



Strategic Plan

July 2018 – June 2021

VISION

A diverse community of Angelenos working together to break down barriers and lead fulfilling lives.

MISSION

Bresee battles poverty by empowering youth and families in LA with the skills, resources, and relationships necessary to thrive.

VALUES

- Integrity
- Community
- Resilience
- Life-long Learning
- Compassion

Executive Summary

Bresee's 2018-21 Strategic Plan comes on the heels of six straight years of program, budget, and staffing growth. Since 2012, Bresee has doubled the amount of clients served from 1,500 to 3,000, its budget from \$1.5 million to \$3 million, and its staffing from 25 to over 50. This plan is not a continued growth plan, but one which calls for a deepening of the existing program work, stabilization of the organization to allow Bresee's infrastructure to catch up with its growth, and enhanced financial sustainability measures, focusing on elevating the development resource engine and volunteer leadership Boards. If this plan is successful, Bresee will enter 2021 as a Learning Organization with improved, evaluable outcomes for the youth and families it impacts, a more exceptional staff culture, a high functioning resource Development Team, a secure and vibrant Bresee Campus, a plan for campus expansion, and a stronger, more diverse, volunteer board leadership to support the work.

Strategic Planning Committee

Board

Ashley Fontanetta
Bryan Sapanza, Finance Chair
Kara Petreccia, Program Chair
Michael Lee, Development Chair

Staff

Daniel McWhirter, Program Director
Katherine Jumbe, Associate Director of Development
Lizzeth Henao Rosales, COO
Seth Eklund, Executive Director

Advisory Council

Frank Chen

2018-2021 Goals

To fulfill our mission, Bresee will invest in the following strategies over the next three years.

1

Foster an exceptional employee culture.

2

Strengthen program impact through evaluation and learning.

3

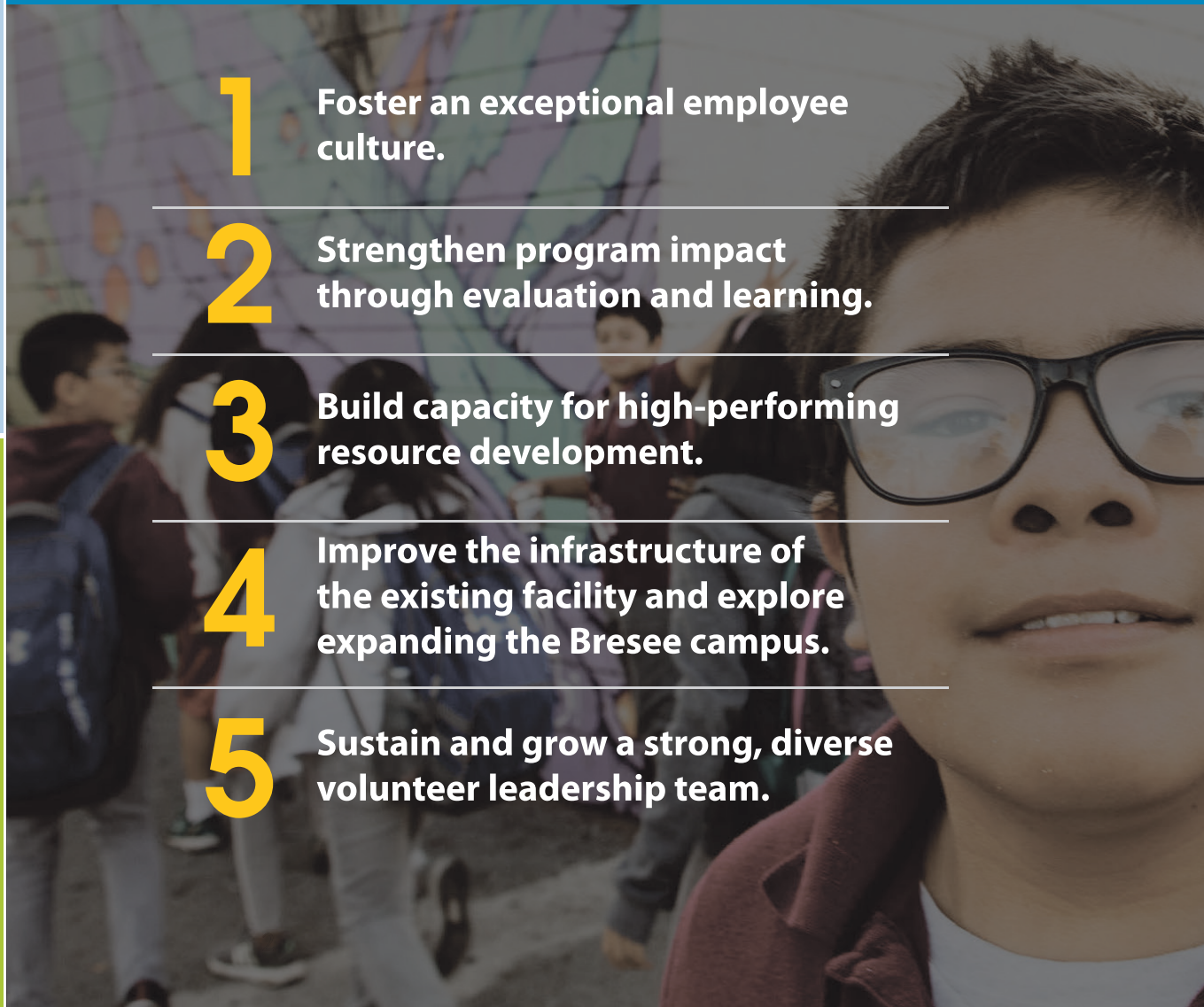
Build capacity for high-performing resource development.

4

Improve the infrastructure of the existing facility and explore expanding the Bresee campus.

5

Sustain and grow a strong, diverse volunteer leadership team.



GOAL

1

Foster an exceptional employee culture

Bresee's ability to serve its clients will require the organization to continue to build upon its team of passionate, diligent and capable employees. To retain and attract the highest quality employees to our team, we must provide an exceptional employment experience to our staff and leadership.

Objective 1: Assess and improve organizational culture

Objective 2: Develop a succession plan for board and staff leadership

Objective 3: Increase staff training and development

Objective 4: Implement comprehensive performance management and evaluation system

Objective 5: Implement a market-leading merit-based compensation and benefits system

Objective 6: Prepare a multi-year organizational staffing and budgeting plan to be updated annually





GOAL 2

Strengthen program impact through evaluation and learning

As a learning organization, Bresee is committed to a process of perpetually improving its programs so that we can continue to increase the positive impact we have upon our clients' lives. We expect our work in this area to require constant reflection and adaptation, and we will develop a process to regularly reassess, revise and refine our programming approaches.

Youth Services	Family Services	Gang Prevention
<ul style="list-style-type: none">• Middle School After-School• English for Success• Teen Tech Center• High School Internships• College Access & Success• Athletics	<ul style="list-style-type: none">• Financial Asset Building• Adult ESL & Computer Literacy• Legal/Immigration Services• Emergency Assistance• Family Advocacy & Coaching	<ul style="list-style-type: none">• Outreach & Assessment• Family Coaching• Youth Coaching• Youth Group Activities• Summer Night Lights

Objective 1: Develop Theory of Change and program model for each major Bresee program

Objective 2: Implement a shared process for continual program improvement

Objective 3: Identify strategic partnership goals

GOAL

3

Build capacity for high performing resource development

Bresee requires significant resources to fulfill its Vision and Mission. We will build upon the strength of Bresee's current financial position and increase our investment in the organization's development function. Bresee will assemble a best-in-class development team composed of a collaborative group of highly skilled individuals to meet our objectives.

Objective 1: Build a skilled and collaborative development team

Objective 2: Craft a 3-year resource development plan to advance Bresee's mission and strategic goals

Objective 3: Streamline systems and processes to maximize the team's human and financial resources

Objective 4: Improve capacity for marketing and communications, with emphasis on development and client recruitment





GOAL

4

Improve the infrastructure of the existing facility and explore expanding the Bresee campus

Bresee is fortunate to own its facility which provides the organization a critical space for programming and considerable financial flexibility. However, Bresee's significant growth in recent years has put pressure on these facilities and other related infrastructure. To meet the growing needs of our employees and clients, Bresee must provision resources to ensure a safe and vibrant physical campus as well as a modern, secure and reliable technological platform. Furthermore, the organization will need to plan for Bresee's growing space needs in order to accommodate our increasing numbers of staff, programs and clients.

Objective 1: Ensure a secure and vibrant Bresee campus

Objective 2: Implement best practices in digital infrastructure and security

Objective 3: Plan for Bresee's growing space needs

GOAL

5

Sustain and grow a strong, diverse volunteer leadership team

Bresee relies on its volunteer boards (Board of Directors, Advisory Council, and nascent Junior Board) to ensure sound organizational governance, provide operational and strategic direction to the leadership and staff, and serve as engines of its development and outreach functions. Bresee cultivates these dedicated volunteer boards by engaging existing members while also attracting new members who can bring varying perspectives, skills, relationships and fundraising capabilities to the organization. Specifically, we will increase the membership of our various volunteer boards and diversify their composition in order to better represent and serve our community.

Objective 1: Review and update the roles and responsibilities of the 3 volunteer boards

Objective 2: Identify areas where the volunteer boards can be further strengthened and diversified (e.g., skill sets, professional and personal backgrounds, etc.)

Objective 3: Recruit additional board and advisory council members, and establish junior board

Objective 4: Establish an annual review process for the Board of Directors and its individual members





Support Our Strategic Plan

INVEST IN BRESEE'S FUTURE

GIVE

Make a Leadership Gift to help us reach our goal of raising \$1.5 million to realize this plan.

LEARN

Learn more by reaching
Executive Director
Seth Eklund at
seklund@bresee.org

Director of Development
Betsy Blanchard at
bblanchard@bresee.org

JOIN

Support one of our objectives by partnering with us to advance our work.

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