



**The Rolling 3-Year Strategic Plan ■ 2022, 2023, & 2024**

<b>MISSION</b>	<b>EMBRACE PEOPLE WITH THE COMPASSION OF CHRIST</b>
<b>VISION</b>	<b>TRANSFORM THE HEARTS AND LIVES OF THOSE WE ENCOUNTER</b>
<b>ACTION</b>	<b>RELATE WITH RESPECT TO REDEEM AND RESTORE</b>
<b>BHAG</b>	<p><b>OUR BIG HOLY AUDACIOUS GOALS:</b></p> <ol style="list-style-type: none"> <li>1. Regionalize services in outlying communities while measuring and sharing the outcomes of our life transforming work and expand our current programs.</li> <li>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.</li> <li>3. Secure Rainy Day Fund of \$150 Million by our 150th year-2041 &amp; raise yearly operating revenue by 25% by 2025.</li> <li>4. Build Organizational Infrastructure by 2024.</li> </ol>

	<b>Year 1: FY22 July 1, 2021 – June 30, 2022</b>	<b>Year 2: FY23 July 1, 2022 – June 30, 2023</b>	<b>Year 3: FY24 July 1, 2023 – June 30, 2024</b>
<p><b>GOAL #1</b></p> <ul style="list-style-type: none"> <li>• <b>Build Our Programs</b></li> </ul>	<p>By June 30, 2022:</p> <ul style="list-style-type: none"> <li>• Open South LA satellite by March 17, 2022. (SLT)</li> <li>• Develop short-term plan of how to immediately utilize Oaks Camp. (SLT)</li> <li>• Begin discussion to bolster and foster new relationships with volunteer facilitators/instructors. (Joy)</li> <li>• Implement life transformation model that is cohesive at all locations. (Joy)</li> <li>• Develop a relationship with LA Trade Tech to connect our guests to their training programs. (Joy/Dan)</li> </ul>	<p>By June 30, 2023:</p> <ul style="list-style-type: none"> <li>• Develop master plan for how Oaks Camp will be managed. (SLT)</li> <li>• Explore running a retreat center as a social enterprise for the Oaks. (Richard)</li> <li>• Implement structure to enhance relationships with volunteer facilitators/instructors. (Joy)</li> <li>• Continue a relationship with LA Trade Tech and/or career colleges to connect our guest to their training programs. (Joy/Dan)</li> <li>• Regionalize unique events for each facility to promote community engagement. (Andy/Richard)</li> <li>• Implement quarterly guest surveys to ensure we are meeting their needs. (Andy/Latonja/Joy)</li> <li>• Implement recovery programs and treatment plans for families. (Latonja)</li> <li>• Launch church conferences at the Oaks to enhance support from churches. (SLT)</li> </ul>	<p>By June 30, 2024:</p> <ul style="list-style-type: none"> <li>• Continue implementation of the Oaks master plan. (SLT)</li> <li>• Continue to promote regional community engagement. (Andy/Richard)</li> <li>• Continue church conferences at the Oaks to enhance support from churches. (SLT)</li> <li>• Continue implementation of recovery programs and treatment plans for families. (Latonja)</li> </ul>

**“Commit your actions to the Lord, and your plans will succeed.” (Proverbs 16:3 NLT)**

<p><b>GOAL #2</b></p> <ul style="list-style-type: none"> <li>● Build Our Team</li> </ul>	<p>By June 30, 2022:</p> <ul style="list-style-type: none"> <li>● Begin Development of Homeless Intervention Training for all staff (i.e. de-escalation, trauma informed, mental health, customer service, first aid, etc.). (Joy/Latonja/Yeilen)</li> <li>● Implement Communication Strategy to keep all staff connected to URM Events, Programs, and Goals for the future. (SLT)</li> <li>● Bolster resources to enhance education opportunities for staff (i.e. training, conferences, mentorship, licensing). (Chris/Yeilen)</li> <li>● Continue leadership succession for SLT/CEO.</li> <li>● Roll out Best Christian Workplace Initiative (Yeilen)</li> <li>● Fully staff Angeles House (Yeilen/SLT)</li> <li>● Develop next group of managers/directors for future satellite needs (Yeilen)</li> <li>● Define and Hire COO. (Andy/Yeilen/Chris)</li> <li>● Hire Director of Finance. (Yeilen/Chris)</li> <li>● Expand our Warehouse team for greater efficiency and productivity. (Yeilen/Chris)</li> </ul>	<p>By June 30, 2023 unless otherwise noted:</p> <ul style="list-style-type: none"> <li>● Roll out Homeless Intervention Training for all staff. (Joy/Latonja/Yeilen)</li> <li>● Revisit organizational core values, edit as appropriate, and communicate for staff buy-in. (Yeilen/SLT)</li> <li>● Create a culture of celebration and dedicate time and resources to team building. (SLT)</li> <li>● Increase emphasis on discipleship through management and staff training. (Yeilen)</li> <li>● Continue to bolster resources to enhance education opportunities for staff (i.e. training, conferences, mentorship, licensing). (Chris/Yeilen)</li> <li>● Continue to finalize the development of next group of managers/directors for future satellite needs. (Yeilen)</li> <li>● Implement suggestions noted on Best Christian Workplace Survey and measure progress. (Yeilen)</li> <li>● Provide mental health expansion: MSW's, MFT's, ACSW's (Latonja/Yeilen)</li> <li>● Continue leadership succession for SLT/CEO.</li> </ul>	<p>By June 30, 2024 unless otherwise noted:</p> <ul style="list-style-type: none"> <li>● Continue to roll out homeless intervention training for all staff. (Joy/Latonja/Yeilen)</li> <li>● Anchor organizational core values. (Yeilen/SLT)</li> <li>● Continue to build a culture of celebration and dedicate time and resources to team building. (SLT)</li> <li>● Continue to provide education opportunities for staff (i.e. training, conferences, mentorship, licensing). (Chris/Yeilen)</li> <li>● Fully staff new site (Yeilen/SLT)</li> <li>● Implement suggestions noted on Best Christian Workplace Survey and measure progress. (Yeilen)</li> <li>● Continue mental health expansion: MSW's, MFT's, ACSW's. (Latonja/Yeilen)</li> <li>● Continue leadership succession for SLT/CEO</li> </ul>
<p><b>GOAL #3</b></p> <ul style="list-style-type: none"> <li>● Build Our Fund Development</li> </ul>	<p>By June 30, 2022:</p> <ul style="list-style-type: none"> <li>● Build reserves to 6 months (Estimated 16 Million Operating/Capital). (Andy/Chris/Richard)</li> <li>● Open third Thrift Store (Chris/Richard)</li> <li>● Create a wish list for specific donor support for the Philanthropy department. (Richard/Chris)</li> <li>● Continue to build Union Fellowship monthly subsidiary commitment. (Andy)</li> <li>● Define and Hire COO. (Andy/Yeilen/Chris)</li> <li>● Celebrate completion of Multiply Hope Capital Campaign. (Andy/Richard)</li> <li>● Develop strategic financial direction for the Oaks (SLT)</li> </ul>	<p>By June 30, 2023:</p> <ul style="list-style-type: none"> <li>● Build reserves to 6 months (50% of operating expenses and capital expenditures). (Andy/Chris/Richard)</li> <li>● Launch URM Ecommerce Thrift Store Site. (Chris/Richard)</li> <li>● Open fourth thrift store. (Chris/Richard)</li> <li>● Continue to build Union Fellowship monthly subsidiary commitment. (Andy)</li> <li>● Donor officer' revenue will be increased by 20% by June 30<sup>th</sup>. (Richard)</li> <li>● Increase fundraising to exceed annual operating budget by 10%. (Richard)</li> <li>● Hire Planned Giving Officer. (Yeilen/Richard/Andy)</li> <li>● Hire Director of Thrift Store Operations. (Yeilen/Richard/Chris)</li> </ul>	<p>By June 30, 2024:</p> <ul style="list-style-type: none"> <li>● Build reserves to 6 months (50% of operating expenses and capital expenditures). (Andy/Chris/Richard)</li> <li>● Open fifth thrift store. (Chris/Richard)</li> <li>● Continue to build Union Fellowship monthly subsidiary commitment. (Andy)</li> <li>● Increase fundraising to exceed annual operating budget by 10%. (Andy/Richard)</li> <li>● \$25M in rainy day fund promised. (Andy/Richard)</li> </ul>
<p><b>Goal #4</b></p> <ul style="list-style-type: none"> <li>● Build Organizational Infrastructure</li> </ul>	<p>By June 30, 2022:</p> <ul style="list-style-type: none"> <li>● Explore and implement the application of new technologies throughout the organization. (Chris)</li> <li>● Work with Building Resource and Volunteer teams to address deferred maintenance projects at all URM facilities.(Joy)</li> <li>● Implement software to track results for programs and provide necessary users with training. (Chris)</li> <li>● Begin updating and bolstering URM website. (Andy/John)</li> <li>● Promote a culture of energy conservation and efficiency at all URM facilities (COO/SLT).</li> </ul>	<p>By June 30, 2023:</p> <ul style="list-style-type: none"> <li>● Explore and implement the application of new technologies throughout the organization. (Chris)</li> <li>● Work with Building Resource and Volunteer teams to address deferred maintenance projects at all URM facilities. (Joy)</li> <li>● Continue training for effective software usage. (Chris)</li> <li>● Complete URM website update. (Andy/John)</li> <li>● Promote a culture of energy conservation and efficiency at all URM facilities (COO/SLT).</li> </ul>	<p>By June 30, 2024:</p> <ul style="list-style-type: none"> <li>● Explore 3D printed concrete homes at the Oaks either as replacement or as additional housing (depending on CUP). (SLT)</li> <li>● Explore and implement the application of new technologies throughout the organization. (Chris)</li> <li>● Continue addressing deferred maintenance projects.(Joy)</li> <li>● Promote a culture of energy conservation and efficiency at all URM facilities (COO/SLT).</li> </ul>