

DISABILITY COMMUNITY RESOURCE CENTER

Strategic Priorities Implementation Plan, 02/2016 to 07/2019

Goals	Objectives	Outcomes	Team members	Resources required	Interdependencies	Start/End Dates	Status
Goal 1: Invest in Staff	1.1 Hire a Human Resources Consultant (HRC).	<i>Gain expert advice and counsel on human resource current practices, policies and procedures.</i>	<ul style="list-style-type: none"> ED (lead) Executive Assistant (EA) 		<u>Programs/Services:</u> No additional support needed. <u>HR:</u> Recruitment; Respond to information requests; Update policies and procedures; Implement new policies and procedures.	02/2016-04/2016	Accomplished; ED hired HRC in 04/2016.
	1.2 Conduct a survey of employment positions and corresponding salaries at other Southern Californian ILCs and similar nonprofits.	<i>Develop and implement revised position titles and descriptions, competitive salaries and wages for DCRC staff.</i>	<ul style="list-style-type: none"> HRC (lead) ED 	<i>People:</i> ED; EA; Personnel Committee. <i>Equipment:</i> Typical usage of office equipment. <i>Time:</i> Recruitment- 40 hours; Consultant time- 40 hours	<u>QA/Compliance:</u> No additional support needed. <u>IT:</u> No additional support needed.	04/2016-06/2016	Accomplished; HRC completed the wage and hour salary survey 05/2016.
	1.3 Establish professional development and staff morale programs that are budget line items and support staff to acquire additional skills for advancement within the agency.	<i>Implement a professional development program, staff morale program and skills training for staff advancement within the agency; Establish all programs as line items in the budget.</i>	<ul style="list-style-type: none"> HRC (lead) ED 	<i>Funding:</i> HRC- SSR funds; HR materials- SSR funds.	<u>Finance:</u> Process payment of invoices; Process reimbursement requests to DOR. <u>Facilities:</u> No additional support needed. <u>Communications:</u> No additional support needed.	06/2016-08/2016	Accomplished; HRC reviewed the “ Celebrating Success Program ” with the ED and approved its use 08/2016.

Updated 07/30/2018

Goals	Objectives	Outcomes	Team members	Resources required	Interdependencies	Start/End Date	Status
Goal 1: Invest in Staff	1.4 Hire a Human Resources Manager (HRM).	<i>Gain staff person proficient in human resource current practices, policies and procedures.</i>	<ul style="list-style-type: none"> • ED (lead) • HRC 	<i>People:</i> ED; EA; HRC; HRM; Personnel Committee. <i>Equipment:</i> Typical usage of office equipment. <i>Time:</i> Review positions, salaries, and wage scales- 40 hours; Evaluate prof. dev. program, staff morale program, and skills training program- 40 hours. <i>Funding:</i> Sustainable funding for the HRM.	<u>Programs/Services:</u> No additional support needed. <u>HR:</u> Recruitment; Respond to information requests; Update and implement any changes to positions, salaries and wages; Update and implement new policies and procedures.	07/2016-10/2016	Accomplished: ED hired HRM; however could not sustain due to lack of funding for the position.
	1.5 Annually review positions, salaries, and wage scales; revise positions and salaries when appropriate.	<i>DCRC positions, salaries and wages are annually reviewed and revised as needed.</i>	<ul style="list-style-type: none"> • HRM (lead) • ED • Personnel Committee 		<u>QA/Compliance:</u> No additional support needed.	07/2016-06/2017 07/2017-06/2018 07/2018-06/2019	Accomplished 07/2016-06/2017 and 07/2016-06/2018; <i>07/2018-06/2019: on hold until new ED is hired.</i>
	1.6 Annually evaluate the professional development program, staff morale programs and skills training for staff; Request feedback from staff including surveying staff; Establish best practices and revise when necessary.	<i>DCRC professional development program, staff morale program and skills training for staff are evaluated annually by staff and revised as needed. Best practices established and followed.</i>	<ul style="list-style-type: none"> • HRM (lead) • ED • Personnel Committee 		<u>IT:</u> No additional support needed. <u>Finance:</u> No additional support needed. <u>Facilities:</u> No additional support needed. <u>Communications:</u> No additional support needed.	07/2016-06/2017 07/2017-06/2018 07/2018-06/2019	Accomplished 07/2016-06/2017 and 07/2017-06/2018; <i>07/2018-06/2019: on hold until new ED is hired.</i>

Updated 07/30/2018

Goals	Objectives	Outcomes	Team members	Resources required	Interdependencies	Start /End Date	Status
Goal 2: Expand, Diversify, and Develop the Board of Directors	2.1 Form a Board Membership Committee.*	<i>Committee is formed and operational.</i>	<ul style="list-style-type: none"> Board President (lead) Executive Committee ED 		<u>Programs/Services:</u> No additional support needed.	07/2016-06/2017	Accomplished; At the 09/2016 committee meeting, the strategic plan (SP) committee decided to also function as the membership committee.
	2.2 Develop a recruitment and retention plan for board members; develop new board member orientation/training.	<i>New board talent is recruited; Current members are enriched and recognized for contributions to DCRC.</i>	<ul style="list-style-type: none"> Chair, Board Membership Committee (lead) ED 	<i>People:</i> ED; Administrative Support Assistant (ASA). <i>Equipment:</i> Typical usage of office equipment.	<u>HR:</u> Recruitment; Respond to information requests; Update and implement any changes to positions, salaries and wages; Update and implement new policies and procedures. <u>QA/Compliance:</u> No additional support needed.	07/2016-06/2017	Accomplished; SP committee revised the Board Manual and orientation materials with the ED.
	2.3 Create a board profile which identifies the skills, background, profession, and demographics most desirable for new board members. Review and update profile on an annual basis or as needed.	<i>Profile implemented and reviewed/modified annually with changing needs of DCRC.</i>	<ul style="list-style-type: none"> Chair, Board Membership Committee (lead) ED 	<i>Time:</i> Supporting the Board Membership Committee- 40 hours. <i>Funding:</i> No additional funding required.	<u>IT:</u> No additional support needed. <u>Finance:</u> No additional support needed. <u>Facilities:</u> No additional support needed. <u>Communications:</u> Update DCRC social media portals with related information.	07/2016-06/2017 07/2017-06/2018 07/2018-06/2019	Accomplished 07/2016-06/2017 and 07/2017-06/2018: The SP Committee was absorbed by the Governance Committee in 2017-2018; 07/2018-06/2019: on hold until new ED hired.

Updated 07/30/2018

*Recommendations for the Board Membership Committee- explore the formation of a member (consumer) advisory committee; manage leadership/election of officers; and design a new member orientation; retention plans for current board members.

Goals	Objectives	Outcomes	Team members	Resources required	Interdependencies	Start/End Date	Status
Goal 2: Expand, Diversify, and Develop the Board of Directors	2.4 Annually evaluate the demographics and the skills of the current board, board committee structure and effectiveness of board meetings and restructure if necessary.	<i>Board members are representative of DCRC communities and reflect diversity in terms of race, gender, ethnicity and disability.</i>	<ul style="list-style-type: none"> • Chair, Board Membership Committee (lead) • ED • ASA 	<p><i>People:</i> ED; Administrative Support Assistant (ASA).</p> <p><i>Equipment:</i> Typical usage of office equipment.</p>	<p><u>Programs/Services:</u> No additional support needed.</p> <p><u>HR:</u> No additional support needed.</p>	<p>07/2016-06/2017</p> <p>07/2017-06/2018</p> <p>07/2018-06/2019</p>	Partially Accomplished; Board members completed individual board profiles for 2016-2017; Planned for 2017-2018 Board Retreat which was cancelled; <i>On hold for 2018-2019 until new ED hired.</i>
	2.5 Develop a board recruitment packet, including board position description, and revise the new board member packet/orientation.	<i>DCRC attracts and retains talented board members for service to the agency.</i>	<ul style="list-style-type: none"> • Chair, Board Membership Committee (lead) • ED • ASA 	<p><i>Time:</i> Supporting the Board Membership Committee- 40 hours; Planning and conducting board trainings- 40 hours; Planning and conducting board retreat- 40 hours.</p>	<p><u>QA/Compliance:</u> No additional support needed.</p> <p><u>IT:</u> No additional support needed.</p> <p><u>Finance:</u> Process payment of invoices; Process reimbursement requests to funders.</p>	<p>07/2016-06/2017</p>	Partially Accomplished; Board manual has been updated which includes board member position description; unable to begin work on recruitment packet.
	2.6 Conduct quarterly trainings of board members and hold an annual board retreat.	<i>Board members are regularly trained on their responsibilities and recognized for their contributions to DCRC at the annual retreat.</i>	<ul style="list-style-type: none"> • Chair, Board Membership Committee (lead) • Exec. Comm. • ED • ASA 	<p><i>Funding:</i> Line item in annual budget for board trainings and board retreat- \$10,000.</p>	<p><u>Facilities:</u> No additional support needed.</p> <p><u>Communications:</u> Update DCRC social media portals with related information.</p>	<p>07/2016-06/2017</p> <p>07/2017-06/2018</p> <p>07/2018-06/2019</p>	Partially Accomplished; Board in discussions as to scheduling trainings and annual board retreat is scheduled for 05/07/2017; Board received multiple trainings* on their role and responsibilities (ethical, financial, etc.) for 2017-2018; <i>On hold for 2018-2019 until new ED hired.</i>

Updated 07/30/2018

*Trainings included materials from BoardSource and online trainings from ILRU.

Goals	Objectives	Outcomes	Team members	Resources required	Interdependencies	Start/End date	Status
Goal 3: Reinvigorate development/fundraising approaches and activities; Develop new strategies to attract new donors	3.1 Hire a Development Consultant.	<i>Gain expert advice and counsel on development/fundraising current practices, tools and trends.</i>	<ul style="list-style-type: none"> • ED 	<i>People:</i> ED; HRM; Development Director; SAM. <i>Equipment:</i> Typical usage of office equipment. <i>Time:</i> Conduct research of past and present fundraising, events, and activities - 20 hours. <i>Funding:</i> Sustainable funding for Development Director position.	<u>Programs/Services:</u> No additional support needed.	02/2016-04/2016	Accomplished; ED hired a DC in 04/2016.
	3.2 Evaluate past and present fundraising strategies (including grants), events and activities for effectiveness in multiple areas (raising brand awareness, building community and connection, generating income and connection, relevance to mission).	<i>DCRC has an evaluation of past and present fundraising strategies, events, and activities.</i>	<ul style="list-style-type: none"> • Development Consultant (DC) (lead) • ED • Development/Fundraising Committee 		<u>HR:</u> Recruitment. <u>QA/Compliance:</u> No additional support needed. <u>IT:</u> No additional support needed. <u>Finance:</u> Research financial impact of past and present fundraising strategies, events, and activities. <u>Facilities:</u> No additional support needed.	04/2016-08/2016	Accomplished; DC completed evaluation in 08/2016.
	3.3 Hire Development/Fundraising Manager.	<i>Development Manager is hired.</i>	<ul style="list-style-type: none"> • HRM (lead) • ED 		<u>Communications:</u> Update DCRC social media portals with related information.	08/2016-12/2016	Accomplished; ED employed a DC 02/2017-10/2017.
	3.4 Increase income from current support base (including board) and set annual goals.	<i>DCRC sees increase in board member financial contributions.</i>	<ul style="list-style-type: none"> • Development Strategist (DS) (lead) • ED • Development Committee 			07/2016-06/2017 07/2017-06/2018 07/2018-06/2019	Not Accomplished; Inconsistent staffing in development; <i>On hold for 2018-2019 until new ED hired.</i>

Goals	Objectives	Outcomes	Team members	Resources required	Interdependencies	Start/End Date	Status
Goal 3: Reinvigorate development/fundraising approaches and activities; Develop new strategies to attract new donors	3.5 Develop annual fundraising strategic plan linked to the financial strategic plan and review quarterly by the DCRC Development Committee.	<i>DCRC regularly reviews and revises annual fundraising plan.</i>	<ul style="list-style-type: none"> • DS (lead) • ED • Senior Accounting Manager (SAM) • Development Committee 			08/2016-12/2016 07/2017-06/2018 07/2018-06/2019	Not Accomplished; Inconsistent staffing in development; <i>On hold for 2018-2019 until new ED hired.</i>
	3.6 Increase number of gifts through different channels (i.e. donations through website, email appeals, social media asks).	<i>DCRC sees a higher number of gifts through different channels.</i>	<ul style="list-style-type: none"> • DS (lead) • ED • SAM • Development Committee 	<i>People:</i> ED; Development Director; SAM. <i>Equipment:</i> Typical usage of office equipment.	<i>Programs/Services:</i> No additional support needed. <i>HR:</i> No additional support needed. <i>QA/Compliance:</i> No additional support needed. <i>IT:</i> No additional support needed.	01/2017-06/2017 07/2017-06/2018 07/2018-06/2019	Not Accomplished; Inconsistent staffing in development; <i>On hold for 2018-2019 until new ED hired.</i>
	3.7 Increase quality, reach and types of fundraising events and activities.	<i>DCRC has higher quality, reach and more types of development activities.</i>	<ul style="list-style-type: none"> • DS (lead) • ED • SAM • Development Committee 	<i>Time:</i> Develop and implement fundraising strategic plan to achieve objectives-120 hours.	<i>Finance:</i> Research and develop proposed fundraising strategic plan- 40 hours.	01/2017-06/2017 07/2017-06/2018 07/2018-06/2019	Not Accomplished; Inconsistent staffing in development; <i>On hold for 2018-2019 until new ED hired.</i>
	3.8 Sustain and increase income from existing supporters; acquire new recurring donors; build major gifts program.	<i>DCRC has increased income from current and new supporters; DCRC has a major gifts program for the first time.</i>	<ul style="list-style-type: none"> • DS (lead) • ED • SAM • Development Committee 	<i>Funding:</i> Additional funding for fundraising events and activities.	<i>Facilities:</i> No additional support needed. <i>Communications:</i> Update DCRC social media portals with related information.	01/2017-06/2017 07/2017-06/2018 07/2018-06/2019	Not Accomplished; Inconsistent staffing in development; <i>On hold for 2018-2019 until new ED hired.</i>

Updated 07/30/2018

Goals	Objectives	Outcomes	Team members	Resources required	Interdependencies	Start/End date	Status
Goal 4: Improve DCRC's Financial Resilience and Sustainability	4.1 Hire a Senior Accounting Manager.	<i>DCRC employs a Senior Accounting Manager.</i>	<ul style="list-style-type: none"> ED 	<i>People:</i> ED; HRM. <i>Equipment:</i> Typical usage of office equipment.	<u>Programs/Services:</u> No additional support needed.	05/2016-07/2016	Accomplished; ED employed a SAM from 10/2016-06/2017; a new SAM started in 07/2017 (still presently working as of 07/2018).
	4.2 Conduct a meaningful evaluation of DCRC's financial metrics on an annual basis.	<i>DCRC implements new policies and procedures to improve DCRC's financial metrics.</i>	<ul style="list-style-type: none"> Senior Accounting Manager (SAM) (lead) ED 	<i>Time:</i> Recruitment- 40 hours; Evaluation of metrics- 20 hours; Financial strategic plan development- 40 hours; Research income generating programs, services and products- 20 hours; Supporting related board committees- 20 hours.	<u>HR:</u> Recruitment; Respond to information requests. <u>QA/Compliance:</u> No additional support needed.	07/2016-06/2017 07/2017-06/2018 07/2018-06/2019	Accomplished 2016-2017 and 2017-2018; <i>In process 07/2018-06/2019</i>
	4.3 Develop and review a financial strategic plan to secure DCRC's future growth and compliance with funders' expectations and requisite regulations/laws.	<i>DCRC implements financial strategic plan and reviews/revises annually.</i>	<ul style="list-style-type: none"> SAM (lead) ED DS 	Supporting related board committees- 20 hours.	<u>IT:</u> No additional support needed. <u>Finance:</u> Evaluation and assessment; Implementation; Tracking.	01/2017-06/2017 07/2017-06/2018 07/2018-06/2019	Not Accomplished; Inconsistent staffing in development and finance; <i>On hold for 2018-2019 until new ED hired.</i>
	4.4 Research and implement new income generating programs, services and products (i.e. banner project).	<i>DCRC implements new income generating programs and introduces new services/products for profit.</i>	<ul style="list-style-type: none"> SAM (lead) ED DS 	<i>Funding:</i> No additional funding required.	<u>Facilities:</u> No additional support needed. <u>Communications:</u> Update DCRC social media portals with related information.	01/2017-06/2017 07/2017-06/2018 07/2018-06/2019	Not Accomplished; Inconsistent staffing in development and finance; <i>On hold for 2018-2019 until new ED hired.</i>

Updated 07/30/2018

Goals	Objectives	Outcomes	Team members	Resources required	Interdependencies	Start/End date	Status
Goal 4: Improve DCRC's Financial Resilience and Sustainability	4.5 Establish annual goals for fund development sources (nongovernmental grants, individual and board giving, appeals, events, etc.).	<i>DCRC implements and reviews annual development goals.</i>	<ul style="list-style-type: none"> • DS (lead) • ED • SAM • Development Committee 	<p><i>People:</i> ED; Development Director.</p> <p><i>Equipment:</i> Purchase and installation of new software and equipment.</p>	<p><u>Programs/Services:</u> No additional support needed.</p> <p><u>HR:</u> No additional support needed.</p>	01/2017-06/2017	Not Accomplished; Inconsistent staffing in development and finance.
	4.6 Provide annual reviews of the financial strategic plan, making adjustments needed to support the financial growth of DCRC.	<i>DCRC board and staff have a strong understanding of agency financials-strengths and areas for improvement.</i>	<ul style="list-style-type: none"> • SAM (lead) • ED • DS • Finance Committee • Development Committee 	<p><i>Time:</i> Annual goal setting activities with board and staff - 40 hours; Research. Purchase and installation of new software/equipment-20 hours;</p>	<p><u>QA/Compliance:</u> No additional support needed.</p> <p><u>IT:</u> Research, purchase and install new software and computer equipment as needed.</p>	01/2017-06/2017 07/2017-06/2018 07/2018-06/2019	Not Accomplished; Inconsistent staffing in development and finance; <i>On hold for 2018-2019 until new ED hired.</i>
	4.7 Evaluate annually current and new earned income programs, services and products.	<i>DCRC has profitable earned income programs, services and products.</i>	<ul style="list-style-type: none"> • SAM (lead) • ED • DS • Finance Committee • Development Committee 	<p>Supporting related board committees-40 hours.</p> <p><i>Funding:</i> Sustainable funding for purchase and maintenance of new software and equipment.</p>	<p><u>Finance:</u> Evaluation and assessment; Implementation; Tracking.</p> <p><u>Facilities:</u> No additional support needed.</p>	01/2017-06/2017 07/2017-06/2018 07/2018-06/2019	Not Accomplished; Inconsistent staffing in development and finance; <i>On hold for 2018-2019 until new ED hired.</i>
	4.8 Update the finance department with new accounting software and more time-efficient, modern accounting practices.	<i>Accounting department uses software and equipment that increase proficiency and efficiency.</i>	<ul style="list-style-type: none"> • SAM (lead) • ED • Finance Committee 		<p><u>Communications:</u> Update DCRC social media portals with related information.</p>	01/2017-06/2017 07/2017-06/2018 07/2018-06/2019	Accomplished; Finance transitioned to Quickbooks 07/2017.

Updated 07/30/2018

Goals	Objectives	Outcomes	Team members	Resources required	Interdependencies	Start/End date	Status
Goal 5: Evaluate and improve current programs/services; Develop new programs/services based on emerging needs	5.1 Hire an Employment Services Manager.	<i>DCRC gains expertise in employment field with hiring of experienced Employment Services Manager.</i>	<ul style="list-style-type: none"> ED HRM 	<i>People:</i> ED; HRM; Program Managers; Employment Services Manager; Quality Assurance/Compliance Manager; Direct line staff.	<u>Programs/Services:</u> No additional support needed. <u>HR:</u> Recruitment.	03/2016-05/2016	Accomplished; The ESM position was filled during 2016 and then vacant 01/2017; ED promoted from within a new ESM in 02/2017.
	5.2 Conduct a social impact assessment to drive ongoing improvements that will increase the value of programs provided to consumers.	<i>DCRC has clear understanding of the social impact of programs and services provided to consumers.</i>	<ul style="list-style-type: none"> ED Program Managers 	<i>Equipment:</i> Typical usage of office equipment. <i>Time:</i> Social impact assessment activities with board and staff - 40 hours;	<u>QA/Compliance:</u> Trainings on internal audits, implementation of internal audit, and evaluation of internal audit results. <u>IT:</u> No additional support needed.	01/2017-06/2017 07/2017-06/2018 07/2018-06/2019	Not Accomplished; Inconsistent staffing in management and administration; <i>On hold for 2018-2019 until new ED hired.</i>
	5.3 Implement cost-benefit analysis for all programs to analyze congruence with mission statement and organizational values, and the financial impact (positive or negative) of the program.	<i>DCRC has a clear understanding of the costs vs. benefits of programs and services.</i>	<ul style="list-style-type: none"> ED Program Managers Employment Services Manager Quality Assurance/Compliance Manager SAM 	Cost-benefit assessment activities with board and staff - 40 hours; Audit training and activities with staff-40 hours. <i>Funding:</i> Phillips Foundation- year 1; self-funded with new or improved fee-for-service programs through DOR	<u>Finance:</u> Evaluation and assessment; Implementation; Tracking. <u>Facilities:</u> No additional support needed.	01/2017-06/2017	Not Accomplished; Inconsistent staffing in development and finance; <i>On hold for 2018-2019 until new ED hired.</i>
	5.4 Perform quarterly audits of program/service delivery and maintenance of consumer records.	<i>Through internal audits, DCRC meets and exceeds deliverables of its funders.</i>	<ul style="list-style-type: none"> ED Program Managers Employment Services Manager 		<u>Communications:</u> Update DCRC social media portals with related information.	07/2016-06/2017 07/2017-06/2018 07/2018-06/2019	Accomplished 2016-2017 and 2017-2018; <i>In process for 2018-2019.</i>

Updated 07/30/2018

Goals	Objectives	Outcomes	Team members	Resources required	Interdependencies	Start/End date	Status
Goal 5: Evaluate and improve current programs/services; Develop new programs/services based on emerging needs	5.5 Research the priorities of existing funders, new funders, nontraditional funding sources for common values/mission with DCRC; Explore funding for new programs/services.	<i>DCRC expands funding with current funder and gains new funders from traditional and nontraditional sources.</i>	<ul style="list-style-type: none"> • ED • DS • SAM • Development Committee • Supervisory Staff 	<i>People:</i> ED; Development Director; SAM; Program Managers; Employment Services Manager; Quality Assurance/Compliance Manager; Direct line staff.	<i>Programs/Services:</i> Feedback from program and service staff on outcome of social impact assessment; Feedback from program and service staff on assessment tools and assessment.	07/2016-06/2017 07/2017-06/2018 07/2018-06/2019	Not Accomplished; Inconsistent staffing in management and administration; <i>On hold for 2018-2019 until new ED hired.</i>
	5.6 Analyze data from annual social impact assessments to make programmatic decisions, successfully bring initiatives to scale, and plan for changes/trends.	<i>DCRC makes program and services decisions, initiates changes, and plans for changes/trends in a data-driven manner.</i>	<ul style="list-style-type: none"> • ED • Program Managers • Employment Services Manager • Quality Assurance/Compliance Manager 	<i>Equipment:</i> Typical usage of office equipment. <i>Time:</i> Social impact assessment analysis with board and staff - 40 hours; Review of assessment process with board and staff- 40 hours.	<i>HR:</i> No additional support needed. <i>QA/Compliance:</i> No additional support needed. <i>IT:</i> No additional support needed.	07/2017-06/2018 07/2018-06/2019	Not Accomplished; Inconsistent staffing in management and administration; <i>On hold for 2018-2019 until new ED hired.</i>
	5.7 Periodically review the assessment tools and the assessment process to facilitate accountability, support stakeholder communication and guide the allocation of scarce resources.	<i>DCRC uses tools and assessment process that yields the best results possible.</i>	<ul style="list-style-type: none"> • ED • Program Managers • Employment Services Manager 	<i>Funding:</i> No additional funding required.	<i>Finance:</i> No additional support needed. <i>Facilities:</i> No additional support needed. <i>Communications:</i> Update DCRC social media portals with related information.	07/2017-06/2018 07/2018-06/2019	Not Accomplished; Inconsistent staffing in management and administration; <i>On hold for 2018-2019 until new ED hired.</i>

Updated 07/30/2018

Goals	Objectives	Outcomes	Team Members	Resources required	Interdependencies	Start/End date	Status
Goal 5: Evaluate and improve current programs/services; Develop new programs/services based on emerging needs	5.8 Analyze data from the annual cost-benefit analyses for all programs to make programmatic decisions, implement more effectively, and successfully bring initiatives to scale and plan for changes/trends.	<i>On an annual basis, DCRC makes decisions regarding programs and services based on current data gathered through the cost-benefit analysis tool.</i>	<ul style="list-style-type: none"> • ED • Program Managers • Employment Services Manager • Quality Assurance/ Compliance Manager • SAM 	<i>People:</i> ED; Development Director; SAM; Program Managers; Employment Services Manager; Quality Assurance/Compliance Manager; Direct line staff.	<u>Programs/Services:</u> Feedback from program and service staff on outcome of cost-benefit analysis assessment. <u>HR:</u> No additional support needed. <u>QA/Compliance:</u> Collection and analysis of performance data; Presentation of performance data to DCRC Board and staff.	07/2017-06/2018 07/2018-06/2019	Not Accomplished; Inconsistent staffing in management and administration; <i>On hold for 2018-2019 until new ED hired.</i>
	5.9 Provide annual report to the Board of Directors on compliance with funders' expectations and requisite regulations/ laws in regard to program/ service delivery and deliverables.	<i>On an annual basis, DCRC Board is provided with updated and current information on compliance with funders' requirements and expectations.</i>	<ul style="list-style-type: none"> • ED • Program Managers • Employment Services Manager • Quality Assurance/ Compliance Manager • SAM 	<i>Equipment:</i> Typical usage of office equipment. <i>Time:</i> Review of cost-benefit analysis assessment with board and staff - 40 hours; Review of compliance status with board and staff- 40 hours. <i>Funding:</i> No additional funding required.	<u>IT:</u> No additional support needed. <u>Finance:</u> No additional support needed. <u>Facilities:</u> No additional support needed. <u>Communications:</u> Update DCRC social media portals with related information.	07/2017-06/2018 07/2018-06/2019	Accomplished 2017-2018; <i>will be provided by new ED for 2018-2019.</i>

Updated 07/30/2018

Goals	Objectives	Outcomes	Team members	Resources required	Interdependencies	Start/End date	Status
Goal 6: Strengthen community outreach and engagement	6.1 Evaluate past and present outreach (using focus groups and surveys) and engagement efforts specifically looking at effectiveness, costs, targeted groups and other related issues.	<i>DCRC obtains realistic understanding of the effectiveness of outreach and engagement efforts currently used.</i>	<ul style="list-style-type: none"> ED Program Managers Employment Services Manager Quality Assurance/ Compliance Manager SAM 	<p><i>People:</i> ED; Development Director; SAM; Program Managers; Employment Services Manager; Quality Assurance/Compliance Manager; Direct line staff.</p> <p><i>Equipment:</i> Typical usage of office equipment.</p> <p><i>Time:</i> Conduct outreach and engagement evaluation with board and staff - 40 hours; Review new outreach and engagement plan with board and staff- 40 hours; Create and implement new rebranding campaign- 40 hours.</p> <p><i>Funding:</i> Use SSR funding for rebranding campaign.</p>	<p><u>Programs/Services:</u> Participation of staff in evaluation of current outreach and engagement efforts; Feedback from staff of proposed outreach and engagement plan and proposed rebranding campaign.</p>	07/2016-12/2016; new approved deadline request: 01/2017-06/2017	Accomplished; DCRC had no prior outreach and engagement plan for the agency outside of what was required for individual grants.
	6.2 Determine targeted outreach groups and geographic areas.	<i>DCRC uses outreach and engagement evaluation to select targeted outreach groups and geographic areas.</i>	<ul style="list-style-type: none"> ED Program Managers Employment Services Manager Quality Assurance/ Compliance Manager SAM 		<p><u>HR:</u> No additional support needed.</p> <p><u>QA/Compliance:</u> Collection and analysis of performance data; Presentation of performance data to DCRC Board and staff.</p>	07/2016-12/2016; new approved deadline request: 01/2017-06/2017	Accomplished; targeted outreach groups and geographic areas identified.
	6.3 Develop and implement a new outreach and engagement plan that incorporates varied perspectives.	<i>DCRC uses an effective data-driven outreach and engagement plan to connect with targeted outreach groups and geographic areas.</i>	<ul style="list-style-type: none"> ED Program Managers Employment Services Manager Quality Assurance/ Compliance Manager SAM 		<p><u>IT:</u> No additional support needed.</p> <p><u>Finance:</u> No additional support needed.</p> <p><u>Facilities:</u> No additional support needed.</p>	07/2016-12/2016; new approved deadline: 01/2017-06/2017	Partially Accomplished; new outreach and engagement plan was developed; unable to implement due to labor issue.
	6.4 Launch re-branding campaign with new name, logo and social media presence.	<i>DCRC has a new name, logo and new social media presence to boost recognition of agency.</i>	<ul style="list-style-type: none"> ED Development Consultant 		<p><u>Communications:</u> Update DCRC social media portals with related information.</p>	08/2016-12/2017	Accomplished; New name, logo, branding, mission statement and vision statement selected; Rebranding occurred 10/2017.

Goals	Objectives	Outcomes	Team members	Resources required	Interdependencies	Start/End date	Status
Goal 6: Strengthen community outreach and engagement	6.5 Annually review and revise community outreach and engagement plan.	<i>DCRC uses an effective data-driven outreach and engagement plan to connect with targeted outreach groups and geographic areas.</i>	<ul style="list-style-type: none"> • ED • Program Managers • Employment Services Manager • Quality Assurance/ Compliance Manager 	<i>People:</i> ED; Development Director; Program Managers; Employment Services Manager; Quality Assurance/ Compliance Manager; Direct line staff.	<u>Programs/ Services:</u> Participation of staff in evaluation of current outreach and engagement efforts; Feedback from staff of proposed outreach and engagement plan. <u>HR:</u> No additional support needed.	07/2017-06/2018 07/2018-06/2019	Partially Accomplished 2017-2018: Due to delays with labor issue, plan implementation did not begin until 04/2018 and as a result, first annual review should be in 04/2019.
	6.6 Research and track effectiveness of outreach and engagement to target communities, populations and geographic areas of Los Angeles County.	<i>DCRC uses databases and current methodologies to track effectiveness of outreach and engagement.</i>	<ul style="list-style-type: none"> • ED • Program Managers • Employment Services Manager • Quality Assurance/ Compliance Manager 	<i>Equipment:</i> Typical usage of office equipment. <i>Time:</i> Conduct annual outreach and engagement evaluation with board and staff - 40 hours; Review new outreach and engagement plan with board and staff- 40 hours; Cultivate and maintain collaborative opportunities- 240 hours.	<u>QA/Compliance:</u> Collection and analysis of outreach and engagement data; Presentation of data to DCRC Board and staff. <u>IT:</u> No additional support needed.	07/2017-06/2018 07/2018-06/2019	Partially Accomplished 2017-2018: Due to delays with labor issue, plan implementation did not begin until 04/2018 and as a result, first annual review should be in 04/2019.
	6.7 Actively pursue current and new partners for collaborative opportunities for the development of Memoranda of Understanding to expand into new parts of the service area (shared office space, resources, etc.).	<i>DCRC forms and maintains an active network of collaborators within the geographic area served.</i>	<ul style="list-style-type: none"> • ED • Program Managers • Employment Services Manager 	<i>Funding:</i> No additional funding required.	<u>Finance:</u> No additional support needed. <u>Facilities:</u> No additional support needed. <u>Communications:</u> Update DCRC social media portals with related information.	07/2017-06/2018 07/2018-06/2019	Not Accomplished: Due to delays with plan implementation, not able to make any progress on this objective.

Updated 07/30/2018

Goals	Objectives	Outcomes	Team members	Resources required	Interdependencies	Start/End date	Status
Goal 7: Maintain Engagement with Strategic Plan	7.1 Review process toward objectives of plan on a quarterly* basis; make revisions as needed.	<i>DCRC has a realistic understanding of potential achievement of goals and objectives.</i>	<ul style="list-style-type: none"> Chair, Strategic Planning Committee ED Strategic Planning Committee 	<p><i>People:</i> All staff.</p> <p><i>Equipment:</i> Typical usage of office equipment.</p>	<u>All Departments/Units</u> Review related goals and objectives on a quarterly basis;* make recommendations for revisions as needed.	09/2016-07/2019	Partially Accomplished: Quarterly basis was not realistic and shifted to annual basis because of higher priority items; Updates provided at general board meetings on 12/2016, 08/2017 and 08/2018.
	7.2 Collect information from internal and external stakeholders using a variety of tools.	<i>DCRC gathers feedback from internal and external stakeholder for analysis at strategic planning retreat.</i>	<ul style="list-style-type: none"> Chair, Strategic Planning Committee ED Strategic Planning Committee 	<p><i>Time:</i> Gather feedback and data for strategic planning retreat- 160 hours; Planning and coordination of strategic planning event- 40 hours; Revising of draft strategic plans- 40 hours.</p>		01/2019-04/2019	Work expected to begin in 01/2019.
	7.3 Conduct strategic planning retreat.	<i>DCRC holds a strategic planning retreat that incorporates varied perspectives.</i>	<ul style="list-style-type: none"> Chair, Strategic Planning Committee ED Strategic Planning Committee 	<p><i>Funding:</i> Seek funding to support strategic planning location and activities (hire facilitators?).</p>		04/2019	Work expected to begin in 04/2019.
	7.4 New strategic is crafted as a result of feedback from members, staff, board members and the community.	<i>DCRC develops a new strategic plan consistent with the needs of the community and reflecting the values of the staff and board.</i>	<ul style="list-style-type: none"> Chair, Strategic Planning Committee ED Strategic Planning Committee 			04/2019-07/2019	Work expected to begin in 04/2019.