



STRATEGIC PLAN

LONG BEACH COMMUNITY ACTION PARTNERSHIP
2016-2021

A MESSAGE TO OUR STAKEHOLDERS:

The management and staff of Long Beach Community Action Partnership (LBCAP) understands that though we all may face uncertainties in life, few are more daunting than those encountered daily by families living in poverty. Often there is no one solution or intervention that enables someone to achieve the desired goal of self sustainability. As a result LBCAP believes that holistic success on such a journey often requires innovative strategies leveraged with the strengths of community collaborations.

In the LBCAP 2016 Strategic plan we strive to present a concise vision for success over the next five years that will have a comprehensive impact on the positive growth of the agency and communities we serve. Our Board will be actively engaged as advocates for the Mission of Community Action and our team will work tirelessly to offer the best services possible as valued partners. We invite leaders and citizens at every level of the private, public and low income sectors of our community to join us in service of a greater good for all!

The future will present opportunities to make our community a better place to live, learn and work together. Experience has demonstrated that one idea can create a lifetime of change when those involved believe in the efforts required to make it a reality! LBCAP is grateful for the support we receive from you and other champions of our success!



MARY SRAMEK
Chairwoman, Board of Directors



DARICK J. SIMPSON
Executive Director

Mary Sramek
Susanne Browne
Susan Forman
Susana Sngiem
Emery Younes
Strategic Planning Committee



“ Thank you for doing my taxes. You eased my mind, helped my heart smile and made my experience one of ease and grace!

“ LAMP changed my life. Mr. Simpson has not only supported my dreams in music, he has also been someone I could talk to about the everyday challenges of life.



“ [PADNET] not only fills a communication/journalism/media gap in [Long Beach], but offers an opportunity for creative conversation and dialogue.

~Customer comments about LBCAP

INTRODUCTION

The Strategic Plan of Long Beach Community Action Partnership represents the combined efforts of the organization's Board, staff and stakeholders to provide a pathway to achieving the mission and vision of LBCAP, and fulfilling the Promise of Community Action. The organization has committed to this strategic direction, and will work tirelessly to build from this cornerstone a framework of operation which exemplifies the best in both programs and administration. The allocation of manpower and finances necessary to achieve these goals will be significant; our community deserves no less.

FINANCES

GOVERNANCE

SOCIAL CAPITAL

ADMINISTRATION

FINANCES



Long Beach Community Action Partnership is financially sound and operates programs aligned with the mission and values of the organization.

Grow the operational reserve of unrestricted revenue.

- Create a multi-layered approach to explore strategic opportunities to increase unrestricted revenue.
- Explore subcontracting with a development professional and link this position with LBCAP's core message.
- Set annual net revenue goals for LB Night CAP.
- Establish annual goals for the growth of the operating reserve.

Develop and maintain a Board-driven portfolio of long-term revenue.

- Establish annual goals in the pursuit and acquisition of unrestricted revenue sources.

Manage and leverage current resources to obtain additional funding through trending opportunities.

- Create a formal vetting procedure for new funding opportunities.
- Evaluate trending opportunities for review and alignment with the mission of the organization.
- Identify two funding opportunities per quarter for discussion or consideration at the Executive Team level, and twelve funding or resource opportunities per year at the Board level.

GOVERNANCE



The Board of Long Beach Community Action Partnership has the resources and capacity necessary to exercise prudent governance and support for the organization.

Enhance the capacity of the Board to exercise prudent governance of the organization.

- Focus Board recruitment on applicants with financial accumen, while maintaining diversity.
- Create an Advisory Council to seek additional support in expert areas and facilitate Board recruitment.

Establish and maintain the tradition of Board Members serving as ambassadors of the organization.

- Ensure all Board members understand the core messaging of the organization.
- Ensure each Board member delivers one activity annually which fulfills their role as Ambassadors of the organization.

Ratify and maintain an operational structure for standing and ad hoc committees.

- Establish the following committees: Executive, Finance, Fund Development, Board Development, Personnel, Audit.
- Implement and maintain a structured and sequenced process for nominating new Board members.

Cultivate a Board-driven capital campaign to meet future acquisition goals.

- Research and plan for a capital campaign.
- Explore the long-term potential of owning and operating a building, with an acquisition date within 7-10 years.
- Identify properties or buildings which will meet the current and potential needs of the organization.

SOCIAL CAPITAL



Long Beach Community Action Partnership is recognized as an essential leader on complex issues of equity facing vulnerable individuals and families, through continued support of innovation, partnership and service.

Advocate publicly for the alleviation of poverty issues as they relate to the agency mission and vision.

- Serve as a convenor for local and regional equity issues facing people living in poverty.
- Increase the capacity of service to vulnerable populations by investing in other local organizations.
- Engage in advocacy and organizing that is aligned with the organization's mission and values.

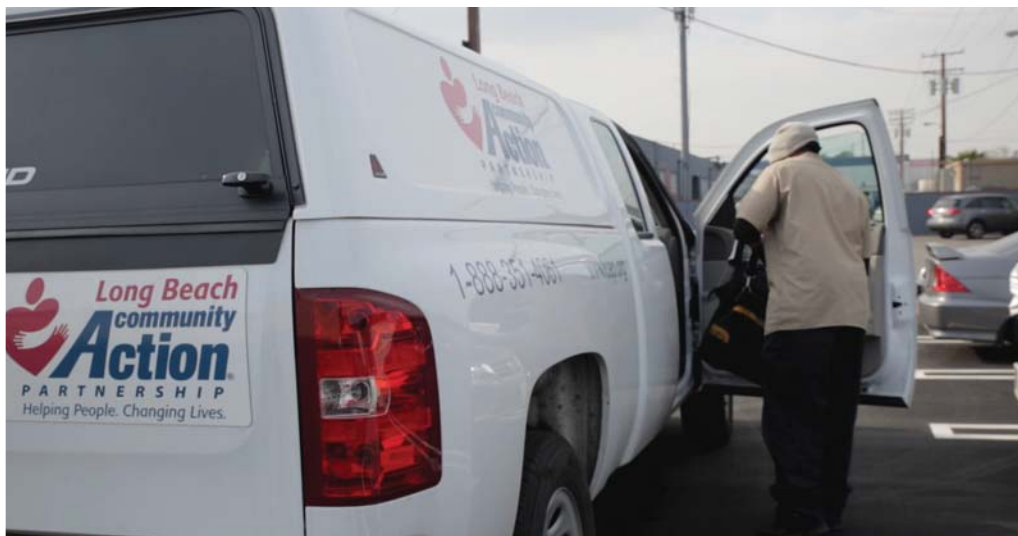
Develop and maintain quality and comprehensive opportunities for youth and low-income individuals and families.

- Review customer satisfaction across programs to ensure that the brand is consistent with the product.
- Increase cross-referrals where appropriate, by disseminating collaborative opportunities to staff.
- Foster employment opportunities for youth who excel within programs.

Increase marketing across all programs, building connections and awareness of the organization across all sectors.

- Reinforce internal communication through storytelling.
- Increase organization-wide message discipline.
- Leverage the communicative power of the Public Access Digital Network (PADNET) across all programs.
- Publicize client testimonials and organizational successes across multiple media platforms.

ADMINISTRATION



Long Beach Community Action Partnership provides a workplace that is supportive of the development, growth and vision of all employees.

Maximize the diversity, contribution and strengths of all employees.

- Survey staff annually to measure satisfaction, development interests and opportunities to increase productivity.
- Improve the pay rate structure within each program using labor market data.
- Implement a succession plan for key departmental positions.
- Implement a communications plan to solicit and respond to staff feedback for program efficiency and innovation.

Recognize staff in a manner that is equitable and accessible across the organization.

- Create a “Years of Service” recognition program for staff.

Engage staff in the philosophy and culture of the organization across all programs.

- Create, articulate and affirm the tenets of the organization through a core values and benefits document.



MISSION STATEMENT

We are passionately committed to providing dynamic pathways to self-sustainability for low income individuals and families through advocacy, education, and energy assistance. With our collaborative partners, community resources, and strength-based leadership, we coordinate and mobilize comprehensive training and technical assistance vital to building and sustaining an enriched community.

THE PROMISE OF COMMUNITY ACTION

Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.



Long Beach Community Action Partnership

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lbcap.org
padnet.tv