

JOEL'S PLACE STRATEGIC PLAN (10/23/2008)

Core Purpose

Creating a Compassionate Community

Core Values

Christ-Centered, Commitment Motivated, Compassion Driven, Relationship Based, Prayer-Dependent

Long-Term Goal (2017)

We will have a revitalized youth culture in Fairbanks.

Vivid Description for long-term goal:

- *We will revolutionize the way people view the love of Christ as a meaningful determinant of their lives.*
- *Joel's Place resides at the intersection of the body of Christ and the community.*
- *Spiritually, mentally, emotionally, and physically healthy children are the basis of strong communities.*
- *Joel's Place is uniquely poised to meet the needs of young Fairbanksans and their families.*

Mid Term Goal (2012-2013)

Build one year Operating Reserve for Joel's Place to enhance our sustainability.

Short-Term Goals (2008-2013)

Internal Capacity – Quality

- Have in place a sustainable Human Resources Plan (2011-2012)
- Begin leadership succession planning (2010)
- Build an addition with office space, laundry, showers and computer lab. (2010)
- Office Manager on staff (2009)
- Professional Program Director for Joel's Place (2009)
- Provide Health Benefits for Full-Time Employees (2009)
- Develop Board Committees in the areas of Financial, Fundraising, Board Development, Staff and Volunteer Development and Community Outreach. (2008)

External Relationships – Marketing/Communications/Reputation

- Build the reputation of Joel's Place with community through enhanced community awareness. (2009)
- Formalized partnerships with Colleges, Churches and Ministries for internships, staff and volunteer recruitment. (2009)
- Produce professional PSA's for use on television and radio (2008)
- Develop and implement a Marketing Plan for potential donors/funders and the community (2008).
- Build referral base with community partners to better meet the needs of the youth and families we serve. (2008)
- Develop and implement a Marketing Plan aimed at newcomers to our community.(2008)

Resources: Human and Financial – Quantity

- Formalized Staff Evaluation process in place. (2011)
- Increase unrestricted cash through individual donations and earned income to 50% of income. (2009)
- Begin to establish relationships necessary to institute major gifts program, and build the capacity to have asked 10 major donors for \$10,000 donations (2009)
- Complete a Development Plan that incorporates the concept of donor development and clearly articulates sponsorship opportunities (2008)
- Increase the number of \$200 sponsors for the Skate Park by one per month (2008)
- Formalize a Capital Campaign to ask for donations for land improvements and building the addition. (2008)
- Have a formal Financial Policy in place (2008)
- Skate Park Manager to become a Certified instructor.(2008)

Mission – Program

- Have in place a formal street outreach program including a drop in center for street involved youth, drop in center for food, clothing, and showers. (2011)
- Pave and fence the lot to add outdoor recreation areas for summer programs (2009)
- Develop a life skills program focused on the arts, literacy, job readiness and peer helping components. (2009)
- Develop a skateboarding program that is prevention based. (2008)
- Develop and implement a formal program evaluation tool. (2008)

Joel's Place Annual Plan (2008)

Internal Capacity

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