

## Korean American Family Services—2015-2018 STRATEGIC PLAN

***KFAM's Mission** is to support and strengthen Korean American families and individuals in the Greater Los Angeles area through counseling, education, and other social services.*

<b>GOALS</b>	<b>OBJECTIVES</b>	<b>Implementation Plan</b>
I. Develop focused program expertise and excellence in core programs. (All Board)	A. Expand domestic violence (DV) services including for dual victims of DV and sexual assault. B. Increase mental health/wellness programming. C. Maintain Korean Foster Family Initiative with sustainable funding.	1. Identify funding opportunities to increase DV program to include sexual assault/human trafficking services. 2. Explore integrated programs for mental health and wellness, including physical health and substance abuse. 3. Develop plan for becoming a Foster Family Agency (FFA).
II. Strengthen and develop operational infrastructure and administrative capacity to support growth. (Internal Affairs Committee)	A. Develop and implement a thoughtful plan for operational capacity building that includes staff increase and technology utilization. B. Strengthen human resource management system.	1. Seek grants and designate unrestricted funds for technology and site development upgrades. 2. Recruit HR expert on the board or as consultant.
III. Grow and diversify revenue to support strategic goals and objectives (External Affairs Committee/All Board)	A. Increase annual revenue support for programs and management to \$1.8 million annually by 2018, excluding “pass-through” government funds. B. Increase non-government support to constitute 35% of annual revenue by 2018.	1. Develop giving campaign to increase individual giving (membership drive, online, major giving, etc.) 2. Hold 2nd annual fundraising event outside of Gala to build donor support base (5K, kimchi festival, etc.)
IV. Increase Board capacity and effectiveness in governance and fundraising. (Governance Committee)	A. Develop and implement Board membership expectations and board resources. B. Increase Board fundraising by 15% each year. Note: 5-year history of fundraising events revenues: \$94,398 (2010), \$126,901 (2011), \$106,595 (2012), \$113,838 (2013), \$113,398 (2014)	1. Develop board handbook, commitment letter and other resources. 2. Reorganize board committees, roles and calendar 3. 4. Increase board fundraising expectation. 4. Recruit board members with access to large corporate grants/sponsorships.