

Bresee Foundation
July 2023 – June 2025 Strategic Plan

Mission

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

Executive Summary

Bresee's 2018-21 Strategic Plan came on the heels of six straight years of program, budget, and staffing growth. The plan was not a continued growth plan, but one which called for an intentional focus on organizational culture, a deepening of the existing program work, and stabilization of the organization to allow Bresee's infrastructure to catch up with its growth. It called for enhanced financial sustainability measures, focusing on elevating the development resource engine and volunteer leadership Boards, as well as re-building a vibrant campus after 20 years of deferred maintenance.

The progress on this plan was abruptly disrupted approximately half-way through implementation in March 2020 by the COVID pandemic. Bresee then pivoted its resources and would distribute over \$15 million in emergency services to over 9,000 clients, three times its normal average, to meet the community's basic needs for close to the entire next three years, through December 2022.

Bresee's current July 2023- June 2025 Adaptive Strategic Plan is a two-year bridge plan designed to help build upon and finish the work of the 2018-21 plan. If this new bridge plan is successful, Bresee will enter the 2025-26 program year having re-established annual program implementation plans across the organization, continued to build a diverse, high performing workforce, completed key campus safety and facility upgrades, firmed up financial stability measures even further, and built a comprehensive strategy for its next stage of expansion.

Strategic Planning Committee

A team of consultants through Bridgespan Group's Learning for Impact (LFI) program, Liz Koenig & Kayla Powers, lead a 6-month process spearheaded by Bresee's Leadership team in conjunction with its Program Directors, Staff, and Board of Directors in order to build this 2023-25 Adaptive Strategic Plan.

Bresee's Leadership Team included: Executive Director Seth Eklund, Associate Executive Director Dunia Perich, Director of Operations Rene Lopez, and Director of Development Roxxi Bartlett. Bresee's Program Directors Team included: Middle School Director Blanca Orellana, Sports Leadership Director Luke O'Quinn, Gang Prevention Director Boris Villacorta, Family Services Director Wendy Lopez, and Education & Career Development Director Alex Mayugba.

Bresee's 2023-25 Strategic Plan Priorities

Programs

1. Re-establish annual implementation plans for all of Bresee's programs including annually updating Program Summaries for all fourteen unique programs with key program goals, owners, target population, program components, client outcomes, funders, reporting, partnerships, volunteers, key dates and data tools.
2. Establish a Program Report Card and process for monitoring mid-year and final outcomes for all of Bresee's unique programs.
3. Digitize and centralize all program information including program summaries, report cards, and program narratives in order to foster clear communication between Programs & Development and to facilitate onboarding for future staff transitions.

Staff

4. Analyze and update compensation to support hiring and retaining a strong workforce.
 - Establish compensation benchmark goals for each role (between 50th and 75th percentile)
 - Increase unrestricted funding to support compensation increases
 - Raise salaries accordingly
5. Invest in professional development for supervisors and managers.

Development

6. Build capacity for high performing resource development to facilitate sustainability and future growth.
 - Restructure team roles & responsibilities
 - Add new staffing to facilitate future growth in foundation gifts, individual donors, govt RFPs.
 - Update and streamline all grant processes to maximize team time and resources.
 - Continue government advocacy efforts to increase contracts.

Facilities

7. Complete beautification, safety, technology, and facility upgrades to ensure a vibrant, safe "home" campus for the next decade including:
 - ADA compliance - entire facility
 - Art room
 - Teen Tech center
 - Restrooms, kitchen, and back patio
 - Park and exterior safety
 - Roof & air conditioning units

Financial Sustainability

8. Strengthen financial sustainability by increasing our operating reserve from 1 to 3 months of cash on hand.

Future Growth

9. Complete research to understand varied, future growth strategies and inform plans for growth starting in 2025
 - Analyze current programming, mission alignment, funding streams, cost efficiencies.
 - Research non-profits who've created second sites, merged, expanded reach, etc. to understand opportunities and pitfalls.
 - Research potential available govt contracts which may facilitate growth.
 - Complete financial modeling for different growth strategies.