



Embracing our Past...

...Reaching for the Future

A Strategic Plan for Boca Helping Hands

2011-2015



14 June 2011

Dear Colleagues and Co-Workers:

For nearly six months, we have brought the best of our intellectual capital together to create this strategic plan. With the enthusiastic support of our Board President, Mr. Gary Peters, and under the watchful eye of Ms. Christina Drouin and the dynamic guidance of Mr. Kevin Brolley, our Project Management Team framed the questions for discussion and provided invaluable background research. Our entire BHH family gathered on January 15th at Saint Andrews School to wrestle through profound questions of identity, goals, vision and a plan for the future. You hold the culmination of all that labor in your hands.

As you study this document, kindly remember the following key points:

1. A strategic plan is a living document. It will adjust itself...as we adjust it in the coming years due to unforeseen circumstances.
2. The Vision Statement and the four goals that were established at the January 15th Visioning Seminar will not change throughout the five year life of this plan.
3. The tactical approach to achieve that vision will, however, change...year to year... month to month. No one can possibly foresee what events might occur in the next five years.
4. The following is a series of strategic objectives and the initiatives necessary to achieve those objectives to be completed within the next 12 to 18 months.
5. As we move through 2011 and into the latter stages of 2012, we will begin this final exercise yet again...creating a new series of strategic objectives and key initiatives.

However, let us never forget, that while the strategic objectives and key initiatives will change....the Vision Statement and those four goals will remain immutable. They will guide our efforts and give us the target for which to aim. We know what success will look like for Boca Helping Hands in 2015. We have already seen a glimpse of the final destination. You hold in your hands the road map for the first stage in the journey. Join me for the adventure that is the next 12 to 18 months. The best days of Boca Helping Hands are ahead of us!

With respect,

James

James S. Gavrilos: Executive Director

Boca Helping Hands



Mission Statement

The Mission of Boca Helping Hands is to provide compassionate service through food and assistance programs to individuals, families and children to instill dignity and break the cycle of dependence.



Vision Statement

Boca Helping Hands in 2015 will be and be known as the premier community partner and resource center providing short-term assistance in meeting basic human needs and long-term solutions for people on the path to self-sufficiency in Boca Raton and beyond.



Goal 1: Sustainable Finances

Boca Helping Hands will have growing and dependable revenue streams that ensure a financially stable future.

Strategy 1.1 The Board of Directors will establish a Development Committee that will set annual goals and direction for all fundraising efforts

Initiative 1.1.1 The Board of Directors will establish a committee to oversee all operations, goal setting and strategic objectives of fundraising for Boca Helping Hands. It will be composed of the President of the Board, Executive Director, Development Director, President of Heart and Spirit, Board Treasurer and other key individuals as determined by the President of the Board.

Responsible: President of Board and Executive Director

Strategy 1.2 Boca Helping Hands will establish an endowment fund.

Initiative 1.2.1 The Development Committee will write the operating guidelines, objectives, and spending policies for the endowment fund.

Responsible: Development Committee

Initiative 1.2.2 Create marketing materials for endowment fund, including memorial giving

Responsible: Development Manager

Initiative 1.2.3 An Asset Management Committee will be appointed to oversee the material and financial assets of Boca Helping Hands. The Asset Committee will write investment guidelines and parameters and oversee the investment of endowment funds.

Responsible: President of the Board

Initiative 1.2.4 Open necessary accounts for management and custody of endowment funds.

Responsible: Treasurer of the Board and Executive Director

Strategy 1.3 Boca Helping Hands will establish a planned giving program that will help to grow its revenues long into the future.

Initiative 1.3.1 Develop a planned giving campaign and create planned giving marketing materials.

Responsible: Development Manager

Initiative 1.3.2 Identify potential candidates for lead gift.

Responsible: President of Board, Executive Director, and Development Manager

Initiative 1.3.3 Meet, explain and encourage lead candidates to launch planned giving campaign.

Responsible: President of Board and Executive Director

Strategy 1.4 BHH will hire a professional grant writer on a contract basis. The grant writer will also serve on the Development Committee

Initiative 1.4.1 Evaluate the role, the need and timing involved in hiring a Grant Writer

Responsible: Executive Director

Strategy 1.5 When appropriate, BHH will appoint a Major Gifts Coordinator who will also serve on the Development Committee

Initiative 1.5.1 Evaluate the role, the need and timing involved in appointing a Major Gifts Coordinator

Responsible: Executive Director



Goal 2: Increased Community Awareness

Boca Helping Hands will be known and valued throughout our service area for the work we do

Strategy 2.1 BHH will re-engage the local faith communities as true partners in the work we do.

Initiative 2.1.1 Local congregations will be contacted and presentations made on the variety of services offered at BHH.

Responsible: Executive Director

Initiative 2.1.2 A monthly open house will be scheduled with prominent local leaders invited to personally see the work of BHH.

Responsible: Program Director

Strategy 2.2 A public relations professional will be engaged to increase community awareness through both traditional and emerging social media outlets.

Initiative 2.2.1 A qualified candidate will be sought from the ranks of current BHH volunteers

Responsible: Executive Director

Initiative 2.2.2 A qualified candidate will be sought through the local college business departments.

Responsible: Executive Director

Initiative 2.2.3 A qualified candidate will be hired on a contract basis.

Responsible: Executive Director

Strategy 2.3 Local community service and business organizations will be encouraged to use the BHH facilities for their various meetings.

Initiative 2.3.1 BHH will host an event for those members of the Boca Raton Chamber of Commerce at the Trustee Level.

Responsible: Executive Director

Initiative 2.3.3 BHH will offer meeting space to local Rotary and Kiwanis Clubs

Responsible: Executive Director



Goal 3: Strengthened Organization

Boca Helping Hands will attract, develop and retain the leadership, staff and volunteers essential to achieve our mission and vision

Strategy 3:1 The Board of Directors will appoint a Board Governance Committee to oversee future Board development.

Initiative 3.1.1 The Board of Directors will appoint a Chair for the Board Governance Committee.

Responsible: President of the Board

Initiative 3.1.2 The Board Governance Committee will establish policies and guidelines for the appointment of new members to the Board of Directors.

Responsible: Board Governance Committee

Initiative 3.1.3 The Board Governance Committee will conduct a survey of current Board Members to determine professional, demographic and geographic needs to be filled in creating a diverse Board of Directors

Responsible: Board Governance Committee

Initiative 3.1.4 The Board Governance Committee will conduct an annual review of the By-Laws and Employee Handbook in current use by BHH.

Responsible: Board Governance Committee

Strategy 3:2 A point system will be adopted to establish objective guidelines to evaluate Board participation.

Initiative 3.2.1 A draft of a point system will be submitted to the Board Governance Committee for amendment and ratification.

Responsible: Executive Director

Initiative 3.2.2 A formal recommendation will be made from the Board Governance Committee to the full Board of Directors for adoption.

Responsible: Board Governance Committee

Initiative 3.2.3 The Board of Directors will adopt and institute a point system to evaluate Board participation.

Responsible: President of the Board

Strategy 3.3 BHH will have a formalized training and orientation program for all volunteers.

Initiative 3.3.1 A review of current models in use by local non-profits will be conducted.

Responsible: Program Director

Initiative 3.3.2 A formal training and orientation curriculum will be created and implemented at Boca Helping Hands.

Responsible: Program Director

Strategy 3.4 Boca Helping Hands will seek to retain 80% of its volunteers from year to year, thus ensuring continuity of service and consistency of brand.

Initiative 3.4.1 The new database (CiviCore) shall be operational by July 1, 2011.

Responsible: IT Consultant

Initiative 3.4.2 An accurate census of current volunteers shall be taken for analysis by key staff.

Responsible: Executive Director

Initiative 3.4.3 Recognition for service will be sent for every 50 hours of service a volunteer completes.

Responsible: Executive Director

Strategy 3.5 To ensure continuity of service and consistency of brand, succession plans will be created for the following positions currently held by volunteers:

Warehouse Manager
Volunteer Coordinator
Job Mentor Program Manager
Children's Assistance Program Manager

Initiative 3.5.1 An operations manual will be written, detailing the day to day tasks performed by each department of Boca Helping Hands.

Responsible: Executive Director



Goal 4: Enhanced Programs and Services

Boca Helping Hands will expand, create and sustain programs that anticipate and respond to the changing needs of a growing and diverse population

Strategy 4.1 The Food Center will begin offering lunch on Fridays, thus adding a sixth day to the schedule of meals.

Initiative 4.1.1 A head cook will be identified.

Responsible: Food Center Manager

Initiative 4.1.2 A volunteer team of kitchen and pantry volunteers will be identified.

Responsible: Volunteer Coordinator

Initiative 4.1.3 A launch date will be established.

Responsible: Executive Director

Strategy 4.2 BHH will begin addressing issues of food insecurity in the western part of Boca Raton.

Initiative 4.2.1 A suitable location will be identified for distribution of pantry goods.

Responsible: Program Director

Initiative 4.2.2 A suitable location will be identified for preparation and serving of hot meals.

Responsible: Food Center Manager

Initiative 4.2.3 Volunteer recruitment from local faith communities and businesses in the western part of Boca Raton will begin.

Responsible: Volunteer Coordinator

Strategy 4.3 Boca Helping Hands will expand its efforts to deliver meals to house-bound shut-ins.

Initiative 4.3.1 An appropriate warming container will be identified by BHH and then submitted to the local health department for approval.

Responsible: Executive Director

Initiative 4.3.2 Policies and procedures for delivery of hot meals will be submitted to the local health department for approval.

Responsible: Executive Director

Initiative 4.3.3 Volunteer drivers will be recruited.

Responsible: Volunteer Coordinator

Strategy 4.4 Blessings in a Backpack will expand its impact.

Initiative 4.4.1 Local congregations will be enlisted to provide material and financial support.

Responsible: Executive Director

Initiative 4.4.2 Local elementary school principals will be contacted to determine interest and eligibility.

Responsible: Program Director

Strategy 4.5 A comprehensive survey of client needs will be undertaken on a bi-annual basis.

Initiative 4.5.1 Agencies with a mission similar to that of BHH will be contacted to determine what “Client Needs” data already exist.

Responsible: Program Director

Initiative 4.5.2 Conduct comprehensive study to determine market penetration in Boca Raton

Responsible: Executive Director

Initiative 4.5.3 A new “Client Needs” survey will be created and conducted

Responsible: Program Director

Strategy 4.6 The Job Mentor Program will expand its class offerings, thus providing job ready skills and knowledge to our clients.

Initiative 4.6.1 A mission statement will be crafted to define the boundaries and focus of the Job Mentor Program.

Responsible: Executive Director

Initiative 4.6.2 Teachers for evening classes will be identified and engaged

Responsible: Job Mentor Program Coordinator

Strategy 4.7 Boca Helping Hands will establish a catering operation staffed by clients in order to teach job ready skills in the primary industry offering entry level employment in Boca Raton.

Initiative 4.7.1 A business plan for a catering operation staffed by clients will be created.

Responsible: Executive Director

Initiative 4.7.2 Suitable candidates will be recruited from among our client base.

Responsible: Job Mentor Program Coordinator

Initiative 4.7.3 A head chef will be hired with responsibilities to run the operation as well as train the clients in job ready skills.

Responsible: Executive Director

Strategy 4.8 An ElderCare Task Force will be created to assess the needs of the local, aging population.

Initiative 4.8.1 An ElderCare Task Force will be appointed.

Responsible: President of Board of Directors

Initiative 4.8.2 A needs assessment of the local community (Dixie Manor and Pearl City) will be conducted.

Responsible: Program Director

Initiative 4.8.3 The ElderCare Task Force will conduct a review of elder services currently available to clients.

Responsible: ElderCare Task Force

Initiative 4.8.4 The ElderCare Task Force will make recommendations for policies and programs to the Board of Directors based on the conclusions drawn from their research.

Responsible: ElderCare Task Force

Strategy 4.9 The Children's Assistance Program will expand its impact.

Initiative 4.9.1 The C.A.P. will make recommendations to the Executive Director and Board of Directors for expansion of programs and services based on their analysis of the data.

Responsible: Program Director

Strategy 4.10 The Medical Resource Committee will expand its impact

Initiative 4.10.1 A needs assessment of the local community (Dixie Manor and Pearl City) will be conducted.

Responsible: Children's Program Coordinator

Initiative 4.10.2 The Medical Resource Committee will conduct a review of medical services currently available to clients.

Responsible: Medical Resource Committee

Initiative 4.10.3 The Medical Resource Committee will make recommendations to the Executive Director and the Board of Directors for expansion of programs and services based on their analysis of the data.

Responsible: Medical Resource Committee