**Mission** | EMBRACE PEOPLE WITH THE COMPASSION OF CHRIST
---|---
**Vision** | TRANSFORM THE HEARTS AND LIVES OF THOSE WE ENCOUNTER
**Action** | RELATE WITH RESPECT TO REDEEM AND RESTORE

**BHAG**

<table>
<thead>
<tr>
<th>OUR BIG HOLY AUDACIOUS GOALS:</th>
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<tbody>
<tr>
<td>1. Regionalize services in outlying communities while measuring and sharing the outcomes of our life transforming work and expand our current programs.</td>
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<tr>
<td>2. Improve organizational health and strengthen talent management to inspire a culture of excellence by 2025. Progress measured by data received from Best Christian Workplaces Institute.</td>
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<tr>
<td>3. Secure Rainy Day Fund of $150 Million by our 150th year-2041 &amp; raise yearly operating revenue by 25% by 2025.</td>
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<td>4. Build Organizational Infrastructure by 2024.</td>
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<thead>
<tr>
<th>GOAL #1</th>
<th>BUILD OUR PROGRAMS</th>
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<tr>
<td>By June 30, 2022:</td>
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<tr>
<td>• Open South LA satellite by March 17, 2022. (SLT)</td>
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<tr>
<td>• Develop short-term plan of how to immediately utilize Oaks Camp. (SLT)</td>
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<td>• Begin discussion to bolster and foster new relationships with volunteer facilitators/instructors. (Andy)</td>
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<td>• Implement life transformation model that is cohesive at all locations. (Joy)</td>
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<td>• Develop a relationship with LA Trade Tech to connect our guests to their training programs. (Joy)</td>
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<td><strong>By June 30, 2023:</strong></td>
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<tr>
<td>• Develop master plan for how Oaks Camp will be managed. (SLT)</td>
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<td>• Explore running a retreat center as a social enterprise for the Oaks. (Richard)</td>
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<tr>
<td>• Implement structure to enhance relationships with volunteer facilitators/instructors. (Joy)</td>
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<tr>
<td>• Continue a relationship with LA Trade Tech and/or career colleges to connect our guest to their training programs. (Joy)</td>
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<tr>
<td>• Regionalize unique events for each facility to promote community engagement. (Andy/Richard)</td>
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<td>• Implement quarterly guest surveys to ensure we are meeting their needs. (Andy/Latonja/Joy)</td>
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<tr>
<td>• Implement recovery programs and treatment plans for families. (Latomja)</td>
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<tr>
<td>• Launch church conferences at the Oaks to enhance support from churches. (SLT)</td>
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<tr>
<td><strong>By June 30, 2024:</strong></td>
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<tr>
<td>• Continue implementation of the Oaks master plan. (SLT)</td>
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<tr>
<td>• Continue to promote regional community engagement. (Andy)</td>
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<tr>
<td>• Continue church conferences at the Oaks to enhance support from churches. (SLT)</td>
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<tr>
<td>• Continue implementation of recovery programs and treatment plans for families. (Latomja)</td>
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</table>
GOAL #2
• Build Our Team

By June 30, 2022:
- Begin Development of Homeless Intervention Training for all staff (i.e. de-escalation, trauma informed, mental health, customer service, first aid, etc.). (Joy/Latonia/Yeilen)
- Implement Communication Strategy to keep all staff connected to URM Events, Programs, and Goals for the future. (SLT)
- Bolster resources to enhance education opportunities for staff (i.e. training, conferences, mentorship, licensing). (Chris/Yeilen)
- Continue leadership succession for SLT/CEO.
- Roll out Best Christian Workplace Initiative (Yeilen)
- Fully staff Angeles House (Yeilen/SLT)
- Develop next group of managers/directors for future satellite needs (Yeilen)
- Define and Hire COO. (Andy/Yeilen/Chris)
- Hire Director of Finance. (Yeilen/Chris)
- Expand our Warehouse team for greater efficiency and productivity. (Yeilen/Chris)

By June 30, 2023 unless otherwise noted:
- Roll out Homeless Intervention Training for all staff. (Joy/Latonia/Yeilen)
- Revisit organizational core values, edit as appropriate, and communicate for staff buy-in. (Yeilen/SLT)
- Create a culture of celebration and dedicate time and resources to team building. (SLT)
- Increase emphasis on discipleship through management and staff training. (Yeilen)
- Continue to bolster resources to enhance education opportunities for staff (i.e. training, conferences, mentorship, licensing). (Chris/Yeilen)
- Continue to finalize the development of next group of managers/directors for future satellite needs. (Yeilen)
- Implement suggestions noted on Best Christian Workplace Survey and measure progress. (Yeilen)
- Provide mental health expansion: MSW’s, MFT’s, ACSW’s. (Latonia/Yeilen)
- Continue leadership succession for SLT/CEO.

By June 30, 2024 unless otherwise noted:
- Continue to roll out homeless intervention training for all staff. (Joy/Latonia/Yeilen)
- Anchor organizational core values. (Yeilen/SLT)
- Continue to build a culture of celebration and dedicate time and resources to team building. (SLT)
- Continue to provide education opportunities for staff (i.e. training, conferences, mentorship, licensing). (Chris/Yeilen)
- Fully staff new site (Yeilen/SLT)
- Implement suggestions noted on Best Christian Workplace Survey and measure progress. (Yeilen)
- Continue mental health expansion: MSW’s, MFT’s, ACSW’s. (Latonia/Yeilen)
- Continue leadership succession for SLT/CEO.

GOAL #3
• Build Our Fund Development

By June 30, 2022:
- Build reserves to 6 months (Estimated 16 Million Operating/Capital). (Andy/Chris/Richard)
- Open third Thrift Store (Chris/Richard)
- Create a wish list for specific donor support for the Philanthropy department. (Richard/Chris)
- Continue to build Union Fellowship monthly subsidiary commitment. (Andy)
- Define and Hire COO. (Andy/Yeilen/Chris)
- Celebrate completion of Multiply Hope Capital Campaign. (Andy/Richard)
- Develop strategic financial direction for the Oaks (SLT)

By June 30, 2023:
- Build reserves to 6 months (50% of operating expenses and capital expenditures). (Andy/Chris/Richard)
- Launch URM Ecommerce Thrift Store Site. (Chris/Richard)
- Open fourth thrift store. (Chris/Richard)
- Continue to build Union Fellowship monthly subsidiary commitment. (Andy)
- Donor officer’ revenue will be increased by 20% by June 30th. (Richard)
- Increase fundraising to exceed annual operating budget by 10%. (Richard)
- Hire Planned Giving Officer. (Yeilen/Richard/Andy)
- Hire Director of Thrift Store Operations. (Yeilen/Richard/Chris)

By June 30, 2024:
- Build reserves to 6 months (50% of operating expenses and capital expenditures). (Andy/Chris/Richard)
- Open fifth thrift store. (Chris/Richard)
- Continue to build Union Fellowship monthly subsidiary commitment. (Andy)
- Increase fundraising to exceed annual operating budget by 10%. (Andy/Richard)
- $25M in rainy day fund promised. (Andy/Richard)

Goal #4
• Build Organizational Infrastructure

By June 30, 2022:
- Explore and implement the application of new technologies throughout the organization. (Chris)
- Work with Building Resource and Volunteer teams to address deferred maintenance projects at all URM facilities. (Joy)
- Implement software to track results for programs and provide necessary users with training. (Chris)
- Begin updating and bolstering URM website. (Andy/John)
- Promote a culture of energy conservation and efficiency at all URM facilities (COO/SLT).

By June 30, 2023:
- Explore and implement the application of new technologies throughout the organization. (Chris)
- Work with Building Resource and Volunteer teams to address deferred maintenance projects at all URM facilities. (Joy)
- Continue training for effective software usage. (Chris)
- Complete URM website update. (Andy/John)
- Promote a culture of energy conservation and efficiency at all URM facilities (COO/SLT).

By June 30, 2024:
- Explore 3D printed concrete homes at the Oaks either as replacement or as additional housing (depending on CUP). (SLT)
- Explore and implement the application of new technologies throughout the organization. (Chris)
- Continue addressing deferred maintenance projects. (Joy)
- Promote a culture of energy conservation and efficiency at all URM facilities (COO/SLT).