

Los Angeles Mission

Strategic Plan

July 9, 2009

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Introduction

The Los Angeles Mission (“Mission”) has embarked on its first formal strategic plan. This process began in the Fall of 2007 and has continued under the direction of the Executive Service Corps. The Mission staff is grateful to all of the consultants from ESC but wished to particularly thank Mr. Harold Bock for his untiring commitment to the Mission and this process.

This document was developed over an extended period of time by the Executive Leadership Team of the Los Angeles Mission. This has been a long but productive journey. The process of questioning ourselves, our mission and our vision has been agonizing. We trust the results of this plan will inspire us as we move forward into God’s vision as we seek to serve those in need.

New ideas have challenged us to rethink many of the programs and processes of the mission. We have been strengthened by the activity and united as a team through many conversations and challenges.

This document is not to be an end in itself but an inspiration to continue modifying and improving our services through continual monitoring and challenging of ourselves to be the “best in class” mission. Best in class is not a static term. Continuous improvement is needed. Continuous challenge and support is needed by the Board of Directors to assure our Executive Leadership Team operates a mission of excellence.

Executive Summary

Central to the strategic plan was a review of our mission statement with minor adjustments proposed for Board consideration. A new vision statement and values statements are proposed.

The core of the plan is focused on four key areas determined by the Executive Leadership Team to be the focus of this plan. These are based on extensive review of the history of the Mission, the changing environment of Skid Row and the changing culture in which we serve. Key to all of our goals is a fundamental expectancy that we are serving God with both works and words.

Initiative one program goals do not highlight the extensive on-going programs. They represent continuous incremental improvement to existing programs and new programming where new opportunities presented themselves.

Initiative two represents goals focused on administration, people management and systems needing enhancement to fully execute programs and be a best in class mission.

Initiative three represents issues specifically related to fundraising and development. These goals, while extensive, are only a part of a complete development plan being prepared by staff.

Initiative four represents issues that must be faced by the Board of Directors. Management and our consultants have suggested several key areas for consideration if the Board is to be fully engaged in policy and direction for the future.

The Executive Leadership Team is grateful for the opportunity to present these concepts to you as Board members for your prayerful consideration and approval.

Mission Statement

The Los Angeles Mission exists to provide help, hope, and opportunity to men, women and children in need.

Los Angeles Mission Values:

Core Values - Distinctives of the Los Angeles Mission

1. We believe that all services provided to those in need should be done so in love, offering hope, mercy and compassion.
2. We believe that personal spiritual transformation occurs from strong Christian discipleship, equipping and training.
3. We believe that addictions can be overcome through prayer, medical treatment and deep abiding healthy relationships.
4. We believe that homelessness is a temporary condition that, when desired, can be overcome with personal healing, educational assistance, housing and employment.

Permission to Play Values

Reflect the minimum behavioral and social standards required of any employee.

Integrity	Christian Faith	Gift of Compassion
Professionalism	Positive Attitude	

Accidental Values

Arise spontaneously without being cultivated by leadership and take hold over time.

Family Friendly	Ministry Purpose
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Aspirational Values

Those that the mission needs in the future but currently lacks:

Teamwork	Leadership Skills	Developmental Skills
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Vision Statement

The Los Angeles Mission strives to be a world leader among missions that provides for the poor restores the addicted and eliminates homelessness.

We see each individual as a spiritual person of worth and dignity and worthy of assistance in their journey. Our vision is to see individuals and families set free from addictions and homelessness, transformed by God to become physically and spiritually healthy; educationally equipped to participate in society and sustain housing; and encouraged to relationships of love and service to others.

We seek to help those who have been abused and neglected to find a better life. We seek to help those that have become addicted to understand their addictions, to expect physical healing and to live in ways that are healthy to soul, mind and body.

To fulfill this vision we:

- **Provide** residential and non-residential Christian discipleship programs designed to address addictions and abuse by offering spiritual and physical tools to overcome addiction and live healthy productive lives.
- **Give** tangible help including gifts in kind donations to those who are homeless or in jeopardy of becoming homeless through food, clothing and shelter. We provide and partner to offer emergency, transitional and permanent supportive housing.
- **Utilize** a virtual network of connected relationships where persons are cared for and supported by mentors and friends using internet communications and cutting edge technology.
- **Support** and encourage literacy, education and training for employment as the equipping means for self support and stabilization. We work to assist those for whom a self-sustaining lifestyle is beyond their abilities.
- **Advocate** for a future where homeless individuals are loved and cared for while at the same time expected to work towards self-sustaining futures.
- **Teach** persons to live in healthy supportive relationships which provide for spiritual, emotional and physical support with personal accountability.
- **Create** opportunities for donors and volunteers to experience making a personal difference in the lives of the people who seek help from the mission.
- **Empower** our staff and partners to participate side by side in a collaboration of support for those in need.
- **Aspire** to provide an environment in which staff, students, alumni, donors and volunteers are not afraid to have fun. By renewal we foster the ability to choose an attitude of laughter, joy and greatness and to desire living life to its fullest every day.

Strategic Initiatives for Los Angeles Mission

1.0 LAM/ADC Program Strategy Goals and Objectives:

1.1 Objective: Make LAM the best in class mission for all emergency services and Christian discipleship recovery programs.

- 1.1.1 Create internal benchmarks for evaluating every program. (TB, TL, SB, SK) 3-2009
- 1.1.2 Investigate National Recovery Initiative pilot with AGRM missions. (TB, TL) 9-2008 to 12-2008
- 1.1.3 Evaluate and Revise staff positions to comply with new definitions and goals for improving the level of staff training. (TB, TL, JB, SK) 3-2009
- 1.1.4 Implement new and expanded services as described in 1.2 through 1.12 (ELT) 9-2009 to 9-2013

Resources Required:

Staff time 400 hours benchmarks, 80 hours position descriptions
NRI costs unknown until study is designed.

1.2 Objective: Add additional capacity for Spanish Speaking students, friends and neighbors.

- 1.2.1 Hire bilingual Spanish/English speaking staff to fill open positions. (TL, TB, JB)
- 1.2.2 Hire a Spanish speaking chaplain at ADC. (TB, JB) 11-2008
- 1.2.3 Offer two Spanish language classes for staff and students. (AC) 9-2009
- 1.2.4 Create Spanish scripts for English speaking staff to assist them in communicating about services offered. (AC, SB) 11-2008
- 1.2.5 Create client targeted brochures in Spanish. (TL, TB, AC, SB) 12-2008

Resources Required:

Bilingual Staff no incremental cost to hire existing positions.
Conduct classes @ \$2000 per class instructor stipend.
Spanish scripts staff time 40 hours to review and translate existing materials.

1.3 Objective: Expand mental health services for our clients.

- 1.3.1 Develop a more comprehensive collaboration with the Los Angeles Christian Health Centers for mental health assessments and counseling with mental health professionals. (TB, TC) 10-2008
- 1.3.2 Continue pilot program of mental health screening for all Jumpstart students. (TB, TL) 10-2008

Resources Required:

Mental health assessments by LACHC currently covered by contract.

1.4 Objective: Expand services for homeless and near homeless families.

1.4.1 Referral process for sending clients with families to other agencies for Section 8 housing. (TB, RR) 10-2008

1.4.2 Target outreach activities to families in local hotels and motels including referral resource guides. (TB, TL) 11-2008

1.4.3 Participate in the new Central City Clergy Council (sponsored by the L.A. Police Department and Mayor's Office) to advocate for the needs of our students and families within Central City. (TB, TL) 9-2008

1.4.4 Partner with and adopt L.A. elementary schools to include them in outreach activities providing food boxes, referrals, and resources like formula, housing, career development and academic assistance with G.E.D. and computer classes. Begin with 3 schools within the next 12 months. (TB, TL) 01-2009

1.4.5 Convert our Pico Riviera homes to Section 8 or rental housing. (TB, RR) 10-2008

Resources Required:

LA program staffing 80 hours

Cost of schools Program TBD

1.5 Objective: Create a family center for transitional and permanent supportive housing, community outreach and children's programs. A 15-20 unit mixed use residential and commercial venture for housing with space for childcare and a community center.

1.5.1 Develop comprehensive strategy for use of the family center. (TB, TL, SK) 10-2009

1.5.2 Acquire a new facility which has housing units appropriate for families with private units for each family. Identify or obtain site. (TB, RR, SK, HS) 06-2009

1.5.3 Design office and meeting room profile for family center. (TB, HS, RR, SK) 01-2009

1.5.4 Either partner with a local day care service provider or create day care services on site at the family center at opening. (TB, RR, HS)

1.5.5 Either partner with a local after school program or create an after school program for the family center at opening. (TB, RR, HS)

Resources Required:

Cost of design, facility acquisition, fundraising and related costs (TB, SK, HS) 01-2009
\$10,000,000

1.6 Objective: Explore & research the needs of 12-18 year olds for supportive housing.

1.6.1 Initiate a research project for a student intern to explore the needs and resources for this population. (TB, TL) 6-2010

Resources Required:

Intern hours 160, see 1.7

1.7 Objective: Create an internship/practicum program utilizing college graduates and under-graduates to rendering services for families and our program students.

- 1.7.1 Hire Administrator (TB, JB, SK) 9-2009
- 1.7.2 Design program by January 2009 (TB, TL, SK, JB, RR, DF)
- 1.7.3 Create intern and practicum positions in cooperation with L.A. graduate education institutions to provide additional service providers to do assessments and case management. (TB, TL) 4-2009
- 1.7.4 Recruit Schools by February 2009 (TB, JB)
- 1.7.5 Recruit Students for fall of 2009 by May 2009 (TB)
- 1.7.6 Deploy interns fall 2009 (TB, TL, RR, JB, HS, DF)

Resources Required:

- Salary/s for Administration \$70,000
- Intern Stipends \$25,000
- Intern practicum \$30,000. Internships of 1500 hours (If paid)

1.8 Objective: Develop a Family Forum Program.

- 1.8.1 Formally design a program to prepare students and their families for reunification building on current programs. (TB, TL) 9-2009
- 1.8.2 Implement group sessions with students regarding re-entry issues. (TB, TL) 1-2010

Resources Required: Staff time 100 hours

1.9 Objective: Maintain and improve current programs and outreach

- 1.9.1 Increase Jump start to 40 day program using 40 Days of Purpose. (TB, TL) 1-2010
- 1.9.2 Institute a mentoring program with mentors trained using Genesis program material as a guide in relapse prevention. (TB, TL) 9-2010
- 1.9.3 Train all ADC and LAM chaplains in the use of Genesis materials. (TB, TL) 1-2009
- 1.9.4 Improve LAM lobby services and Referral Center with consistent and knowledgeable staff. (TB, TL) 1-2010
- 1.9.5 Review existing Career Development program and consider outsource partnering of student career planning and job placement. (TL, TB, AL) 1-2010
- 1.9.6 Develop taskforce to find better ways to recruit prisoner re-entry students. (TL) 9-2010
- 1.9.7 Review existing aftercare program for effectiveness. (TL, TB) 1-2011
- 1.9.8 Evaluate existing interface with Veterans Services for improvement to LAM students and referrals. (TL, TB) 1-2010
- 1.9.9 Evaluate existing ALMA program to increase alumni involvement in program. (TB, TL) 6-2010

Resources Needed

- Genesis Development 80 hours staff time
- Send all LAM chaplains to a Genesis training \$20,000

1.10 Objective: Development of a new generation of urban workers through 24 hours of homelessness program and urban plunges housed within the mission.

- 1.10.1 Evaluate Current Pilot Project (TL, TB, IK)
- 1.10.2 Revise Program as Needed (TB, TL, IK)
- 1.10.2 Develop income strategies to make program a revenue center. (SK, IK)

Resources Needed: Staff time 40 hours

1.11 Objective: Develop micro enterprise opportunities for students to generate living wage jobs.

- 1.11.1 Research & develop a program plan & description and a business/financial plan for the micro enterprise project. (SK, DF, HS, TL,TB) 6-2010
- 1.11.2 Clearly define a two-pronged micro enterprise model that we will operate:
 - A LA Mission owned and operated business employing student graduates.
 - Student owned and operated business. (SK, DF, HS, TL,TB) 9-2010
- 1.11.3 Investigate partnering organizations to provide volunteer mentors for student workers. (SK, DF) 6-2010
- 1.11.4 Research partnering organizations to create student micro enterprise businesses. (SK, DF, HS, TL) 6-2010
- 1.11.5 Raise funds for an investment pool to make loans to student micro enterprises. (SB, SK, HS) 8-2010

Resources Required:

Investment pool to be determined..
Business expertise to run the LA Mission owned business – employee manager
Staff needs
Consider catering business

1.12 Objective: Organize, start and operate 1-2 financially, independent businesses that employs and develops student graduates to better prepare to obtain and sustain long-term employment at living wages.

- 1.12.1 Create business plans that at least break even or potentially make a profit that employ LAM graduates. (SK, TL, AL, SB) 1-2010
- 1.12.2 Develop partnerships with volunteers and organizations to help direct business and provide training for graduate employees. (SK, TL) 2-2010
- 1.12.3 Develop each graduate student employee's work skills to max their future employability. (SK, TL, AL) 3-2010
- 1.12.4 Help student employees get and keep their next living wage job outside the LA Mission owned business. (TL, AL) 5-2010

Resources Required:

Develop business and financial plans.
Obtain finances necessary to start the business until it becomes self-sufficient.
Identify and put in place employee business manager to run the business.
Recruit skilled volunteer mentors for each student employee.

2.0 Administrative Goals and Objectives:

2.1 Objective: Make LAM the best in class organization as a “Best Christian Workplace” with Christian Leadership Alliance.

- 2.1.1 Learn where we are now in terms of employee perception by conducting a baseline survey to determine present condition. (JB)
- 2.1.2 Purchase the BCW survey by August 2008. (JB)
- 2.1.3 Administer the survey to all staff in October 2008. (JB)
- 2.1.4 Analyze the results in conjunction with BCW staff. (JB) 10-2008
- 2.1.5 Communicate results to ELT. (JB) 10-2008
- 2.1.6 Communicate the survey results to all staff. (JB) 11-2008
- 2.1.7 ELT: Determine actions to address and implement changes. (JB) 3-2009
- 2.1.8 Communicate the changes to all staff. (JB) 6-2009
- 2.1.9 Apply for BCW award annually. (JB) 1-2010

Resources Required:

- \$840 Annual Basic Survey Fee
- \$740 Annual Comprehensive Report Fee
- \$600 Annual Departmental Reports
- HR Staff Time 80 hours per year

2.2 Objective: Engage all employees by defining and communicating LAM’s mission and purpose to clarify how each employee fits and how each employee contributes.

- 2.2.1 Start at the top: Ensure consensus that all ELT members are aligned to LAM’s mission. (JB, HS) 1-2009
- 2.2.2 Train the ELT to contribute effectively at the top level of the organization. (JB, HS)
- 2.2.3 Develop a communication/employee interaction policy. (JB, HS) 3-2009
- 2.2.4 Provide orientation and reorientation workshops for all staff. (JB, HS) 6-2009
- 2.2.5 Communicate mission and vision regularly and simply to staff at all levels of the organization (internal branding) (JB, HS) 9-2009:

2.3 Objective: Select and develop outstanding leaders and managers who are qualified, Christ-like and trustworthy. Train them to manage “the LAM way”, with a collaborative, developmental style.

- 2.3.1 Choose qualified candidates by creating a profile of a qualified candidate for each position level. (JB)
- 2.3.2 Commit adequate funding to the recruitment and salaries to attract and retain top flight candidates with broad experience. (JB)
- 2.3.3 Enhance recruiting methods. (JB)
- 2.3.4 Limit the employment of Mission alumni to 10% of the workforce overall. 5 – 10 year process. (JB, HS)
- 2.3.5 Develop Incumbents by creating a leadership/management profile for each leadership level. (JB)

- 2.3.6 Determine what it means to lead “the LAM way” and communicate it to managers. (JB, HS) 1-2009
- 2.3.7 Recognize and reward outstanding leadership.(ELT)
- 2.3.8 Identify future leaders from within the organization and develop leadership assessments to identify a succession candidate pool. (JB, HS) 4-2009
- 2.3.9 Develop a formal succession program for current employees with the desire for development. (JB and ELT)
- 2.3.10 Provide training and mentoring for those targeted for leadership development. (ELT)

2.4 Objective: Make training a priority and encourage staff to become life long learners by providing training, development and educational opportunities for all staff.

- 2.4.1 Offer executive coaching and mentoring opportunities for all staff at the appropriate level. (ELT)
- 2.4.2 Provide top-flight training opportunities. (JB)
- 2.4.3 Provide on-site and off-site conferences. (JB)
- 2.4.4 Establish tuition remission programs for qualified staff. (JB)
- 2.4.5 Reward staff for obtaining educational degrees, certification. (JB)
- 2.4.6 Publicly recognize staff that have earned degrees and obtained certification. (JB)

Resources Required:

- Executive Coaching for all members of the ELT
- Dedicated staff training space
- Funding to bring in outside trainers (\$10,000 per year ongoing – or use special volunteers)
- Funding for materials for internal training (\$10,000 per year or secure donations)
- Funding for tuition remission program (\$25,000 - \$100,000 per year)

2.5 Objective: Pay at or above market place for all positions to attract and retain qualified, first tier staff at all levels of the organization.

- 2.5.1 Increase pay for all employees in good standing to bring them to the current salary scale midpoint or beyond. (As shown in the 2007 compensation study)
- 2.5.2 Conduct comprehensive compensation study for all positions every two years.
- 2.5.3 Make annual salary scale adjustments and communicate “total rewards” philosophy to staff.

Resources Required: Dedicate and maintain adequate resources to support staff.

- Currently \$225,000 one time increment to annual budget must be added to bring all incumbents to their position’s comp-ratio
- Anticipated adjustments of 2 – 5% of the payroll budget annually (January) to remain competitive
- Ongoing salary studies/survey purchases - \$10,000 every two years

2.6 Objective: Promote work/life balance by considering employee preferred initiatives such as alternative workweek schedule, flex time; telecommuting; enhanced sick leave; daycare/school options; fitness; wellness program; adoption benefits.

- 2.6.1 Conduct a comprehensive staffing audit to ensure that all departments are adequately and appropriately staffed. (JB, SK)
- 2.6.2 Implement a Wellness Program – Gym memberships; Rewards for exercising, smoking cessation; weight loss. (JB)
- 2.6.3 Provide healthy food choices at every Mission meal.(JB, CC)
- 2.6.4 Provide rewards for using public transportation and saving LAM parking costs. (JB)
- 2.6.5 Encourage/permit employees to telecommute at least once a week as their jobs permit. (JB, ELT)
- 2.6.6 Issue consequences for failing to take vacation according to policy. (JB)
- 2.6.7 Encourage employees to stay home if sick to keep illness from spreading. (JB)

Resources Required:

Financial support for staffing audit; wellness programs; policies amendments.
Staffing audit for each department to determine whether each position is necessary and being appropriately used.
Wellness program \$3000 per year using 24 Hour Fitness.
Weight Watchers at Work (or other weight management program) with lunch and learn: healthy living seminars.
Wellness rewards program – (gift cards; health club or weight loss program reimbursements).
Rewards for using public transportation such as providing participating employees with \$75 gift cards monthly (grocery stores; gas cards) by diverting costs from parking fees.
Encourage participation in section 132 transportation plan.

2.7 Achieve uniform standard of excellence in all equipment and facilities owned or operated by LAM.

- 2.7.1 Develop a Facilities oversight Taskforce to assist VP in project identification, prioritization of budgeted funds and with improving customer service. (RR, JB) 6-2009
- 2.7.2 Develop a Facilities operations manual for all areas of responsibility including asset acquisition, use and disposal. Create a training program for all employees on maintenance and facility use procedures. (RR) 8-2009
- 2.7.3 Develop a pro-active facility and equipment maintenance schedule and budget that assure a minimum consistent level of maintenance for all facilities. (RR) 3-2009
- 2.7.4 Develop a Green Mission plan and study cost effective ways to reduce our carbon footprint. (RR) 1-2011
- 2.7.5 Develop an energy conservation plan to reduce utility usage and costs. (RR) 1-2010
- 2.7.6 Review all maintenance procedures for possible software systems enhancements to reduce costs and improve performance. (RR) 1-2010
- 2.7.7 Develop a facility reserve study to project future maintenance expenses and useful life of key structures and mechanical systems. (RR) 1-2010

Resources Needed: Staff time and a mission strategic plan for facility use

2.8 Objective: Develop a budget modeling process to project future trends in revenues and expenses for planning.

- 2.8.1 Develop a five-year rolling budget process and trend analysis for income and expense projections. (SK) 3-2009
- 2.8.2 Review current budget process and establish forecast measurement tools. (SK) 1/1/2009
- 2.8.3 Achieve agreement with Leadership on forecast rates. (SK) 01-2009
- 2.8.4 Develop software model for budget calculation. (SK) 2-2009

Resources Required: Staff time 60 hours.

2.9 Objective: Develop an ROI cost analysis on programs understood and agreed upon by the Board.

- 2.9.1 Develop an annual report on program costs that fully explains the cost of programs. (SK, TL, TB, HS) 12-2008
- 2.9.2 Review current report and determine issues requiring clarification. (SK, HS) 11-2008
- 2.9.3 Achieve agreement with Leadership on what costs will be projected and what methods of allocation will be used. (SK, ELT) 11-2008
- 2.9.4 Prepare report for distribution to Board of Directors. (SK) 2-2009

Resources Required: Staff time 80 hours.

2.10 Objective: Develop an information technology strategic utilization plan.

- 2.10.1 Raise the bar on systems management. We want to manage with enterprise level tools that offer centralize management of network resources. By doing so we can perform top level management task with much improved efficiency, improving reliability, scalability and system wide security. (DF) 4-2009
- 2.10.2 Develop new data mining strategy & policies to come into compliance with new legal requirements on data recovery in the event of legal action. (DF) 6-2009
- 2.10.3 Develop a software and hardware replacement strategy for future budgets. (DF)
- 2.10.4 Provide IT staff with all training designed to upgrade and enhance certification requirements for software used at LAM. Provide training media for non-IT staff on use of all software available on the LAM systems. (DF) 1-2010
- 2.10.5 Update IT page on the LAMpowered.com (LAM employee intranet) for frequently asked questions, troubleshooting techniques and guidelines for usage. (DF) 6-2009
- 2.10.6 Revise policies and procedures on software use and update LAM employee manual. (DF) 1-2009
- 2.10.7 Develop new security guidelines to improve uptime, performance and availability. (DF)
- 2.10.8 Improve the network design and layout by isolating voice and data lines to enhance troubleshooting and performance. (DF) 6-2009
- 2.10.9 Develop a formalized disaster recovery plan for IT. (DF) 6-2009
- 2.10.10 Develop benchmarking tools to measure our internet performance criteria. (DF)
- 2.10.11 Review departments current and potential use of IT resources with consideration of an OCR scanning and document retrieval system for paperless workplace. (DF) 9-2009
- 2.10.12 Provide the best support team possible. Our goal is to empower IT staff with the necessary tools and equipment necessary to support our clients quickly and improve overall helpdesk performance. (DF) 1-2009

Resources Needed:

Staff overtime time to develop policies and budgeting needs
\$4000 for System Development
\$4000 for certifications
\$1500 Staff Development
\$15,000 Topology and cabling

2.11 Objective: Enhance HR tracking, reporting capabilities and departmental efficiency by implementing a dedicated HRIS to create greater efficiency, accuracy and historical record retention. (JB, DF) 9-2009

2.11.1 HRIS to include:

- Applicant Tracking system
 - Provide enhanced online application process
 - Provide data to hiring managers electronically
 - Maintain applicant data electronically
- Employee database
 - Upload new hire data to HRIS and Payroll from application system to reduce double entry
 - Retain electronic historical data for employment; benefits; leave of absence; education/certification; skills; performance and EEO records

2.11.2 Train all HR staff in the HRIS use and reporting processes. (JB, DF) 12-2009

2.11.3 Provide metrics to Mission Board and Leadership team regularly. (JB) 3-2010

2.12 Identify and select a database management program to better manage all LAM files

2.12.1 Research LAM needs and various department interests. (SB, DF) 1-2009

2.12.2 Research and meet with data management software companies. (SB, DF) 3-2009

2.12.3 Present to LAM ELT finds for a decision. (SB, DF) 5-2009

2.12.4 Purchase and integrate selected software program. (DF) 7-2009

2.12.5 Provide mission wide training on new software. (DF) 9-2009

3.0 Development Goals and Objectives:

3.1 Objective: To maintain the current rate of funding and develop new and innovative funding strategies while increasing overall funding by 8 to 10% in the next two years.

3.1.1 Drill deep in our database of major donors to increase and solidify our current donor's relationship and involvement with LAM; allowing us to spread out to new major donor prospects identified and introduced by our current donors and Board members. (HS) 1-2009

3.1.2 Maintain and grow current donor base giving by 8 to 10% a year.

3.1.2.1 Reconnect to LAM's major donors by increasing donor visits and communications by 10 to 15%.

3.1.2.2 Establish a moves management approach to our mid-level donor files.

3.1.2.3 Establish a "Word from the President" newsletter or e-Blast focused at giving a sense of up-to-the-minute information to key stakeholders.

3.1.3 Identify and connect with prospective donors by increasing Mission visibility in local and regional venues. 6-2009

- 3.1.3.1 Identify and participate in key social events that will provide opportunities to introduce LAM to prospective major donors.
- 3.1.3.2 Capture contact information and place the names in a donor relations matrix.
- 3.1.3.3 Establish 5 donor friendship clusters to identify and pursue new prospects and contacts.
- 3.1.3.4 Run a wealth indicator on database to identify links to prospects.
- 3.1.3.5 Establish regional “friendship clusters” to link current donors with new prospects.
- 3.1.3.6 Assist each cluster with reaching an annual goal of \$500,000.
- 3.1.3.7 Involve board members in networking, speaking, and presenting.

3.1.4 Establish new revenue programs toward under-40 aged donors. 9-2009

- 3.1.4.1 Utilize cross marketing events and media related impressions.
- 3.1.4.2 Establish social networking tools, internet and blogging strategies.
- 3.1.4.3 Assist each cluster with reaching an annual goal of \$500,000.

3.1.1.5. Involve Board Members in identifying potential donor prospects. 1-2009

- 3.1.5.1 Regularly provide Board members with donor names, foundations, and corporations to stimulate interest and possible recognition.
- 3.1.5.2 Regularly solicit names of potential prospects.
- 3.1.5.3 Coordinate with Board members to determine an approach for first contact.

3.2 Objective: To clearly and accurately define all fundable projects, programs, and budgeted items to allow us to articulately present each project well to prospective foundations and corporations.

3.2.1 Increase foundation and corporation giving to LAM by 25% in the next two years.

- 3.2.1.1 Create a list of all fundable projects, programs, and budget items and match them with interested foundations and corporations.
- 3.2.1.2 Work with LAM department leaders to clearly define and quantify each program.
- 3.2.1.3 Understand (or establish) program evaluation process and outcomes.
- 3.2.1.4 Write 2 or 3 proposals for each project based on the accurate needs.

3.2.2 Increase corporate matching gifts by 5 to 8% in the next two years. (SB)

- 3.2.2.1 Identify and create a list of local and national companies with matching gifts programs.
- 3.2.2.2 Create communication material to explain LAM and attract giving.
- 3.2.2.3 Connect and/or visit corporations to present LAM and invite participation.

3.3 Objective: To manage current planned gifts, establish new accounts, and develop a moves management process that will allow us to keep donors interested and involved in the LAM.

3.4 Objective: To create an effective marketing, communication and branding strategy to position LAM as unique to others and “The Crossroads of Hope” in Los Angeles.

- 3.4.1 Create multiple marketing impressions by utilizing traditional marketing vehicles and taking full advantage of the internet. (HS,DF)

- 3.4.2 Update the LAM website. (HS,DF)
- 3.4.3 Integrate marketing images and impression on the internet. (HS,DF)
- 3.4.4 Take advantage of the 75th anniversary of the LAM over a period of three years. (HS)
- 3.4.5 Create a LAM Anniversary Committee to begin the process of research and planning toward an anniversary event. (HS)
- 3.4.6 Establish a timeframe of activities leading toward an event to celebrate LAM's 75th Anniversary. (HS)
- 3.4.7 Create a 75th Year Anniversary branding and marketing plan. (HS)
- 3.4.8 Develop opinion surveys to generate interest and commitment by donors. (HS)

3.5 Objective: To create an outreach program that will increase the participation of new volunteers by 10% each year.

- 3.5.1 Educate the Volunteer staff on the importance of their role in acquiring new donors. (HS) 12-2008
- 3.5.2 Restructure the Volunteer Department and the intake process to better service volunteers and better identify all their skills and interest. (HS) 3-2009

3.6 Objective: Develop a speaker's bureau of staff and volunteers to broaden our base of support. (HS) 6-2009

3.7 Direct and manage the capital campaign to raise \$10 million for the "Breath of Life" family center phase of 75th Anniversary Campaign.

- 3.7.1 Research and hire a campaign director/facilitator. (HS) 10-2008
- 3.7.2 Develop campaign preparation and Feasibility Study (If Necessary). (HS) 12-2008
- 3.7.3 Create and implement a Capital Campaign Strategy. (HS) 12-2008
- 3.7.4 Create and implement campaign measurable outcomes with evaluation process. (HS) 1-2009
- 3.7.5 Implement media awareness throughout the entire campaign. (HS)

4.0 Board of Directors Goals and Objectives:

4.1 Objective: Determine the mission of the board, its primary responsibilities and its responsibilities for agency funding, self and agency governance and board membership.

- 4.1.1 Objective: Conduct a board retreat on board governance and fund development. (HS) 1-2009
- 4.1.2 Retain consultant to conduct Board Planning Session by 10/15/08. (HS)
- 4.1.3 Calendar Retreat with Board by 9/25/08. (HS)

Resources Required: Retreat budget \$10K, Staff time 30 hours

4.2 Objective: Develop a Board manual and training program for incoming Board members on policy and responsibly of the Board.

- 4.2.1 Review existing manual and policy statements. (HS) 10-2008
- 4.2.2 Draft suggested policy changes for Board review on 11/13/08. (HS)

- 4.2.3 Prepare Board policy manual changes. (HS) 10-2008
- 4.3.4 Prepare Board training program by 11/13/2008. (HS)

Resources Required: Production costs and staff time 20 hours

4.3 Objective: Increase Board to 11 diverse and respected leaders in business, church and not-for-profit management.

- 4.3.1 Develop a Board Nominating Committee and solicit names from each Board member for potential Board members. (HS) 10-2008
- 4.3.2 Prepare resolution on Nominating Committee for Board. (HS) 9-2008
- 4.3.3 Request three names from each Board member for Board consideration. (HS) 10-2008
- 4.3.4 Contact potential members to determine interest. (HS) 11-2008
- 4.3.5 Tour potential members and discuss Board requirements. (HS) 11-2008
- 4.3.6 Present names for consideration at February 2009 meeting. (HS) 1-2009

Resources Required: 40 hours time, Board 20 hours time, incidental meals and materials \$500

4.4 Objective: Assure smooth and orderly transitions in senior leadership of the Mission.

- 4.4.1 Prepare a succession plan for the CEO to assure a smooth transition for an emergency change or retirement. (HS) 10-2008
- 4.4.2 Review all existing internal candidates for possible promotion. (HS) 1-2009
- 4.2.3 CEO to prepare an envelope to be sealed with a suggested name of the person felt best qualified to step into the position in an emergency transition. (HS) 11-2008

Motion to approve: _____ **Second** _____

Herb Smith, President/CEO

Dated

Chairman of the Board

Dated

Next Strategic Plan Review Date: _____

Appendix “A”

Initials Abbreviation Key

HS – Herb Smith
JB – Jody Bomba
TB – Tina Babcock
TL – Tim Law
RR – Ron Rector
ELT – Executive Leadership Team

DF – Dan Fine
AC – Ana Ceravolo
AL – Allen Ceravolo
IK – Ivan Klassen
SB – VP Development

Financial Summary

Many goals represent allocation of existing staff time and budgets. However, in an attempt to quantify new or incremental costs stated above the following summary has been prepared:

	-----Strategies 1.0 – 4.0 -----				
	1	2	3	4	Totals
Staff hours Identified:	620	220	-	110	950
Budget Dollars	\$149,000	\$309,980	-	\$10,500	\$ 468,300
Capital Campaign Dollars	\$10,000,000	-	-	-	\$10,000,000

In addition to these costs there will be numerous additions to the costs based upon completion of studies undertaken as the first phase of various goals such as; software, consulting, staffing, equipment and other capital expenditures not identified at this time.