget	\$ 310,250
2019 Goal	\$ 1,032,000

**2018 New Endowment Contribution**

YTD Actual	
YTD Budget	
2018 Annual Budget	

**Equipment Expense**

YTD Actual	\$ 15,849
YTD Budget	\$ 12,500
2018 Annual Budget	\$ 50,000

**Patient Services - Quality of Life Expense**

YTD Actual	\$ 230,027
YTD Budget	\$ 245,750
2018 Annual Budget	\$1,019,950

**Research (In/Out Donations, Flower Days & Walks based on revenue)**

YTD Actual	\$ 0
YTD Budget	\$ 0
2018 Annual Budget	\$ 130,000

**% of Funds to Our Cause Formula**

YTD Actual	19%
YTD Budget	21%
2018 Annual Budget	18%

**Operating Reserve Balance Sheet**

YTD Actual	\$ 162,000
YTD Budget	\$ 162,000
2018 Annual Budget	\$ 162,000
2019 Goal	\$ 215,000

Legend:

- Green Revenue – reach target revenue
- Red Revenue – did not reach revenue
- Green Expense - under budget
- Red Expense – over budget

**SWOT ANALYSIS:**

**Strengths**

1. Strong recurring base revenue
2. High level of dedication (staff and volunteers)
3. Engaged Volunteer Board and Committee
4. Unique working relationship between ALS BC & ALS Centre
5. Growing endowment portfolio

**Opportunities**

1. Create an e-mail base fundraising plan
2. Actively communicate with media

**Weaknesses**

1. Lack of long term fundraising plan
2. Lack of advocacy on ALS education (awareness)

**Threats**

1. Increasing patient load from higher incidence and longevity
2. Increasing demands on equipment loan program, as population and awareness of program increases and equipment costs rise.
3. Loss of the ALS Centre
4. Economic uncertainty

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