

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

| Goals                                  | Objectives   | Outcomes   | Team members  | Resources required   | Interdependencies  | Start/End Dates | Status  |
|--|--|--|---|--|--|-----------------|---|
| <b>Goal 1:<br/>Invest<br/>in Staff</b> | 1.1<br>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"> <li>ED (lead)</li> <li>Executive Assistant (EA)</li> </ul> | <i>People:</i> ED; EA; Personnel Committee.<br><br><i>Equipment:</i> Typical usage of office equipment.<br><br><i>Time:</i> Recruitment- 40 hours; Consultant time- 40 hours<br><br><i>Funding:</i> HRC- SSR funds; HR materials- SSR funds. | <u>Programs/Services:</u> No additional support needed.<br><br><u>HR:</u> Recruitment; Respond to information requests; Update policies and procedures; Implement new policies and procedures.<br><br><u>QA/Compliance:</u> No additional support needed.<br><br><u>IT:</u> No additional support needed.<br><br><u>Finance:</u> Process payment of invoices; Process reimbursement requests to DOR.<br><br><u>Facilities:</u> No additional support needed.<br><br><u>Communications:</u> No additional support needed. | 02/2016-04/2016 | <b>Accomplished;</b> ED hired HRC in 04/2016.   |
|  | 1.2<br>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"> <li>HRC (lead)</li> <li>ED</li> </ul>                      |  |  | 04/2016-06/2016 | <b>Accomplished;</b> HRC completed the wage and hour salary survey 05/2016.                                   |
|  | 1.3<br>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"> <li>HRC (lead)</li> <li>ED</li> </ul>                      |  |  | 06/2016-08/2016 | <b>Accomplished;</b> 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   |
|------------------------------------|--|--|---|--|--|-----------------|--|
| <b>Goal 1:<br/>Invest in Staff</b> | 1.4<br>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"> <li>• ED (lead)</li> <li>• HRC</li> </ul>                                | <i>People:</i> ED; EA; HRC; HRM; Personnel Committee.<br><br><i>Equipment:</i> Typical usage of office equipment.<br><br><i>Time:</i> Review positions, salaries, and wage scales- 40 hours; Evaluate prof. dev. program, staff morale program, and skills training program- 40 hours.<br><br><i>Funding:</i> Sustainable funding for the HRM. | <u>Programs/Services:</u> No additional support needed.<br><br><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.<br><br><u>QA/Compliance:</u> No additional support needed.<br><br><u>IT:</u> No additional support needed.<br><br><u>Finance:</u> No additional support needed.<br><br><u>Facilities:</u> No additional support needed.<br><br><u>Communications:</u> No additional support needed. | 07/2016-10/2016 | <b>Accomplished:</b> ED hired HRM; however could not sustain due to lack of funding for the position.              |
|                                    | 1.5<br>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"> <li>• HRM (lead)</li> <li>• ED</li> <li>• Personnel Committee</li> </ul> |  |  | 07/2016-06/2017 | <b>Accomplished 07/2016-06/2017 and 07/2016-06/2018;</b><br><i>07/2018-06/2019: on hold until new ED is hired.</i> |
|                                    | 1.6<br>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"> <li>• HRM (lead)</li> <li>• ED</li> <li>• Personnel Committee</li> </ul> |  |  | 07/2017-06/2018 |  |
|                                    |  |  | 07/2018-06/2019   |  |  |                 |  |

Updated 07/30/2018

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|--|--|--|---|--|--|---|---|
| <b>Goal 2:<br/>Expand,<br/>Diversify,<br/>and<br/>Develop<br/>the<br/>Board of<br/>Directors</b> | 2.1<br>Form a Board Membership Committee.*   | <i>Committee is formed and operational.</i>  | <ul style="list-style-type: none"> <li>Board President (lead)</li> <li>Executive Committee</li> <li>ED</li> </ul> |  | <u>Programs/Services:</u><br>No additional support needed.<br><br><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.<br><br><u>QA/Compliance:</u> No additional support needed. | 07/2016-06/2017                                       | <b>Accomplished;</b> At the 09/2016 committee meeting, the strategic plan (SP) committee decided to also function as the membership committee.                                |
|  | 2.2<br>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"> <li>Chair, Board Membership Committee (lead)</li> <li>ED</li> </ul>            | <i>People:</i> ED; Administrative Support Assistant (ASA).<br><br><i>Equipment:</i> Typical usage of office equipment.   | <u>IT:</u> No additional support needed.<br><br><u>Finance:</u> No additional support needed.<br><br><u>Facilities:</u> No additional support needed.<br><br><u>Communications:</u> Update DCRC social media portals with related information.   | 07/2016-06/2017                                       | <b>Accomplished;</b> SP committee revised the Board Manual and orientation materials with the ED.   |
|  | 2.3<br>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"> <li>Chair, Board Membership Committee (lead)</li> <li>ED</li> </ul>            | <i>Time:</i> Supporting the Board Membership Committee- 40 hours.<br><br><i>Funding:</i> No additional funding required. |  | 07/2016-06/2017<br>07/2017-06/2018<br>07/2018-06/2019 | <b>Accomplished 07/2016-06/2017 and 07/2017-06/2018:</b> 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.

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| <b>Goal 2:<br/>Expand,<br/>Diversify,<br/>and<br/>Develop<br/>the<br/>Board of<br/>Directors</b> | 2.4<br>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"> <li>Chair, Board Membership Committee (lead)</li> <li>ED</li> <li>ASA</li> </ul>                      | <i>People:</i> ED; Administrative Support Assistant (ASA).<br><br><i>Equipment:</i> Typical usage of office equipment.  | <u>Programs/Services:</u><br>No additional support needed.<br><br><u>HR:</u> No additional support needed.   | 07/2016-06/2017<br><br>07/2017-06/2018<br><br>07/2018-06/2019 | <b>Partially Accomplished;</b><br>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<br>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"> <li>Chair, Board Membership Committee (lead)</li> <li>ED</li> <li>ASA</li> </ul>                      | <i>Time:</i> Supporting the Board Membership Committee- 40 hours; Planning and conducting board trainings- 40 hours; Planning and conducting board retreat- 40 hours. | <u>QA/Compliance:</u> No additional support needed.<br><br><u>IT:</u> No additional support needed.<br><br><u>Finance:</u> Process payment of invoices; Process reimbursement requests to funders. | 07/2016-06/2017   | <b>Partially Accomplished;</b><br>Board manual has been updated which includes board member position description; unable to begin work on recruitment packet.  |
|  | 2.6<br>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"> <li>Chair, Board Membership Committee (lead)</li> <li>Exec. Comm.</li> <li>ED</li> <li>ASA</li> </ul> | <i>Funding:</i> Line item in annual budget for board trainings and board retreat- \$10,000.   | <u>Facilities:</u> No additional support needed.<br><br><u>Communications:</u><br>Update DCRC social media portals with related information.   | 07/2016-06/2017<br><br>07/2017-06/2018<br><br>07/2018-06/2019 | <b>Partially Accomplished;</b><br>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.

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| <b>Goal 3:<br/>Reinvigorate development/fundraising approaches and activities; Develop new strategies to attract new donors</b> | 3.1<br>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"> <li>ED</li> </ul>  |  |   | 02/2016-04/2016  | <b>Accomplished;</b> ED hired a DC in 04/2016.           |   |
|   | 3.2<br>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"> <li>Development Consultant (DC) (lead)</li> <li>ED</li> <li>Development/Fundraising Committee</li> </ul> | <p><i>People:</i> ED; HRM; Development Director; SAM.</p> <p><i>Equipment:</i> Typical usage of office equipment.</p> <p><i>Time:</i> Conduct research of past and present fundraising, events, and activities - 20 hours.</p> <p><i>Funding:</i> Sustainable funding for Development Director position.</p> | <p><u>Programs/Services:</u> No additional support needed.</p> <p><u>HR:</u> Recruitment.</p> <p><u>QA/Compliance:</u> No additional support needed.</p> <p><u>IT:</u> No additional support needed.</p> <p><u>Finance:</u> Research financial impact of past and present fundraising strategies, events, and activities.</p> <p><u>Facilities:</u> No additional support needed.</p> | 04/2016-08/2016  | <b>Accomplished;</b> DC completed evaluation in 08/2016. |   |
|   | 3.3<br>Hire Development/Fundraising Manager.  | <i>Development Manager is hired.</i>  | <ul style="list-style-type: none"> <li>HRM (lead)</li> <li>ED</li> </ul>  |  |   | <p><u>Communications:</u> Update DCRC social media portals with related information.</p> | 08/2016-12/2016  | <b>Accomplished;</b> ED employed a DC 02/2017-10/2017.  |
|   | 3.4<br>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"> <li>Development Strategist (DS) (lead)</li> <li>ED</li> <li>Development Committee</li> </ul>             |  |   |  | 07/2016-06/2017<br>07/2017-06/2018<br>07/2018-06/2019    | <b>Not Accomplished;</b> Inconsistent staffing in development; <i>On hold for 2018-2019 until new ED hired.</i> |

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| <b>Goal 3:<br/>Reinvigorate development/fundraising approaches and activities; Develop new strategies to attract new donors</b> | 3.5<br>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"> <li>• DS (lead)</li> <li>• ED</li> <li>• Senior Accounting Manager (SAM)</li> <li>• Development Committee</li> </ul> |   |   | 08/2016-12/2016<br>07/2017-06/2018<br>07/2018-06/2019 | <b>Not Accomplished;</b><br>Inconsistent staffing in development; <i>On hold for 2018-2019 until new ED hired.</i> |
|   | 3.6<br>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"> <li>• DS (lead)</li> <li>• ED</li> <li>• SAM</li> <li>• Development Committee</li> </ul>                             | <i>People:</i> ED; Development Director; SAM.<br><br><i>Equipment:</i> Typical usage of office equipment. | <i>Programs/Services:</i><br>No additional support needed.<br><br><i>HR:</i> No additional support needed.<br><br><i>QA/Compliance:</i> No additional support needed.<br><br><i>IT:</i> No additional support needed. | 01/2017-06/2017<br>07/2017-06/2018<br>07/2018-06/2019 | <b>Not Accomplished;</b><br>Inconsistent staffing in development; <i>On hold for 2018-2019 until new ED hired.</i> |
|   | 3.7<br>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"> <li>• DS (lead)</li> <li>• ED</li> <li>• SAM</li> <li>• Development Committee</li> </ul>                             | <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<br>07/2017-06/2018<br>07/2018-06/2019 | <b>Not Accomplished;</b><br>Inconsistent staffing in development; <i>On hold for 2018-2019 until new ED hired.</i> |
|   | 3.8<br>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"> <li>• DS (lead)</li> <li>• ED</li> <li>• SAM</li> <li>• Development Committee</li> </ul>                             | <i>Funding:</i><br>Additional funding for fundraising events and activities.                              | <i>Facilities:</i> No additional support needed.<br><br><i>Communications:</i><br>Update DCRC social media portals with related information.  | 01/2017-06/2017<br>07/2017-06/2018<br>07/2018-06/2019 | <b>Not Accomplished;</b><br>Inconsistent staffing in development; <i>On hold for 2018-2019 until new ED hired.</i> |

Updated 07/30/2018

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| <b>Goal 4:<br/>Improve DCRC's Financial Resilience and Sustainability</b> | 4.1<br>Hire a Senior Accounting Manager.  | <i>DCRC employs a Senior Accounting Manager.</i>   | <ul style="list-style-type: none"> <li>ED</li> </ul>   | <i>People:</i> ED; HRM.<br><br><i>Equipment:</i><br>Typical usage of office equipment.  | <u>Programs/Services:</u><br>No additional support needed.   | 05/2016-07/2016                                       | <b>Accomplished;</b> 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<br>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"> <li>Senior Accounting Manager (SAM) (lead)</li> <li>ED</li> </ul> | <i>Time:</i><br>Recruitment- 40 hours;<br>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.<br><br><u>QA/Compliance:</u> No additional support needed.                          | 07/2016-06/2017<br>07/2017-06/2018<br>07/2018-06/2019 | <b>Accomplished 2016-2017 and 2017-2018;</b><br><i>In process 07/2018-06/2019</i>  |
|   | 4.3<br>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"> <li>SAM (lead)</li> <li>ED</li> <li>DS</li> </ul>                 | Supporting related board committees- 20 hours.  | <u>IT:</u> No additional support needed.<br><br><u>Finance:</u> Evaluation and assessment; Implementation; Tracking.                         | 01/2017-06/2017<br>07/2017-06/2018<br>07/2018-06/2019 | <b>Not Accomplished;</b><br>Inconsistent staffing in development and finance; <i>On hold for 2018-2019 until new ED hired.</i>     |
|   | 4.4<br>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"> <li>SAM (lead)</li> <li>ED</li> <li>DS</li> </ul>                 | <i>Funding:</i> No additional funding required.   | <u>Facilities:</u> No additional support needed.<br><br><u>Communications:</u><br>Update DCRC social media portals with related information. | 01/2017-06/2017<br>07/2017-06/2018<br>07/2018-06/2019 | <b>Not Accomplished;</b><br>Inconsistent staffing in development and finance; <i>On hold for 2018-2019 until new ED hired.</i>     |

Updated 07/30/2018

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| <b>Goal 4:<br/>Improve<br/>DCRC's<br/>Financial<br/>Resilience<br/>and<br/>Sustainability</b> | 4.5<br>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"> <li>• DS (lead)</li> <li>• ED</li> <li>• SAM</li> <li>• Development Committee</li> </ul>                              | <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                                       | <b>Not Accomplished;</b> Inconsistent staffing in development and finance.  |
|   | 4.6<br>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"> <li>• SAM (lead)</li> <li>• ED</li> <li>• DS</li> <li>• Finance Committee</li> <li>• Development Committee</li> </ul> | <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<br>07/2017-06/2018<br>07/2018-06/2019 | <b>Not Accomplished;</b> Inconsistent staffing in development and finance; <i>On hold for 2018-2019 until new ED hired.</i> |
|   | 4.7<br>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"> <li>• SAM (lead)</li> <li>• ED</li> <li>• DS</li> <li>• Finance Committee</li> <li>• Development Committee</li> </ul> | <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<br>07/2017-06/2018<br>07/2018-06/2019 | <b>Not Accomplished;</b> Inconsistent staffing in development and finance; <i>On hold for 2018-2019 until new ED hired.</i> |
|   | 4.8<br>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"> <li>• SAM (lead)</li> <li>• ED</li> <li>• Finance Committee</li> </ul>  |   | <p><u>Communications:</u> Update DCRC social media portals with related information.</p>   | 01/2017-06/2017<br>07/2017-06/2018<br>07/2018-06/2019 | <b>Accomplished;</b> Finance transitioned to Quickbooks 07/2017.  |

Updated 07/30/2018



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| <b>Goal 5:<br/>Evaluate and improve current programs/services; Develop new programs/services based on emerging needs</b> | 5.1<br>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"> <li>ED</li> <li>HRM</li> </ul>   | <i>People:</i> ED; HRM; Program Managers; Employment Services Manager; Quality Assurance/Compliance Manager; Direct line staff.   | <u>Programs/Services:</u><br>No additional support needed.<br><br><u>HR:</u> Recruitment.  | 03/2016-05/2016                                       | <b>Accomplished;</b><br>The ESM position was filled during 2016 and then vacant 01/2017; ED promoted from within a new ESM in 02/2017. |
|  | 5.2<br>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"> <li>ED</li> <li>Program Managers</li> </ul>  | <i>Equipment:</i> Typical usage of office equipment.<br><br><i>Time:</i> Social impact assessment activities with board and staff - 40 hours;   | <u>QA/Compliance:</u><br>Trainings on internal audits, implementation of internal audit, and evaluation of internal audit results.<br><br><u>IT:</u> No additional support needed. | 01/2017-06/2017<br>07/2017-06/2018<br>07/2018-06/2019 | <b>Not Accomplished;</b><br>Inconsistent staffing in management and administration; <i>On hold for 2018-2019 until new ED hired.</i>   |
|  | 5.3<br>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"> <li>ED</li> <li>Program Managers</li> <li>Employment Services Manager</li> <li>Quality Assurance/ Compliance Manager</li> <li>SAM</li> </ul> | Cost-benefit assessment activities with board and staff - 40 hours; Audit training and activities with staff- 40 hours.<br><br><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.<br><br><u>Facilities:</u> No additional support needed.   | 01/2017-06/2017                                       | <b>Not Accomplished;</b><br>Inconsistent staffing in development and finance; <i>On hold for 2018-2019 until new ED hired.</i>         |
|  | 5.4<br>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"> <li>ED</li> <li>Program Managers</li> <li>Employment Services Manager</li> </ul>   |   | <u>Communications:</u><br>Update DCRC social media portals with related information.   | 07/2016-06/2017<br>07/2017-06/2018<br>07/2018-06/2019 | <b>Accomplished 2016-2017 and 2017-2018;</b> <i>In process for 2018-2019.</i>  |

Updated 07/30/2018

| Goals  | Objectives   | Outcomes   | Team members  | Resources required   | Interdependencies  | Start/End date  | Status  |   |
|--|--|--|---|--|--|-----------------|---|---|
| <b>Goal 5:<br/>Evaluate and improve current programs/services; Develop new programs/services based on emerging needs</b> | 5.5<br>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"> <li>ED</li> <li>DS</li> <li>SAM</li> <li>Development Committee</li> <li>Supervisory Staff</li> </ul>                           | <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 social impact assessment; Feedback from program and service staff on assessment tools and assessment.<br><br><u>HR:</u> No additional support needed.<br><br><u>QA/Compliance:</u> No additional support needed.<br><br><u>IT:</u> No additional support needed.<br><br><u>Finance:</u> No additional support needed.<br><br><u>Facilities:</u> No additional support needed.<br><br><u>Communications:</u> Update DCRC social media portals with related information. | 07/2016-06/2017 | <b>Not Accomplished;</b> Inconsistent staffing in management and administration; <i>On hold for 2018-2019 until new ED hired.</i> |   |
|  | 5.6<br>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"> <li>ED</li> <li>Program Managers</li> <li>Employment Services Manager</li> <li>Quality Assurance/Compliance Manager</li> </ul> | <i>Equipment:</i> Typical usage of office equipment.<br><br><i>Time:</i> Social impact assessment analysis with board and staff - 40 hours; Review of assessment process with board and staff- 40 hours. |  | 07/2017-06/2018 |   | <b>Not Accomplished;</b> Inconsistent staffing in management and administration; <i>On hold for 2018-2019 until new ED hired.</i> |
|  | 5.7<br>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"> <li>ED</li> <li>Program Managers</li> <li>Employment Services Manager</li> </ul>   | <i>Funding:</i> No additional funding required.  |  | 07/2017-06/2018 |   |   |
|  |  |  |   | 07/2018-06/2019  |  |                 |   |   |

Updated 07/30/2018

| Goals  | Objectives   | Outcomes   | Team Members  | Resources required  | Interdependencies   | Start/End date                         | Status  |
|--|--|--|---|---|---|--|---|
| <b>Goal 5:<br/>Evaluate and improve current programs/services; Develop new programs/services based on emerging needs</b> | 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"> <li>• ED</li> <li>• Program Managers</li> <li>• Employment Services Manager</li> <li>• Quality Assurance/ Compliance Manager</li> <li>• SAM</li> </ul> | <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.<br><br><u>HR:</u> No additional support needed.<br><br><u>QA/Compliance:</u> Collection and analysis of performance data; Presentation of performance data to DCRC Board and staff. | 07/2017-06/2018<br><br>07/2018-06/2019 | <b>Not Accomplished;</b> 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"> <li>• ED</li> <li>• Program Managers</li> <li>• Employment Services Manager</li> <li>• Quality Assurance/ Compliance Manager</li> <li>• SAM</li> </ul> | <i>Equipment:</i> Typical usage of office equipment.<br><br><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.<br><br><i>Funding:</i> No additional funding required. | <u>IT:</u> No additional support needed.<br><br><u>Finance:</u> No additional support needed.<br><br><u>Facilities:</u> No additional support needed.<br><br><u>Communications:</u> Update DCRC social media portals with related information.  | 07/2017-06/2018<br><br>07/2018-06/2019 | <b>Accomplished 2017-2018;</b> <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   |
|---|---|---|---|--|--|--|--|
| <b>Goal 6:<br/>Strengthen community outreach and engagement</b> | 6.1<br>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"> <li>ED</li> <li>Program Managers</li> <li>Employment Services Manager</li> <li>Quality Assurance/ Compliance Manager</li> <li>SAM</li> </ul> | <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> <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> <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> <p><u>Communications:</u> Update DCRC social media portals with related information.</p> | 07/2016-12/2016; <b>new approved deadline request:</b> 01/2017-06/2017 | <b>Accomplished;</b> DCRC had no prior outreach and engagement plan for the agency outside of what was required for individual grants. |
|   | 6.2<br>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"> <li>ED</li> <li>Program Managers</li> <li>Employment Services Manager</li> <li>Quality Assurance/ Compliance Manager</li> <li>SAM</li> </ul> |  |  | 07/2016-12/2016; <b>new approved deadline request:</b> 01/2017-06/2017 | <b>Accomplished;</b> targeted outreach groups and geographic areas identified.   |
|   | 6.3<br>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"> <li>ED</li> <li>Program Managers</li> <li>Employment Services Manager</li> <li>Quality Assurance/ Compliance Manager</li> <li>SAM</li> </ul> |  |  | 07/2016-12/2016; <b>new approved deadline:</b> 01/2017-06/2017         | <b>Partially Accomplished;</b> new outreach and engagement plan was developed; unable to implement due to labor issue.                 |
|   | 6.4<br>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"> <li>ED</li> <li>Development Consultant</li> </ul>  |  |  | 08/2016-12/2017  | <b>Accomplished;</b> 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  |
|---|--|---|--|--|---|--|---|
| <b>Goal 6:<br/>Strengthen community outreach and engagement</b> | 6.5<br>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"> <li>ED</li> <li>Program Managers</li> <li>Employment Services Manager</li> <li>Quality Assurance/ Compliance Manager</li> </ul> | <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.<br><br><u>HR:</u> No additional support needed. | 07/2017-06/2018<br><br>07/2018-06/2019 | <b>Partially Accomplished 2017-2018:</b> 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<br>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"> <li>ED</li> <li>Program Managers</li> <li>Employment Services Manager</li> <li>Quality Assurance/ Compliance Manager</li> </ul> | <i>Equipment:</i> Typical usage of office equipment.<br><br><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.<br><br><u>IT:</u> No additional support needed.  | 07/2017-06/2018<br><br>07/2018-06/2019 | <b>Partially Accomplished 2017-2018:</b> 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<br>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"> <li>ED</li> <li>Program Managers</li> <li>Employment Services Manager</li> </ul>  | <i>Funding:</i> No additional funding required.  | <u>Finance:</u> No additional support needed.<br><br><u>Facilities:</u> No additional support needed.<br><br><u>Communications:</u> Update DCRC social media portals with related information.                            | 07/2017-06/2018<br><br>07/2018-06/2019 | <b>Not Accomplished:</b> 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  |
|--|---|--|--|---|--|-----------------|---|
| <b>Goal 7:<br/>Maintain Engagement with Strategic Plan</b> | 7.1<br>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"> <li>Chair, Strategic Planning Committee ED</li> <li>Strategic Planning Committee</li> </ul> | <p><i>People:</i> All staff.</p> <p><i>Equipment:</i> Typical usage of office equipment.</p>  | <p><u>All Departments/Units</u><br/>Review related goals and objectives on a quarterly basis;* make recommendations for revisions as needed.</p> | 09/2016-07/2019 | <b>Partially Accomplished:</b><br>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<br>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"> <li>Chair, Strategic Planning Committee ED</li> <li>Strategic Planning Committee</li> </ul> | <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 | <b>Work expected to begin in 01/2019.</b>   |
|  | 7.3<br>Conduct strategic planning retreat.  | <i>DCRC holds a strategic planning retreat that incorporates varied perspectives.</i>  | <ul style="list-style-type: none"> <li>Chair, Strategic Planning Committee ED</li> <li>Strategic Planning Committee</li> </ul> | <p><i>Funding:</i> Seek funding to support strategic planning location and activities (hire facilitators?).</p>   |  | 04/2019         | <b>Work expected to begin in 04/2019.</b>   |
|  | 7.4<br>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"> <li>Chair, Strategic Planning Committee ED</li> <li>Strategic Planning Committee</li> </ul> |   |  | 04/2019-07/2019 | <b>Work expected to begin in 04/2019.</b>   |