



Since 1980

Partnering with our Community to Achieve Stability for Our Neighbors in Need

Food | Housing | Job Support

2017 – 2019 Strategic Plan

Where we are now

2016 was momentous for Arm In Arm in many ways.

We provided a **record level of service**, with food pantry visits exceeding 21,000, slightly ahead of 2015, itself a record year. Similarly, in 2016 our License to Succeed program restored an all-time high of 53 licenses for adults seeking to find work and improve earning potential. We prevented homelessness for over 650 households with more than \$300,000 of emergency financial assistance this year, although this service is down from 2015's service to 800 households due to reduced government grant funding for direct aid. Despite losses in financial aid in this area, we have strengthened the depth of our service through financial education and other supportive services to all individuals and families facing an imminent threat of homelessness. And our workforce development program continues to serve approximately 60 heads of household seeking employment, refreshing job skills and supporting the job search process. We have added opportunities to strengthen employment prospects for participants in this program, including occasional working lunches with managers from Starbucks and other employers, and job opportunities in research studies conducted by Princeton University's Busara Center for Behavioral Economics. Overall, we accomplished our strategic goals set forth in 2014 to increase breadth and depth across our services.

In 2016 we received a **perfect score** from Charity Navigator for our transparency and accountability, a confirmation of our hard work over the past few years to strengthen our financial and programmatic reporting systems, as well as communication about our performance to our community. We incorporated this rating into our case for support to current and prospective donors as they consider many opportunities for philanthropy.

Of greatest note, after 36 years, we changed our name from the Crisis Ministry to **Arm In Arm**. This undertaking was an outgrowth of our 2014 Strategic Plan to “expand our brand and development efforts.” Recognizing that organizational growth depends on new resources, we set out to understand how well we are known and what people think of us in the community. Through generous pro bono resources from nrg and Johnson & Johnson, both made possible through board member affiliations with these entities, we conducted in depth market research. The results confirmed our intuition that those who know us believe in our mission and are committed to supporting us, but that most people do not know us and are confused by the name The Crisis Ministry. While our new name Arm In Arm does not necessarily communicate our services and programs, it does convey our core values and strengths: the positive partnership we have with our community, the collaborative spirit we have in our daily work, and our optimism about the possibilities of the future. The name also reflects the respect we have for the dignity of those we serve and for their own power in the process of regaining financial stability. After a carefully planned rollout over 2016, we are now officially Arm In Arm, and by and large our supporters and the broader community have not only adopted, but embraced our new identity. Our greatest hope for the coming three years is that our new name will strengthen our capacity to engage our community and develop financial resources so that we may better fulfill our mission to our neighbors in need.

A critical element of our current organizational status is our **financial health**. While we are pleased to have maintained financial assets in excess of two million dollars over the past six years, we have relied on our reserves to cover a portion of our operating costs for the past four years.¹ In 2013, the Board of Directors made a strategic decision to use surpluses from 2011 and 2012, which resulted from an outpouring of community support after a devastating fire in our main food pantry location in 2011, to support our operating budget. The injection of these funds into our programs and infrastructure made possible the tremendous growth in service of the last three years. Nonetheless there was consensus by the board and executive leadership that we would need to increase our fundraising capacity to maintain new levels of service and operating expenses once surpluses were expended by the end of 2015 (this was one of the driving forces behind our name change). In 2013 we defined a fundraising plan to increase income and have steadily reduced the deficit over the past three years. We now seek to close the remaining gap in 2017 and to continue to grow income to achieve new strategic goals in the coming years.

¹ Net assets 2010 – 2015

Dec 31, 10	Dec 31, 11	Dec 31, 12	Dec 31, 13	Dec 31, 14	Dec 31, 15
\$2,151,529.48	\$2,631,093.80	\$2,709,403.96	\$2,540,951.94	\$2,426,514.66	\$2,307,182.83

Where we are going

Our strategic planning process for the 2017 – 2019 period began in the spring of 2016 with the collection of data about our internal organization and our external environment. This data was presented to the board at our September retreat, and after rich discussion, the board defined the following goals for the next three years:

1. Increase financial resources by developing community relationships
 - a. Strengthen and expand corporate relationships
 - b. Strengthen and expand academic relationships
 - c. Strengthen and expand our volunteer program
 - d. Define and implement a capital and/or endowment campaign
 - e. Continue individual donor cultivation efforts
2. Reach more people facing hunger and food insecurity and provide more food
 - a. Increase in-kind food donations to support a growth in service
 - b. Increase service at pantries
 - c. Continue to grow home food delivery customer base
 - d. Target area schools for increased service onsite and at pantries
3. Expand our technologies and funding opportunities to reduce homelessness and increase housing stability
 - a. Become a rapid rehousing provider
 - b. Rebuild budget for homelessness prevention to resume prior level of service
 - c. Strengthen existing and develop new budget-neutral tools to help people to regain housing stability
4. Strengthen strategies to help people achieve greater financial stability through employment
 - a. Expand job training opportunities
 - b. Strengthen employer relationships
 - c. Serve new populations
 - d. Restore drivers licenses
5. Upgrade and advance information technology to support our mission

Goal 1: Increase Financial Resources

Our greatest priority for the next three years is to develop new and strengthen existing community relationships that can lead to increased funding. First it is paramount that we close our operating deficit (projected at \$108,000 in 2017) so that we can maintain our current level of service without reduction of financial reserves critical to organizational stability. And once that task is accomplished, we seek to develop new funding to support our mission and strategic goals.

Across all objectives detailed below, we will continue to capitalize on the new energy and attention relating to our name change and our Charity Navigator rating. We will also continue to implement new messaging developed during our name rollout, such as “Food * Housing * Job Support”, “Imagine a place that offers resources and solutions”, and “better together” to describe our mission and services, as well

as continue to develop new communication strategies that support our development effort. As we broaden our reach in the community, we will seek demographic diversity in our relationships, emphasizing geographic, age and cultural diversity to strengthen our base of support for today and the future.

We will also customize some development efforts to the interests and priorities of institutional donors (e.g. focus on economic development for Blackstone, driver's license restoration for insurance companies and auto dealers, hunger and food insecurity for local restaurants and grocery stores). And, in defining plans for respective community groups, we will consider all of our programs and specify strategies for engagement to support them (e.g. nutrition education in our food pantries, budgeting support in housing stability, mock interviewing in workforce development).

G1 Objective 1: Strengthen corporate relationships – develop new and existing corporate partnerships through ownership structure and engage employees through volunteer opportunities

Timeline

Fall 2016 – Form ad hoc Corporate Engagement Committee (Gary Patteson, Ken Barbuscio, Lee Davis, Peter Fasolo, David Hill supported by Carolyn Biondi, Sarah Unger) and hold initial meeting (*complete*)

Winter 2017 – Corporate Engagement Committee to identify current and prospective corporations and define corporate engagement plan to tap leadership and engage employees, detailing actions steps and board member and staff assignments. (*in progress*)

Spring – Fall 2017 – Implement corporate engagement plan with quarterly reports to board

Yearend 2017 – Define Year 2 plan

2018 and 2019 – Implement plans as defined at prior yearend; report quarterly on progress

Measurable outcomes

- Contacts made
- Volunteer activity – days of service, ongoing volunteering
- In-kind donations
- New and renewed funding secured
- Verbal and written feedback from corporations

Resources required:

- Board member contributions of time and connections to networks
- Focus from Executive Director, Director of Development and Communications, Volunteer and Community Engagement Coordinator, Program Directors and teams to support effort and execute plan
- \$1,000 annual budget for print materials

G1 Objective 2: Strengthen academic relationships – Develop new and existing partnerships with local college and universities through administration and faculty and engage students through volunteer opportunities

Timeline

Spring 2017 – Development and Community Engagement Committee to define academic partner engagement plan including Princeton University, Rutgers University, Rider University, The College of New Jersey, Mercer County Community College, and Thomas Edison College to tap administration and faculty contacts and engage students, detailing actions steps and board member and staff assignments

Summer – Fall 2017 – Implement academic partner engagement plan with quarterly reports to board

Yearend 2017 – Define Year 2 plan

2018 and 2019 – Implement plans as defined at prior yearend; report quarterly on progress

Measurable outcomes

- Contacts made
- Research and other intellectual partnerships initiated
- Volunteer activity – days of service, ongoing volunteering and internships
- In-kind donations
- New and renewed funding secured
- Verbal and written feedback from students, faculty and administration

Resources required:

- Board member contributions of time and connections to networks
- Focus from Executive Director, Director of Development and Communications, Volunteer and Community Engagement Coordinator, Program Directors and teams to support effort and execute plan
- \$1,000 annual budget for print materials

G1 Objective 3: Strengthen Volunteer and Community Engagement program – define volunteering opportunities and strategies to engage volunteers that can support operation of programs and lead to funding opportunities

Timeline

Summer 2017 – Development and Community Engagement Committee to identify key congregations, public and private schools, local businesses and restaurants and civic groups to tap leadership and engage constituents, detailing actions steps and board member and staff assignments for community engagement plan

Fall 2017 – Implement community engagement plan with quarterly reports to board

Yearend 2017 – Define Year 2 plan

2018 and 2019 – Implement plans as defined at prior yearend; report quarterly on progress

Measurable outcomes

- Contacts made
- Volunteer activity – days of service, ongoing volunteering
- Community-based activity (e.g. donation opportunities at restaurants or grocery stores)
- In-kind donations
- New and renewed funding secured
- Verbal and written feedback from community groups

Resources required:

- Board member contributions of time and connections to networks
- Focus from Executive Director, Director of Development and Communications, Volunteer and Community Engagement Coordinator, Program Directors and teams to support effort and execute plan
- \$1,000 annual budget for print materials

G1 Objective 4: Define and implement a capital and/or endowment campaign to fund capital needs, strategic initiatives and future operations. Current wish list includes:

- Upgrade of all computers and printers and scanners
- Upgrade of office software
- New client service database
- Enhanced website technology to facilitate service provision
- Fingerprint scanning technology to facilitate pantry intake process
- Food scanning technology to help with inventory management
- New Dodge Sprinter van for food pickup and distribution
- Commercial scale
- Electric pallet jack
- Pallet rack shelving (food storage)
- Gondola shelving (food display)
- Rolling bins

Timeline

Winter 2018 – Development and Community Engagement Committee to engage consultant to facilitate feasibility study for capital and/or endowment campaign

Summer 2018 – Committee to report to Board on feasibility study; Board to vote on whether to move forward with capital and/or endowment campaign

Fall 2018 – Assuming support from Board, engage consultant to help create capital and/or endowment campaign plan

2019 – Implement campaign plan

Measurable outcomes

- Financial goal for campaign met by yearend 2019

Resources required:

- Board member contributions of time, strategic vision and connection to networks
- Focus from Executive Director, Director of Development and Communications to support effort and execute plan
- \$10,000 for consultant to facilitate feasibility study and create plan in 2018, support execution in 2019
- \$5,000 for marketing and print materials in 2019

G1 Objective 5: Continue individual donor cultivation efforts

Timeline

Winter – Spring 2017 – Development and Community Engagement Chair and Executive Director to document processes developed over the past three years (e.g. giving analysis, identification of priority donors, documentation and review of progress) and create annual calendar of activities. Tailored messaging strategies for individual donors according to their interests will also be defined with support of Director of Development and Communications

2017 – 2019 – Continue individual donor cultivation efforts, following annual calendar of activities and messaging strategies defined above

Measurable outcomes

- Budget vs. Actual individual donations
- Total increase/decrease in sustained giving
- Total increase/decrease in new giving
- Total increase/decrease in number of existing and new donors

Resources required:

- Focus from all Board members, Executive Director and Director of Development and Communications to support effort and execute plan

Goal 2: Reach more people facing hunger and food insecurity and provide more food

The area where we have the greatest capacity to grow is in our food service to prevent hunger and promote food security. We provide food for 10,000 Mercer County residents, with 80% of our food coming from in-kind donations, and we believe that we can serve more people, while containing costs by growing in-kind food donations through untapped sources and strengthened relationships with existing donors of in-kind food. With 41,000 Mercer County residents living in poverty and experiencing food insecurity, there is much greater need than we are currently serving. Expanded service will require more staffing resources for food procurement and distribution (drivers and pantry staff), and the timeline of our strategic goals and objectives reflect the need to develop funding for these resources prior to expanding service.

G2 Objective 1: Increase in-kind food donations to support a growth in service

Timeline

Winter 2017 – Hunger Prevention and Nutrition Committee to work with Development and Community Engagement committee to identify current and prospective sources of in-kind food and define plan to form or strengthen relationships, detailing actions steps and board member and staff assignments, including:

- Collaboration with Yes We CAN! volunteers and Farmers Against Hunger to define targeted food sources for donations, including farmers, Community Supported Agricultural groups (CSAs), farmers' markets and grocery stores
- Identification of targets for food drives and fundraising efforts (restaurants, congregations, corporations, businesses, civic groups, etc.)
- Assigned board or staff member for each target to build relationship
- Messaging strategies (e.g. education on hunger and food insecurity, our client-choice model, flexible pickup services, etc.)
- Strategies to build volunteer base to assist with food pickup

Spring – Fall 2017 – Implement in-kind food donation plan with quarterly reports to board

Yearend 2017 – Define Year 2 plan, including hiring of part-time driver

2018 and 2019 – Implement plans as defined at prior yearend; report quarterly on progress

Measurable outcomes

- Increase in-kind food donations

Resources required:

- Volunteers to assist with increase in food pickup in 2017
- Additional driver hours – 10 hours per week for 2018, 20 hours per week for 2019
- Board member contributions of time to build community relationships
- Focus from Executive Director, Director of Development and Communications, Volunteer and Community Engagement Coordinator, Hunger Prevention and Nutrition Director and team to support effort and execute plan

G2 Objective 2: Increase service at pantries

Timeline

Summer 2017 – Hunger Prevention and Nutrition Committee to define plan to increase awareness of food pantries and to meet increased demand, detailing actions steps and board member and staff assignments, including:

- Feasibility of increased volume during existing pantry hours and possibility of expanded pantry hours, such as opening one afternoon a month
- Continued effort to build recurring base of volunteers

- Resource development to fund additional part-time pantry staffing

2018 (contingent upon added resources)

- Word of mouth promotional strategy among our customer base
- Social media, text and email-based communication with our existing customers with service hour reminders, notification of eligibility to shop (30 days after last visit) and alerts about special offerings, that can be easily shared with friends and family
- Strategies for free advertising, such as community resource pages in newspapers, online community calendars, congregational bulletins, school newsletters
- Quarterly reports to board on progress

Yearend 2018 – Define Year 3 plan

2019 – Implement plan as defined at prior yearend; report quarterly on progress

Measurable outcomes

- Increased annual visits to food pantries from 21,000 to 23,100 by yearend 2019

Resources required:

- Volunteers to assist with increase in pantry service (shoppers, intake, stocking)
- Technical support for phone app or text blast
- Board member contributions of time and focus to build community relationships
- Focus from Executive Director, Director of Development and Communications, Volunteer and Community Engagement Coordinator, Director of Hunger Prevention and Nutrition Director, Director of Workforce Development and teams to support effort and execute plan
- Sufficient supply of both purchased and in-kind food donations to stock pantry to meet higher levels of service.

G2 Objective 3: Continue to grow home food delivery customer base

Timeline

Fall 2017 – Hunger Prevention and Nutrition Committee to define plan to increase awareness of home food delivery service and to meet increased demand, detailing actions steps and board member and staff assignments, including:

- Feasibility of increased home food delivery
- Continued effort to build reoccurring base of volunteers for home food delivery

2018 (contingent upon added resources)

- Word of mouth promotional strategy among our congregational and school networks
- Social media, text and email-based communication with current customers who use the technology

- Strategies for free advertising, such as community resource pages in newspapers, online community calendars, congregational bulletins, school newsletters
- Quarterly reports to board on progress

Yearend 2018 – Define Year 3 plan

2019 – Implement plan as defined at prior yearend; report quarterly on progress

Measurable outcomes

- Increased home food delivery service from 3,000 visits per year to 3,300 by yearend 2019

Resources required:

- Volunteers to assist with packing and delivering bags
- Technical support for phone app or text blast
- Board member contributions of time and focus to build community relationships
- Focus from Executive Director, Director of Development and Communications, Volunteer and Community Engagement Coordinator, Director of Hunger Prevention and Nutrition and team to support effort and execute plan
- Sufficient supply of both purchased and in-kind food donations to stock pantry to meet higher levels of service.

G2 Objective 4: Target area schools for increased service onsite and at pantries

Timeline

Winter 2018 – Hunger Prevention and Nutrition Committee to define plan to collaborate with schools for increased service onsite and at pantries, detailing actions steps and board member and staff assignments, including:

- Feasibility of and plan for food distribution at schools
- Feasibility of and plan for “express service” at pantries, including online pre-orders and priority pickup
- Strategies to build base of volunteers and fund staffing, as necessary, for new initiative

2019 (contingent upon added resources) - Implement plan as defined at prior yearend; report quarterly on progress

- Word of mouth promotional strategy among school networks
- Social media, text and email-based communication
- Strategies for free advertising, such as community resource pages in newspapers, online community calendars, congregational bulletins, school newsletters
- Quarterly reports to board on progress

Measurable outcomes:

- 50 families served through school-based efforts by yearend 2019
- Responses to online customer satisfaction survey
- Feedback from school teachers and administrative staff

Resources required:

- Volunteers to assist with packing and delivering bags
- Technical support for online pre-order capability
- Board member contributions of time and focus to build community relationships
- Focus from Executive Director, Director of Development and Communications, Volunteer and Community Engagement Coordinator, Director of Hunger Prevention and Nutrition, Director of Workforce Development and teams to support effort and execute plan
- Sufficient supply of both purchased and in-kind food donations to stock pantry to meet higher levels of service.

Although not identified as a strategic goal, the promotion of health and wellness remains central to our mission to achieve stability for our neighbors in need and is integrally related to our core service of hunger prevention and nutrition. For this reason, the Hunger Prevention and Nutrition program will continue to explore new partnerships and to further develop existing relationships to provide the healthiest food (fresh produce, grains, dairy and protein), nutrition education, health education and health screenings. In addition to having relevance to our mission, the connection between hunger, nutrition and health outcomes is also highly relevant to our funders, and we need to demonstrate our commitment to this priority.

Another valuable investment for the next several years is continuing participation in local collaborations such as the Trenton Healthy Food Network's Coordinated Food Pantry Committee, the Trenton Health Team, the Trenton 250 master planning effort by the Trenton Mayor's office and the Princeton Human Services Commission. While staffing resources are currently stretched thin in the operation of the food pantries and home food delivery service, the Director of Hunger Prevention and Nutrition and Executive Director will continue to participate as fully as possible in these efforts. Not only do these working groups raise the visibility of the issues of hunger and food insecurity, but they also raise our profile in the community, including with government entities that control funding, as an effective provider.

Goal 3: Expand our technologies and funding opportunities to reduce homelessness and increase housing stability

G3 Objective 1: Become a rapid rehousing provider

In light of research indicating the effectiveness of rapid rehousing and new government funding opportunities, we believe that development of a rapid rehousing program will strengthen our Housing Stability services. We have received initial new funding for 2017 to support street outreach to homeless individuals, a key component of a successful rapid rehousing program.

Timeline

Fall 2016 – Interview and hire two part-time outreach workers (fully funded by a new City of Trenton grant). *(complete)*

2017 – 2019 – Executive Director, Director of Development and Communication and Director of Housing Stability to identify opportunities and apply for funding for rapid rehousing, particularly new government grants

Winter 2017 – Director of Housing Stability Services to design rapid rehousing pilot, including case management and housing locator functions and necessary staff development. Identify community resources critical to the success of rapid rehousing and develop collaborative agreements

Spring 2017 – Housing Stability Committee to approve pilot plan, including \$10,000 in direct aid out of the approved 2017 budget. Existing homelessness prevention staff to provide rapid rehousing services.

Summer – Fall 2017 – Provide rapid rehousing services to three to four homeless individuals or families

Yearend 2017 – Director of Housing Stability to assess effectiveness of pilot and report to Committee. Assuming success, designate larger portion of direct aid rapid rehousing in 2108 budget.

2018 – 2019 – Continue to develop rapid rehousing program, increasing level of service

Measurable outcomes

- Rapid rehousing service to three to four individuals or families by yearend 2017
- New funding secured for rapid rehousing by yearend 2018
- Further increase in service by yearend 2019

Resources required

- Board member support to implement a 2017 pilot for rapid rehousing
- Board member assistance in general fundraising efforts
- Focus from Executive Committee, Executive Director, Director of Development and Communications to secure new funding for rapid rehousing

G3 Objective 2: Rebuild budget for homelessness prevention to \$400,000 to resume 2015 level of service

Need for homelessness prevention assistance is far greater than our 2017 direct aid budget of \$230,000 will serve. We have staffing capacity to administer at least \$400,000 in direct aid funds without need for additional hiring.

Timeline

2017 – 2019 – Executive Director and Director of Development and Communication to identify opportunities and apply for funding for homelessness prevention from both public and private sources

Measurable outcomes

- New funding secured for homelessness prevention
- Increased direct aid budget for homelessness prevention and corresponding increase in service

Resources required

- Board member assistance in general fundraising efforts
- Focus from Executive Committee, Executive Director, Director of Development and Communications to secure new homelessness prevention funding, particularly government and private grants

G3 Objective 3: Strengthen existing and develop new budget-neutral tools to help people to regain housing stability

Timeline

2017 – 2019 While we work to rebuild the direct aid budget for homelessness prevention, Housing Stability staff members will focus on providing supportive services to clients in addition to financial aid to prevent or end homelessness, including:

- Education about and referral to community resources
- Connecting people to resources to remove barriers to housing stability, such as legal assistance, healthcare and education
- Connecting people to income – support with job search and connection to benefits such as SNAP (food stamps) and LIHEAP (utility assistance)
- Personal financial management, budgeting and cost-saving measures
- Support locating decent affordable housing (housing locator function)
- Landlord and utility payment negotiation
- Advocacy on behalf of client with landlords and service providers
- Housing voucher administration on behalf of government entities

Director of Housing Stability Services will provide quarterly summary of supportive service activity to Housing Stability Committee

Measurable outcomes

- Client stories and testimonials regarding supportive services

Resources required

- Focus from Director of Housing Stability Services and team to develop and implement supportive services for clients

Goal 4: Strengthen strategies to help people achieve greater financial stability through employment

Two of the four objectives for this goal – to strengthen job search support and job training opportunities and to strengthen employer relationships – complement an objective in our first goal: to increase funding through corporate partnerships. And they are budget-neutral, requiring only the focus of relevant board and staff members. The timeline for accomplishing objectives is long, given the existing commitments of our staff members in this program and the development area.

The workforce development program has stability: our contract with Mercer County One Stop Career Center, which funds a majority of the program costs, was recently renewed through June of 2018 and will be eligible for a two-year renewal at that time, assuming continued availability of funding. As a part of our strategic plan, we will seek new sources of funding, as well as new and strengthened ways to train and secure employment for program participants. Restoration of driving privileges greatly enhances job prospects, and is thus also integral to this goal.

G4 Objective 1: Strengthen job search support and job training opportunities

Timeline

Winter 2017 – Director of Development to document our current model for “day of service + working lunch” for corporate partners to help in the food pantry and connect with our job training program members to discuss job search and professional development strategies.

Workforce Development Committee to coordinate with Corporate Engagement Committee and Development and Community Engagement Committee to identify new corporate partners for this initiative.

Spring 2017 – Develop marketing materials for the “day of service + working lunch” initiative and send letter of invitation

Summer 2017 - Schedule new groups and groups who have already participated in the initiative (BMS, Starbucks, BlackRock, Wegmans);

Fall 2017 – Rollout “day of service + working lunch” with goal of one group per quarter

Winter 2018 – Director of Development to document our current model for our “ace the interview” opportunity for individual volunteers to support job training program members in their job search

Workforce Development Committee to coordinate with Corporate Engagement Committee and Development and Community Engagement Committee to identify new corporate partners for this initiative

Spring 2018 – Develop marketing materials for the “ace the interview” initiative and send letter of invitation to corporate partners

Summer 2018 – Recruit individual volunteers

Fall 2018 – Rollout “ace the interview” with goal of each job training program participant to meet with a volunteer

2019 – Continue to grow participation in “day of service + working lunch” and “ace the interview” initiatives

2017 – 2019 - Facilitate additional studies/surveys with Busara Center for Behavioral Economics at Princeton University to advance research in poverty alleviation and for secondary benefit of training and employing our job training program participants; explore the possibility of ongoing training for surveying and call-center skills through Busara Center for our job training participants

2017 – 2019 – Consider options to augment job training program based on the Samasource model (<http://www.samasource.org/>)

Measurable outcomes

- Once per quarter “day of service + working lunch” for corporate groups starting in Fall 2017
- Each job training program participant to have an “ace the interview” session starting in Fall 2018
- Facilitate two surveys with Busara Center by yearend 2019

Resources required

- Board member contributions of time and focus to build corporate relationships
- Focus from Executive Director, Director of Development and Communications, Volunteer and Community Engagement Coordinator, Director of Workforce Development and teams to support effort and execute plan

G4 Objective 2: Strengthen employer relationships

Timeline

Winter 2017 – In conjunction with Corporate Engagement Committee, Workforce Development Committee to identify prospective employers

Spring 2017 – Investigate identified corporations for their hiring contacts and priorities

Summer 2017 – Create marketing materials to encourage employers to consider our “certified applicants,” based on their performance in our training program, for employment

Fall 2017 – Follow up with employers regarding participation in employment initiative and track progress on implementation

Winter 2018 – Workforce Development Committee and Director of Workforce Development to collaborate with employers, Workforce Development boards and educational institutions to develop Targeted Industry Partnerships (TIP), including:

- Collaborative efforts with employers to identify required skills, abilities and credentials that are in demand
- Leadership in the development of a workforce plan for each TIP to respond to identified needs and opportunities
- Meeting with the NJ Talent Network coordinators representing Hotel & Tourism, Financial Services, Technology and Healthcare sectors

- Development of strategy for building and sustaining partnership through commitments from employers, WFD boards, educational institutions and other key stakeholders for 2018 – 2019

2017 – 2019 Director of Workforce Development to participate in Trenton Area Stakeholders Employment Collaboration and Executive Director to participate in Advisory Board of Trenton Workforce Development Initiative

Measurable outcomes

- New corporate and business relationships for “certified applicant program” by yearend 2017
- New Targeted Industry partnerships by yearend 2018
- Strategic plan for partnerships with employers, WFD boards and other key stakeholders by yearend 2018

Resources required

- Time and resources Workforce Development Committee, Corporate Engagement Committee and Development and Community Engagement committee, Director of Workforce Development and teams
- Time and resources of partner organizations
- Employer commitment

G4 Objective 3: Serve new populations

Timeline

2017 – 2018 Review feasibility of grant opportunities for new workforce populations (re-entry, veterans, etc.), design programs and submit proposals

2019 – Implementation of one new workforce development program

Measurable outcomes

- Feasibility assessment of 3 new programs (re-entry, veterans, etc.) by 08/31/17
- Submission of proposal for appropriate program & population by 3/31/18
- Implementation of new workforce development program by 3/31/19

Resources required

- Board member contributions of time and focus to consider strategic opportunities
- Focus from Director and Coordinator of Workforce Development, Executive Director, and Director of Development and Communications to support effort and execute plan
- Grant funds and matching funds for new opportunities

G4 Objective 4: Build funding for drivers licenses restoration to increase level of service

Timeline

Spring – Summer 2017 – Identify sources of funding, including already engaged corporations and foundations and collaborate with partner agencies to find new funding, including:

- My Brother's Keeper
- MCOSCC on future Community Health Aide Training program
- Mercer County Re-entry Task Force
- Mercer County Community College for professional certifications & degrees that require driver license such as HVAC
- Trenton Violence Reduction Strategy (TVRS) thru TCNJ & Bonner
- Other agencies connected with construction trades, medi-trans drivers, CDL truck driver, home health aides & residential care assistants

Fall 2017 – Fall 2018 – Make personal contacts, submit letters of interest and grant requests

Fall 2019 – Increase service based on new funding

Measurable outcomes

- New funding sources and increased direct aid budget by yearend 2018
- Increased level of service by yearend 2019

Resources required

- Board member contributions of time and focus to consider strategic opportunities
- Focus from Director and Coordinator of Workforce Development, Executive Director, and Director of Development and Communications to support effort and execute plan

Goal 5: Upgrade and advance information technology to support our mission

To support the above strategic goals, we need to upgrade all technology, including computer hardware and software and client information management systems, which is outdated after years of accepting in-kind donations, and innovate in the way that we use technology, including making client service more efficient through web options and inventory management.

Timeline

2017 – A working committee at the staff level, supported by an ad hoc board committee to be identified, will identify and itemize cost for all capital needs relating to information technology, including:

- Upgrade of all computers and printers and scanners
- Upgrade of office software for all computers
- New client service database
- Enhanced website technology to facilitate service provision
- Stronger WIFI signals in Hanover & new location for clients' use in service delivery process

- Blue tooth connection to printers for clients' use in documentation process
- Fingerprint scanning technology to facilitate pantry intake process
- Food scanning technology to help with inventory management

2018 – Integrate technology needs into broader feasibility study for capital and/or endowment campaign

2019 – Purchase new hardware and software as soon as funding becomes available; engage consultant to identify new database and help with conversion, as well as new technologies for website, fingerprint scanning for client intake process and food inventory management

Measurable outcomes

Upgrade of all hardware and software, as well as addition of new technologies identified above by yearend 2019

Resources required

- Time and focus of staff working committee and ad hoc board committee to detail needs and a plan for upgrade in the area of information of technology
- Integration by Development and Community Engagement Committee of needs and plan into a broader capital campaign strategy
- Consultant assistance – budgeted at \$10,000 for 2019 – to assist with implementation of technology improvements otherwise made available by in-kind donations from corporate
- supporters

Finally, we acknowledged a need to reflect on a board development plan for the next three years. We should devise a plan for securing new corporate and Princeton University connections, increasing the diversity of board members, and instituting advisory boards (community and client advisory, young professionals, expertise- or interest-specific, etc). A refreshed look at the board's role and at our processes and functions in 2017 will facilitate the achievement of our strategic goals for 2017 – 2019.