Part III: Action Plan

Summary of Priorities and Strategies

As LLUM moves forward into the next 5 years, it has identified a variety of goals, priorities, and strategies to focus on and at any one point is ready to deploy. LLUM will take action on this tailored approach to continue to solidify, continue to grow the existing relationships and programs while leveraging untapped potential and resources that exist within LLUM.

Below is a focused Strategic Plan divided into 4 Categories with top 7 Priorities: Adult and Family Programs at Benning Terrance, Community Partnerships, Middle School Programs, Staff Development, Workforce Development, Trauma Informed Care, and Increased Funding. Additional priority included is expanding services to High School Students.
Action Plan

Programs

Goal: Expand and increase holistic programming for adults & families at the Hilltop Center in the Benning Terrace community.
- Conduct a needs assessment for families and adults through surveys and focus groups.
- Expand family services by establishing a Family Center at the Hilltop location which will offer the following: diapers, job search assistance, and a resource and referral board.
- Raise awareness about Little Lights in the Hilltop neighborhood through continued community outreach.

Goal: Strengthen and expand services and resources offered to middle schoolers (6th-8th graders).
- Research best practices for program structures and curriculum focused on this age group.
- Based on research, design and implement targeted programs and services.
- Maintain connections beyond middle school

Goal: Develop a trauma-informed care model to be implemented at every Little Lights program site.
- Institute staff wide trauma training (ongoing and annual) to support staff and volunteers/mentors in dealing with challenging student and familial situations

Goal: Increase workforce opportunities and programs (get more community members hired and workforce ready)
- Expand the scope and opportunities for Clean Green Team by doubling staff and revenue within five years.
- Research and identify another social enterprise opportunity

**Goal:** Expand Racial Reconciliation training
- Organize and develop a curriculum to train others
- Explore ways to generate income for the organization through this work
- Forge new church partnerships and create additional avenues for congregations to engage with and learn the material
- Host Race Literacy 101 retreats at the Retreat House
- Further incorporate anti-racism training and values throughout the organization (to staff, students, volunteers, donors, etc.)

**People & Partners**

**Goal:** Hire additional staff to meet expanding program efforts (around Race Literacy, new middle school programming, etc.).
- Hire staff members for new Family Center at Hilltop Center.
- Hire additional administrative and supervisory support for social enterprise efforts.
- Hire additional fundraising staff.
- Hire part-time Student Support staff members for all 5 sites.

**Goal:** Increase staff salaries and benefits to ensure market competitiveness and leadership capacity.

**Goal:** Identify and implement staff training opportunities in the areas of professional development, program effectiveness, fundraising, leadership, and social-emotional learning.

**Goal:** Build additional partnerships with other organizations to create a better list of referrals for students and families and to develop collaborations that enhance our own programming.

**Goal:** Identify and strengthen relationships with black and minority churches/organizations in order to diversify pool of volunteers and mentors.

**Operations & Facilities**

**Goal:** Reassess space to determine best fit for potential new programming for middle school students.

**Goal:** Ensure that we continue to have adequate space for storage and parking in order to continue expanding the Clean Green Team and to pursue another possible social enterprise.

**Goal:** Explore options for additional administrative office space as staff continues to grow.

**Fundraising**

**Goal:** Increase revenue from individuals, churches, corporations, and foundation funders by 30% over the next five years (roughly $81,000 increase per year).
- Establish a major gifts program
• Continue to build trust in Little Lights/Steve Park as a thought leader around issues of faith, poverty & justice issues, and racial literacy
• Continue to strengthen partnerships with other institutions and organizations.

**Goal:** Focus on stewardship and increasing overall donor retention rate to 70%

**Goal:** Increase revenue from Ignite the Light Giving Society by 25%