

BOARD GOALS MEASURABLE OUTCOMES

GOAL	OBJECTIVE	MEASURE	RESPONSIBLE	TARGET DATE	STATUS
<p>1. Complete Comprehensive Capital Campaign, Home For Good, by achieving \$20mm goal.</p>	<p>a. Attain the campaign goal by securing final funds by calendar year-end.</p>	<p>a. Secure \$20mm goal for capital campaign</p>	<p>Agency: Advancement Department Board: Advancement Committee</p>	<p>12/31/2022</p>	<p>Complete</p>
	<p>b. Focus particularly on raising gifts and pledges for the sustainability fund (see Goal 5c for additional discussion)</p>	<p>b. Secure champions to advocate for agency sustainability, particularly in the areas of agency preservation, housing, and Women’s Services. Determine sustainability goal.</p>	<p>Agency: Advancement Department Board: Advancement Committee</p>	<p>12/31/2022</p>	<p>Pending</p>
	<p>c. Start the groundwork for a sustainability campaign and housing fund.</p>	<p>c. Form a dedicated sustainability fund task force. Create a menu of commemorative giving opportunities as well as collateral.</p>	<p>Agency: Advancement Department Board: Advancement Committee</p>	<p>08/01/2022</p>	<p>Pending</p>

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<p>2. Review past Strategic Plan, FY2017-2020, and assess and approve new goals and strategies for FY2021-2024.</p>	<p>a. Create a marketing document that will best summarize our goals for our funders and donors.</p>	<p>a. Strategic plan will be summarized and professionally formatted to clearly communicate goals for funders and donors.</p>	<p>Agency: Executive Leadership Team, Advancement Department</p> <p>Board: Board of Directors</p>	<p>06/30/2022</p>	<p>Pending</p>
	<p>b. Developing a document for Board use that guides our governance of the Agency's strategic initiatives.</p>	<p>b. Strategic plan will be presented to and approved by the Board of Directors.</p>	<p>Agency: Executive Leadership Team</p> <p>Board: Board of Directors</p>	<p>01/31/2022</p>	<p>Complete</p>
	<p>c. Ensuring a detailed operational and flexible plan is in use at the agency level to allow for:</p> <ol style="list-style-type: none"> 1. Evaluating gaps in current homelessness landscape and strategies to meet these needs 2. Continuing focus on expanding client housing and supportive programming 3. Obtaining sustainability and greater self-sufficiency 	<p>c. 1. Goals and objectives related to assessment of unmet needs will be incorporated into operational agency level strategic plan.</p> <p>2. Goals and objectives that define expansion of housing and supportive programming will be incorporated into operational agency plan, i.e., expansion of housing by 21 units (BP3) and 24 units (Men's Housing) and expansion of supportive programming to include Engagement Center, evaluation of Representative Payee program expansion.</p> <p>3. Goals and objectives related to improving agency sustainability will be incorporated into operational agency plan.</p>	<p>Agency: Executive Leadership Team</p> <p>Board: Board of Directors</p>	<p>01/31/2022</p>	<p>Complete</p>

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<p>3. Support and sustain an agency-wide Diversity, Equity, and Inclusion (DEI) plan.</p>	<p>a. Offer opportunities to sensitize the Board to key DEI initiatives.</p>	<p>a. Presentations from the Centered in Equity Committee will be given at regular board meetings at least 4 times per year.</p> <p>Board will be invited to 2 additional trainings related to DEI per year.</p>	<p>Board: Centered in Equity Committee</p>	<p>06/30/2023</p>	<p>Ongoing</p>
	<p>b. Incorporate best practices around DEI into the ongoing nomination process and our board activities by setting specific goals based on defined metrics.</p>	<p>b. Best practices around DEI in the nomination process and board activities based on defined metrics will be researched by the Centered in Equity Committee and presented to the Board for incorporation into policies and procedures.</p> <p>Board will review and incorporate recommended best practices.</p>	<p>Board: Centered in Equity Committee, Board of Directors</p>	<p>06/30/2023</p>	<p>Pending</p>
	<p>c. Stay informed about and support Agency staff's internally focused Racial Equity Advocacy for Change Team (REACT) initiative.</p>	<p>c. Monthly REACT committee updates will be incorporated into the monthly update to the board through the Community Programs department.</p>	<p>Agency: REACT Committee, VP of Community Programs</p>	<p>02/28/2022</p>	<p>Pending</p>

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<p>4. Regularly monitor the construction budget and successful buildout of the new 2808 Australian Avenue center and Burckle Place 3.</p>	<p>a. Regularly monitor the construction budget and successful buildout of the new 2808 Australian Avenue center and Burckle Place 3.</p>	<p>a. Construction budget and successful buildout of the two sites will be regularly reviewed and discussed through reports presented at the Finance Committee and the Housing and Facilities Committee and to the Board of Directors at monthly meetings.</p>	<p>Agency: Property Management Department Board: Finance Committee, Housing and Facilities Committee</p>	<p>06/30/2023</p>	<p>Ongoing</p>
<p>5. Commit to a balanced budget and financial sustainability</p>	<p>a. Ensuring annual fund goal is met and is given priority in fundraising efforts</p>	<p>a. Annual funding goal of \$3,085,000 will be met by June 30, 2022. Annual funding goal for FY 22-23 (to be determined through budgeting process) will be met by June 30, 2023.</p>	<p>Agency: Advancement Department Board: Advancement Committee</p>	<p>06/30/2023</p>	<p>Ongoing</p>
	<p>b. Adopting and enacting a planned giving policy</p>	<p>b. Advancement Department and Advancement Committee will collaborate on formalizing the legacy giving program.</p>	<p>Agency: Advancement Department Board: Advancement Committee</p>	<p>06/30/2023</p>	<p>Ongoing</p>
	<p>c. Clarifying the role and need for a "Sustainability Fund" along with the "rainy day" fund (reserves).</p>	<p>c. Define the needs of the agency that would be served by a rainy day fund and a sustainability fund, and then quantify the amount needed to address those needs on an annual and long-term basis.</p>	<p>Agency: Advancement Department; Operations Department Board: Finance Committee; Advancement Committee; Housing and Facilities Committee</p>	<p>06/30/2023</p>	<p>Pending</p>

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<p>6. Engage in close oversight of our social enterprise programs to ensure they provide client training and support of our TLP mission at a reasonable cost.</p>	<p>a. Board will provide oversight of Catering and Thrift Store social enterprises, ensuring they support the TLP mission at a reasonable cost.</p>	<p>a. Financial updates and other programmatic deliverables will be reported to the Finance Committee and the Social Enterprise Task Force and to the Board of Directors at monthly meetings.</p>	<p>Agency: Chief Operating Officer Board: Finance Committee; Social Enterprise Task Force</p>	<p>06/30/2023</p>	<p>Ongoing</p>
<p>7. Periodically review Board composition to ensure all Board members are active and fully engaged; continue to develop and sustain racial, ethnic, gender, professional, sociological, and geographic diversity.</p>	<p>a. Implement policies that allow for leadership continuity.</p>	<p>a. Executive Committee will meet with CEO to discuss succession planning for leaders within the organization</p>	<p>Agency: Chief Executive Officer Board: Executive Committee</p>	<p>06/30/2023</p>	<p>Pending</p>
	<p>b. Implement policies that allow for minimally disruptive leadership transitions at executive and committee levels; the regular infusion of fresh talent and perspectives; and succession planning as directors term out or retire.</p>	<p>b. Governance Committee will develop policies regarding term limits for Board members. Governance Committee will develop policies regarding succession planning for Directors, particularly those at executive and committee levels.</p>	<p>Board: Governance Committee</p>	<p>06/30/2023</p>	<p>Ongoing; policies regarding term limits approved at February 2022 Board meeting</p>

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<p>8. Continue to evaluate and support our CEO especially as she seeks to manage staff and operations during this unsettling period of transition.</p>	<p>a. Board of Directors will continue to evaluate and support our CEO especially as she seeks to manage staff and operations.</p>	<p>a. Board Members complete annual evaluation of CEO and are accessible to CEO when needed.</p>	<p>Board: Board of Directors</p>	<p>06/30/2023</p>	<p>Ongoing</p>
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