



## **Love INC of Muskegon County**

### **2013 Three Year Strategic Plan**

With unemployment and poverty levels at near historic highs in Muskegon County, Love INC of Muskegon (Love INC) thought it appropriate to do a three year strategic plan so it can achieve its mission by effectively utilizing its limited resources, and better serve the increasing needs.

The first step in this strategic planning process was to review, revise and validate the organization's mission and vision statements (see below). Input from board members, participating churches, donors, volunteers and staff members was solicited. Next, Love INC evaluated its strengths, weaknesses, threats and opportunities. The following Strategies and Objectives are the result of this comprehensive process.

Following are seven (7) Strategic Initiatives and twenty three (23) specific objectives that will guide Love In the Name of Christ of Muskegon to broaden and increase the number of families served in the county over the next three years. Helping people help themselves is what Love INC is all about.

#### **The Mission Statement**

“Transforming Lives In the Name of Christ Through the Church”.

#### **Core Values**

1. We are Christian. Everything we think, say and do is in the name of Christ.
2. Prayer is an integral part of who we are.
3. We follow Christ’s example of valuing those in need.
4. We value unity of the Body of Christ.
5. We value transformation in the lives of people and communities.
6. We value churches living out the two great commandments to love God and love their neighbors.
7. We value building Christ-like relationships.
8. We value the connectedness of the Love INC movement.
9. We model excellence.
10. We value continually maturing in our capacity to meet people’s needs.

## **A Brief History of Love INC**

Love INC began its ministry in Muskegon in 1982 as one of the first affiliates in a National Movement which began in Holland, Michigan a few years earlier. Started by several church volunteers from a variety of denominations who saw the potential of the Body of Christ being connected with people in need, Love INC now serves thousands of people annually through its network of churches. As gaps are identified in the community, Love INC helps develop new ministries so it is always changing and growing to meet current needs. Love INC believes strongly in the philosophy of a “hand-up” rather than only a “hand-out” so began a comprehensive Money Management Ministry in 2003. The “New Directions” Life Skills classes now also include Parenting, Stress Management, Values and a Jobs Search class. Mentors are available to assist clients attending these classes.

## **2013-2015 Strategic Initiatives**

### ***Expressing and Engaging our Values Through Planning***

- 1. Organizational Review/Strategic Planning** Create a more objective focused Love INC operational culture beginning with greater board/staff involvement in specific functional areas such as Strategic Planning, Human Resources/Volunteer Management, Facility/Technology, Finance/Budget, Development/Event Planning, Marketing and New Ministry Program Development.

#### **Strategic Objectives that must be achieved to accomplish this initiative:**

- a) Create standing Committees with both board and staff participation by May 1, 2012.
  - b) Develop an improved communication system (including but not limited to periodic Letter to the Editor, monthly committee board reports, bi-weekly staff meetings) by June 1, 2012.
  - c) Revise Position Descriptions by June 1, 2012.
  - d) Develop success measurements for key functional areas of the organization by August 1, 2012.
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- 2. Marketing** Identify specific marketing strategies for Love INC services and relationships offered and existing through Love INC.  
**Strategic Objectives that must be achieved to accomplish this initiative:**
    - a) Consider general Love INC institutional marketing activities (news releases, public service announcements, etc.) by January 1, 2013.
    - b) Develop specific goals for individual marketing activities July 1, 2012.

- 3. Development/Event Planning** Identify specific development strategies for Love INC services and relationships offered and existing through Love INC.

**Strategic Objectives that must be achieved to accomplish this initiative:**

- a) Develop specific goals for individual development activities by June 1, 2012.

- 4. New Ministry Program Development** Implement various new programs or service expansions both geographic (i.e. northern Muskegon county), and collaborative (i.e. with other organizations with like interests).

**Strategic Objectives that must be achieved to accomplish this initiative:**

- a) Develop an adult "Life Skills" mentor program by January 1, 2014.

- b) Expand Love INC offerings to northern Muskegon County---Whitehall, Montague, etc. by September 1, 2013.

- c) Revitalize Bike Ministry by April 1, 2012.

- d) Implement a "Jobs For Life" training program by November 1, 2012.

- e) Develop and implement client follow-up procedures by January 1, 2013.

- f) Expand relationships with participating and non-participating churches by adding five (5) churches each year.

- g) Expand/develop relationships with other like resources by two (2) projects each year.

- 5. Volunteer Management/Human Resources** Develop procedures to improve recruiting, retention, recognition, and structure of volunteers.

**Strategic Objectives that must be achieved to accomplish this initiative:**

- a) Develop a more formal volunteer training structure by January 1, 2015.

- b) Develop a "lead volunteer" organizational structure by January 1, 2015.

- c) Create a resource library for volunteers by January 1, 2015.

- 6. Technology/Facility** Develop a technology plan that will allow Love INC to be more efficient and effective in serving clients. Areas to address include hardware, software, training and phone system.

**Strategic Objectives that must be achieved to accomplish this initiative:**

- a) Automate the Intake Process by January 1, 2015.

- b) Introduce automated training materials (i.e. LED Projector) by January 1, 2013.

- 7. Technology/Facility** Address various facility issues including, but not limited to signage, phone system, confidentiality, ministry expansion, and communication.

**Strategic Objectives that must be achieved to accomplish this initiative:**

- a) Safety procedures for building occupants by May 1, 2012.

- b) Review the Apple Ave. location for the long term occupancy by November 1, 2012.

- c) Improve building signage for Love INC by October 1, 2012.

- d) Repair/replace phone system by April 1, 2015.