

LRAC Draft Strategic Plan 2024

Version 1.0

The LRAC Board of Directors (BoD) and their Executive Director carried out a strategic planning seminar from September to November of 2024. The seminar was facilitated by Mark Thorn, a nonprofit consultant. The plan contains two strategic objectives, operational tasks for the objectives, and their concomitant subtasks. The two primary strategic objectives will be conducted concurrently with emphasis on the first task. The BoD also developed a skeleton plan for a potential third objective, which is being tabled to allow increased focus on the first two strategic objectives. This potential third strategic objective will be undertaken once resources to carry it out have been identified. In the course of developing the Strategic Plan, several institutional operational and tactical tasks were identified; these are not part of the strategic plan, but part of ongoing efforts to make LRAC more efficient and effective. The results of the plan are contained below.

Strategic Objectives

I. Increase awareness of LRAC in the local community, with other local nonprofits, and in the state, county, and local governments by establishing consistent messaging internally and externally.

II. Develop strategic partnerships to solve the homeless and working class housing problems.

III. Establish LRAC as the clearing house in the Cape Henlopen School District and Georgetown area for ideas and information for the underserved population and other nonprofits in the areas of housing and food insecurity. – Strategic Objective currently tabled.

Operational Tasks and Tactical Sub-tasks.

I. Increase awareness of LRAC in the local community, with other local nonprofits, and in the state, county, and local governments by establishing consistent messaging internally and externally.

Task #1 – Develop consistent messaging vehicles for use in external and internal communication. Message vehicles should be tailored in various lengths and for multiple formats.

- Build a medium length message and orientation program for Members of the Corporation (MoC) recruitment and orientation to promote their involvement in LRAC.
 - Develop a MoC orientation program that clearly shows what LRAC does for the local community and LRAC organizations and functions.

- Keep the program short and focused, with a length of roughly 60 minutes, and no more than 90 minutes.
- Ask the MoCs, via their reps, what they want from LRAC
- Make training mandatory for all MOC reps.
- Provide it yearly and as needed for reps appointed out of cycle.
- Update presentation at least yearly.
- Include MoC reps in LRAC visits and interactions with Grantees, as practicable.
- Expand the role of MoC representatives in quarterly BoD meetings.
 - Tailor a section of the meeting for the reps, asking what they want from LRAC, and what LRAC would like help with.
 - Provide time for reps to briefly share important information between congregations, in addition to the October meeting that focuses of MoC accomplishments.
 - Reach out to the MoC reps monthly via email, highlighting LRAC's top five requests to the MOCs, providing top LRAC updates, and a forum where MoC reps can share ideas and concerns. Limit to one page or less.

Task #2 – Provide to MoCs at one of their services or a special event a certificate of appreciation and check for \$2500.

- Develop a five minute presentation to explain what LRAC does and what the MoC's part in the organization is.
- Emphasize the need for volunteers to help LRAC accomplish its mission.

Task #3 – Use the templates of the MoC orientation and presentations to produce informational releases for:

- General public.
- Press.
- Other nonprofits.
- Government.
- Presentations will be tailored in length for the various audiences.
- Encourage the use of images, and keep words succinct.

Task #4 – Develop the existing LRAC website to better tell LRAC's story and facilitate outreach.

- Emphasis on MoCs.
- Provide hooks for Clearing House Strategic Objective (III. – currently tabled).

II. Develop strategic partnerships to solve the homeless and working class housing problems by developing ideas for permanent structures in both areas.

Task #1 – Develop a plan for establishing permanent structures.

- Investigate tiny houses.
- Investigate pallet village model.

Task #2 – Focus strategic partnership efforts on homeless and working class housing problems.

- Identify potential strategic partners.

Task #3 – Identify already existing homeless and working class housing initiatives in the area.

Task #4 – Identify ancillary issues to help with the homeless and working class housing issues.

- Transportation.
 - Siting of any permanent structures near existing transportation.
 - Provision of bicycles and backpacks.
 - Provide bus cards.
- Counseling services.
- Communications.
 - Phones.
 - Community computers for internet access.

III. Establish LRAC as the clearing house in the Cape Henlopen School District and Georgetown area for ideas and information for other nonprofits and the underserved population in the areas of housing and food insecurity. – Strategic Objective currently tabled.

Task #1 – LRAC will develop its website to host or link to other information as enumerated in the additional tasks listed below.

Task #2 – LRAC will provide the following information:

- Volunteers for LRAC activities.
- Volunteers for other nonprofits.
- Identify advocacy organizations and provide a forum for advocacy ideas.

Task #3 – Provide educational outreach to other nonprofits.

- Policy and procedures best practices.
 - Running an efficient and effective organization.
 - Grant writing and grant writing training.
- Advocacy leader.
- Focus on ministry partners (MoC)

IV. LRAC Institutional Tasks – Not part of the Strategic Plan – Enhancements to existing LRAC operations.

Task #1 – Establish a formal succession planning process.

- Highest priority institutional/committee development task.
- Analyze what talents the BoD needs and recruit.
- Encourage the Standing Committees to develop individual succession plans.

- Potentially split the Membership/Recruitment Standing Committee. Develop a new Recruitment Standing Committee to:
 - Implement a formal succession planning process.
 - Recruit new BoD members.
 - Develop potential new BoD officers.

Task #2 – Continue to develop the Committee Structure.

- Finish BoD Manual entries for all committees.
- Establish succession plans for Standing Committee chairs.
- Look into adding to the Standing Committees.
- Revitalize the Finance Committee
 - Find a new committee chair.
 - Recruit several new members.
- Expand the Property Committee to more than one person.
- Find a new chair for the NLTS Committee.
- Improve Grant Review Committee processes.
 - Develop needs assessments to pick grantees.
 - Develop Metrics to measure success of grants awarded.
 - Step up grantee visits and evaluations.
 - Increase frequency.
 - Expand participation of MoCs members in the process.
- Investigate splitting the Membership/Recruitment Committee.
 - Create Recruitment as a standalone committee responsible for succession planning, BoD recruitment, assisting committee chairs in finding new committee members.
 - Retain the Membership Committee as is – minus the above functions.
 - Expand the Membership Committee.
 - Note that the current Membership Committee charter contains some outreach functions.
- Develop a Communication/Outreach Committee to develop messaging and serve as a focal point for community interaction. (see BoD Manual section 2.3.3)
 - A Communication/Outreach Committee would greatly aid both 2024 Strategic Objectives I and potential Objective III.
- Note that the BoD Manual contains notes on three other potential standing committees: Interfaith, Volunteer, Fund Raising. Recommend tabling further development of new standing committees pending accomplishing the above higher priority task and resource identification. Expanding the committee structure may require BoD expansion and changes to the bylaws requiring committee chairs to be BoD members.

Task #3 – Provide NLTS financial procedures to interested BoD members.

Task #4 – Increase efforts to keep people in their homes – prevention of homelessness.

- Investigate increasing funding for the CRC program.

Task #5 – Fix homeless coverage between closing of CRC shelter and opening of night time shelters.

- Investigate using West Side New Beginnings facilities.

Task #6 – Investigate expanding fund raising to create a second revenue stream.

- Stay strategic and large scale.