



# **THREE YEAR STRATEGIC PLAN**

**for**

**FISCAL YEARS 2011-2014**

**ADOPTED:  
January, 2011**

**Santa Ynez Valley People Helping People  
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# STRATEGIC PLAN EXECUTIVE SUMMARY

## INTRODUCTION

The Board of Directors and staff of PHP in have completed an assessment of the organization's past and current performance, current and prospective issues facing the organization, and have attempted to establish the future direction for the organization. This analysis was conducted within a historical framework but was not limited by that framework.

Following this assessment, the Board of Directors established goals, objectives, and measurable performance targets and outcomes for the organization. Goals focus on four major areas:

- Development of Resources for Sustainability of Core Programs
- Development of Resources in Order to expand Programs Serving Youth
- Management and Organization Systems and Infrastructure Improvements
- Board of Directors Structure and Focus

The Board also adopted minor revisions to the vision and mission statements.

## VISION

**People Helping People has a vision that all men, women and children in our community have the opportunity to access resources necessary to achieve self-sufficiency with dignity and are able to fulfill their potential.**

## MISSION

**People Helping People is dedicated to improving the lives of men, women and children in the Santa Ynez Valley, Los Alamos, and immediate environs, by addressing emergency and basic needs and furnishing comprehensive integrated family and individual support services.**

## GUIDING PRINCIPLES AND VALUES

Underlying the development and implementation of this strategic plan are certain principles and core organizational values. The Board reviewed these ideas and reaffirmed its commitment with minor changes.

1. The strategic plan is not an end in itself but part of a continuous planning process to improve the organization,
2. Organization decisions shall support implementation of the strategic plan,
3. Attract and retain a highly qualified diverse and culturally sensitive workforce dedicated to the vision and mission and capable of implementing this plan. Staff will be held accountable for progress,
4. Select and maintain a high energy, committed, diverse, and visionary Board of Directors representative of the community served,
5. Manage the non-profit organization as an efficient and effective business while simultaneously adhering to the client service mission,
6. Serve clients with respect and dignity,

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7. Maximize public and private partnerships and collaborations to reduce barriers to and duplication of services, minimize administrative costs and maximize service to the client population, ✓
8. Staff and Board will maintain the highest ethical standards, operate in the interest of the clients and communities served, and act as a catalyst to develop the community resources necessary to meet the needs of the organization and clients. ✓
9. PHP encourages employees to actively participate in the community by joining organizations and serving on their Boards. PHP management will support employees who do so by appropriate means including providing time off as necessary, and.
10. PHP highly values its staff and endeavors to, ✓ reflect their value in its employee relations and compensation programs.

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## GOALS & OBJECTIVES

### PROGRAM & SERVICE

**GOAL 1:** *Sustain Core Programs that Allow Individuals and Families to Meet Their Basic Needs for Food Shelter, Health Care and Family Safety.*

**OBJECTIVES:**

- Identify key organizations/agencies with the capacity to address unmet needs and partner and collaborate with those providers,
- Expand number of doctors and dentists participating in CHART and Dental Fund programs,
- Identify and successfully apply to funding sources to sustain current programs,
- Expand access to a full range of health care services in Los Alamos,
- Seek transit services to maximize access to existing services within the region,
- Expand food supply available through strategic partnerships,
- Identify and obtain funding and collaborate with local providers and public services to expand access to dental services for low income adults,
- Expand outreach to senior population to increase their access to current basic needs services, and
- Sustain existing neighborhood/school based Resource Centers.

***GOAL 2: Sustain Current & Expand Availability of Prevention Services for “At-Risk Youth”***

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**OBJECTIVES:**

- Re-establish after school youth program in Los Alamos for middle and high school students,
- Develop and implement services via ADCAP program to address issues related to adolescent/teen dating violence,
- Sustain Buellton afterschool youth program,
- Establish after school youth program for Solvang middle school students,
- Sustain Student Prevention Action Network (SPAN) alcohol and other drug (AOD) prevention program for middle school students, and
- Sustain mentoring program at Santa Ynez and Refugio High Schools

***GOAL 3: Enhance And Expand Programs And Services That Increase The Capacity Of Clients To Maximize Self-Sufficiency.***

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**OBJECTIVES:**

- Partner to develop housing for low income seniors and families,
- Re-establish Family Literacy Programs at all Family Resource Center School Districts,
- Sustain parent education efforts and expand attendance at workshops, that improve family functioning, parenting skills, safety, and wellness,
- Partner with Hancock College to furnish ESL classes in Los Alamos,
- Partner with SBC Public Health to provide food education programs, and
- Re-establish mental health services through increased use of interns.

**MANAGEMENT AND ORGANIZATIONAL GOALS**

***GOAL 1: Develop Sustainable Funding Sources.***

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**OBJECTIVES:**

- Identify and obtain foundation funding to fill basic needs funding gaps,
- Obtain continuing 5-year federal funding for Youth Coalition,
- Increase PHP event net revenues by 15% per year, and
- Maximize occupancy and lease income (market rates) at Service Center.

***GOAL 2: Improve Management Capacity, Infrastructure, And Systems.***

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**OBJECTIVES:**

- Train development position incumbent to take on major responsibilities for development and fundraising,
- Maintain state of the art PHP websites and Facebook and keep information current,
- Maintain currency of personnel policies and procedures,
- Complete quarterly financials and annual audit on time,
- Utilize strategic plan as basis for annual management operating plan; evaluate staff on completion of strategic objectives,
- Fully implement donor data base system,
- Expand e-vite capacity with additional e-mail lists, and
- Maximize use of social media to promote awareness of PHP and events.
- Fully implement client data base system,
- Refine and implement effective uniform client eligibility and program enrollment policies and procedures,
- Maintain highly trained workforce; continue tri-annual staff training on topical issues, and
- Increase number of domestic violence prevention advocates to minimum of three (3)

***GOAL 3: Improve and/or Acquire Facilities Necessary To Meet Current And Projected Staff And Program Needs.***

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**OBJECTIVES:**

- Develop 12-16,000 square foot state of the art accessible regional service center to include commercial kitchen, multipurpose meeting and classroom facilities, offices, food pantry, and lease space for non-profits, and
- Conduct capital campaign to raise \$2 Million

**BOARD OF DIRECTORS GOALS**

***GOAL 1: Maintain Full Complement Of And Participation Of Proactive Members.***

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**OBJECTIVES:**

- Fill full complement of Board positions (21) to reflect the ethnic, geographic, and client and community diversity of service area,
- Maintain active nominating committee to recruit, screen, and select members on an ongoing basis,
- Solicit minimum of 1 nominee from each Board member annually,

***GOAL 1: Maintain Full Complement Of And Participation Of Proactive Members (cont'd.).***

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**OBJECTIVES:**

- Maintain committee structure, assignments, meeting schedules, and reporting procedures,
- Develop written Board roles and responsibility contracts for members,
- Achieve average 75% Board meeting attendance rate, and
- Continue education of Board members at monthly meetings, alternating PHP program presentation and outside presentations on topical issues.

***GOAL 2: Fully Commit To Short And Long Term Revenue Development Goals And Objectives Of The Organization.***

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**OBJECTIVES:**

- Develop regular meeting schedule for Resource Committee,
- Develop and implement event approval policy,
- Review and adopt annual and long term objectives for revenue development consistent with strategic plan,
- Develop and implement plan for PHP 20<sup>th</sup> Anniversary event and promotional activities,
- Develop additional business partnerships & sponsorships,
- Establish individual Board member individual gift objectives; evaluate, and
- Promote volunteerism among Board and affiliated group memberships.