Facilitated by John Pearson
Notes Submitted by Dr. Paulette Melina

Attendees:

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<td>Steve</td>
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The following items are posted on the hidden webpage at:
http://managementbuckets.com/urm

1) Link to Ruth Haley Barton's website; plus audio podcasts of two sessions she conducted in Orange County on “Strengthening the Soul of Your Leadership”
3) PowerPoints and handout from today’s session
4) Page 44 of the handout: "When the Horse Is Dead, Dismount!"

We agreed that we could create a three-year strategic plan and BHAG by July 1, 2014

- The plan should be flexible.
- We would like to revisit the mission statement.
- We would like input from various segments of our organization.
- We would like to know if we are effective in our ministry and goal of transforming lives.
- There are five phases involved in strategic planning.
- We are currently on phase one: planning to plan.

The 5 Phases of Strategic Planning
Phase 1: Planning to plan
Phase 2: Understanding the context (history, trends, what customers value, etc.)
Phase 3: Agreeing on the organization’s purpose and direction
Phase 4: Moving from vision to action
Phase 5: Monitoring progress

Adapted from Driving Strategic Planning: A Nonprofit Executive’s Guide (Second Edition), by Susan A. Waechter (Published by www.BoardSource.org)
“While You Were Out” Phone Messages (6/30/17)
Each participant was invited to reflect, pray and then write a phone message they would like to receive on June 30, 2017—the last day of the first three years of the Rolling 3-Year Strategic Plan.

To: Rodney  From: Andy
Thanks for your participation in the URM Strategic Planning Process. I want to tell you – our rolling three-year plan was a huge success (debt free) and our BHAG has been completed. I look forward to our continued vision for our next plan. Blessings!

To: Carlos  From: Council Member/Housing Development
Would like to meet and discuss an opportunity/partnership on housing developments opening up.

To: LaTonja  From: Steve
God worked it all out because of our faithfulness to Him and one another.

To: Alex  From: Subway
We are excited to have our Christmas in July but we have better news, we have agreed to give one million dollars over the next five years!

To: Rosie  From: Future Donor
Thank you for your faithful ministry and for successfully transforming so many lives and sticking to the plan. Because of this I want to make a huge donation! Stay true to your values.

To: Chris  From: Linda
The system that replaced Case Track is working great. And you are under budget, please spend more money ASAP then go on vacation.

To: Monica  From: Andy
We made the goal. Please check; a donor said he made a huge donation online!

To: Andy  From: The President of The United States
Congratulations! URM has deconstructed Skid Row and placed satellites throughout LA County!

To: Thelma  From: Steve
Thank you for helping URM succeed with all the planned goals; which is a success and moving forward in the future plans and goals and you are a valued employee.

To: Steve  From: God
We need the stats on your program outcomes for the Board and Donors. Lives were transformed by recovery, restoring family and finding housing.
To: Benjamin  From: Mr. Dick Cheney
A donor would like to donate three million dollars tomorrow after the tour of the building.

To: Linda  From: Andy
We got that large donation and we can pay off the term loan two years early!

To: Julius  From: Steve
We now have a housing component for individuals who are looking for permanent housing!

To: Josiah  From: The Church
The church called, they would like to use some materials to help empower their congregation to partner with you more strategically and play a more significant role in the recovery of the men and women in your program.

To: Kitty  From: Rod Spackman, VP at Chevron
We have decided to fund your three goals with a gift of three million dollars for each year! Keep up the great work!

To: Jeri  From: Troy West
We need a bigger truck to transport the cash back to URM!

To: Dan  From: A Program Mom at Hope Gardens
Because of your faithful service to me and my kids, we are now living in a safe home, attending a Christ-honoring church and know that our future is in God’s hands.

To: Jacqui  From: Mr. Jones, The Nobel Peace Committee
Union Rescue Mission has been nominated to receive a Nobel Peace award for its work transforming the hearts and attitudes of the nation towards people experiencing homelessness.

To: Paulette  From: Mrs. Smith, The White House
Mrs. Obama was impressed by how well organized your facility was. She was pleased to know that you are at full capacity. She found it most noteworthy that she could feel His presence while she was there. Consider her a supporter.
**Primary Customer**
We all agreed our primary customers are our guests.

**Supporting Customers**
- Staff
- Volunteers
- Interns
- Donors (individuals, corporations, foundations, organizations)
- Churches
- Civil Authorities
- Other Agencies
- Media
- Referring Agencies
- Celebrities
- Other Rescue Missions
- Guests’ Families and Friends
- Larger Community
- Board Members
- Partners (USC, UCLA, Pepperdine)
- Alumni
- Former Staff (Some)
- Thrift Store Customers

**“The Steve List”**
(Idea similar to the Beloit College Mindset List)
- Who our customers are and how they will change over time
- Publish in AGRM magazine annually
- Tip for Steve to gather data in listening groups – Stand and Declare Exercise

**Stand & Declare Exercise: How will our customers change in the future?**

- Our guests will be more diverse because of the economy
- Guests and donors will be younger
- We will have an increase in number of guests
- Because of the economy, the needs, wants and aspirations of our guests will change (the things they thought they needed, they don’t need)
- Because donors and volunteers will be younger, they will donate less money but provide more hands-on service
- Despite our desire to eradicate homelessness, there will always be people in need
- Partners like UCLA may not be able to fund their programs here and operate onsite
- Utilizing our supporting customers list we can target our approach and grow our development efforts
Because we will have younger guests they will have expectations like they will want an iPhone.

Younger guests will have less job experience and will be harder to place in jobs (like at Toyota)

We will have more complex folks to deal with; more mentally troubled people, drug use, people that are difficult to help

The government will not be welcoming to groups like ours

Issues like the legalization of marijuana and veterans returning from Afghanistan and Iraq

We will see an increase in people who were working and lost a job or had a home foreclosed

Will see M.A.s and Ph.D.s who have lost hope and interest in looking for a job

Seniors will be tossed aside by their families who can't financially afford to take care of them

Kids are not being taught manners anymore

Daunting task of working with 2nd and 3rd generation families experiencing homelessness (folks who have never worked and only received assistance)

Churches are slow to respond

Government not connected to the truth of the situation

Share a verse that will encourage us!

Galatians 6:9 NIV

“Let us not become weary in doing good,
for at the proper time we will reap a harvest if we do not give up.”
Future Research
Liz Mooridian and Rachel Repko suggested as staff to help design online questionnaires, focus group questions, etc.

Committee Volunteers

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<th>Team Jacqui</th>
<th>Team TBD</th>
<th>Team HOOPLA</th>
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Note: An updated version of Page 3 of 72 (with champions for each segment of the 12-section process) is listed on the next page.

Resources:

[ ] WEBPAGE: Hidden webpage with handout, PowerPoints, etc. from today’s meeting are at: http://managementbuckets.com/urm

[ ] BASECAMP. The Task Force members will be invited to join Basecamp (www.Basecamp.com) and then, as requested, Task Force members will invite others to participate in Basecamp discussions.

[ ] TASK FORCE MEMBERS INCLUDE:
Board: David Dow, Jeff Hudson, Richard Newcomb (and 1 to be named)
SLT: Andy, Steve, Jacqui, Linda
# Union Rescue Mission

**The Rolling 3-Year Strategic Plan Process and Schedule**

**GOAL:** Final Draft Approved by SLT & Board before July 1, 2014

Version 4.0 – Updated on January 10, 2014

### TAB | Strategic Plan Tasks (generally completed in this order): | Champion | 1st Draft Deadline
--- | --- | --- | ---
| | **“Planning to Plan”** | | |
| | The 7 Reasons Why Strategic Plans Fail | | |
| | **The 5 Most Important Questions You Will Ever Ask About Your Organization** (Jan. 8 session) | | |
| 4 | Mission, Vision, Values, BHAG | Task Force/SLT | |
| 5 | Our Customers & What They Value | Steve Borja | |
| 6A | Environmental Scan | Andy Bales | |
| 6B | S.W.O.T. Analysis | Andy Bales | |
| 6C | Trends (and Trendspotting Exercise) | Andy Bales | |
| 6D | Assumptions (“The Radar Report”) | Andy Bales | |
| 7 | Spiritual Discernment Process | Jacqui Groseth | |
| 8 | Three-Year Visionary Priorities (by dept.) | Linda Wood | |
| 9 | Top-5 Goals for Year One | Linda Wood | |
| 10 | Board & Senior Team Goals & Dashboards | Linda Wood | |
| 11 | “Results Book” Excerpts | Jacqui Groseth | |
| 12 | Appendix | Sheila Young | |
| 1 | Introduction | Andy Bales | |
| 2 | Organization-at-a-Glance & Historical Snapshot | Jacqui Groseth | |
| 3A | Executive Summary | Andy Bales | |
| 3B | The Rolling 3-Year Strategic Plan Placemat | Linda Wood | |

### SUPPLEMENTARY RESOURCES:

- Customized Strategic Plan Versions (Board, Staff, Volunteers, Donors, etc.)
- **HOOPLA!** Celebration | Alexander Cornejo II
- Update of Annual Planning Calendar | Andy Bales

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“There is in the act of preparing, the moment you start caring.”

**WINSTON CHURCHILL**