

**THE LAKE CHAPALA SOCIETY**

**STRATEGIC PLANNING PROCESS**

**LCS LONG-TERM & STRATEGIC GOALS**

**Or**

**WHAT DO WE WANT?**

**August 13, 2009**

## **INTRODUCTION**

Based on the 17 interviews, the consultant has identified the following long-term goals that would give LCS some sense of a strategic direction for the next 10 years. It is just a beginning. The strategic direction will be refined as we go along. The strategic direction is revised annually at the Annual General Meeting of the members.

The long-term goals identify the desired results to be achieved within 10 years. In this document, each long-term goal is accompanied by a strategic goal that outlines the desired result to be achieved within 3 years in order to bring us closer to each long-term goal.

This document only outlines the long-term goals (10 years) and strategic goals (3 years). Once members at the October 14<sup>th</sup> Extraordinary Membership Meeting have established the priority long-term goals and the priority strategic goals, then, the Board and the Executive can move on to the next step that requires a lot of planning.

The next step is to identify annual objectives, desired results to be achieved within one year. An annual objective answers the question: "Who is responsible for what by when? These annual objectives are grouped together in the Annual Action Plan. Each annual objective has to be realistic. In other words, they will be achieved only to the extent that LCS has the resources to achieve the results. By approving the budget, the Board of Directors determines the resources required to achieve the desired results with the following year. The Board, with the assistance of the Executive Director, will have to answer the following questions:

- To what extent do we have the resources to get the job done?
- Do we have the human resources (personnel, service volunteers, volunteers, experts) to get the job done?
- Do we have the material resources (buildings, land, equipment, supplies, etc.) to get the job done?
- Do we have the technology (systems, hardware, software, etc.) to get the job done?
- Do we have the financial resources to pay for the human, material and technological resources?

## **1. LONG-TERM GOALS**

Based on the situational analysis, the following long-term goals are recommended to the Extraordinary Membership Meeting of October 14, 2009. It is further recommended that the members put the following term goals in order of priority.

- A. To improve the LCS decision-making structure.
- B. To improve the image of LCS, including communications with the members, marketing and promotion.
- C. To improve the management of human resources.
- D. To improve the management of programs and services.
- E. To increase LCS financial resources
- F. To establish an efficient planning process.
- G. To improve LCS buildings and land use.
- H. To improve technological systems.

## 1. STRATEGIC GOALS

Based on the recommended long-term goals and the Situational Analysis, the following strategic goals are recommended to the Extraordinary Membership Meeting of October 14, 2009.

Within each long-term goal, there are many strategic goals. It is impossible to work on all of the following strategic goals. Members will be invited to put strategic goals in order of priority at Extraordinary Membership Meeting of October 14, 2009.

### A- DECISION-MAKING STRUCTURE

**Long-Term Goal:** To improve the LCS decision-making structure

#### Strategic Goals:

- To adopt a Strategic Plan revised annually by the members (AGM).
- To clarify the decision-making powers of:
  - Annual General Meeting
  - Board of Directors
  - Board Committees
  - Executive Director
  - Management Team
- To clarify the responsibilities of personnel and service volunteers and to whom they report.
- To revise the Constitution & Bylaws

### B- LCS IMAGE

**Long-Term Goal:** To improve the image of LCS, including communications with the members, marketing and promotion

#### Strategic Goals:

- To provide meaningful information resulting from Board decisions to members.
- To foster mutual understanding between expatriates and Mexicans.
- To clarify the relationships that LCS should have with the Mexican Community.
- To establish partnerships with organizations, institutions and businesses in the Mexican Community.
- To clarify the role of LCS in the Lakeside Region (positioning)

### C- HUMAN RESOURCES

**Long-Term Goal:** To improve the management of human resources

#### Strategic Goals:

- To improve communications and consultations between the Board, members, staff and service volunteers.
- To provide orientation and training sessions to staff and service volunteers.
- To update the Policies & Procedures Manual
- To establish a Volunteer Appreciation Program
- To identify the needs of volunteers.
- To develop a teamwork approach in resolving operational issues.
- To formalize a consultation process with members, staff and service volunteers in the new operational structure.

## **D- PROGRAMS AND SERVICES**

**Long-Term Goal:** To improve the management of programs and services

### **Strategic Goals:**

- To identify the service needs of members and the Mexican community.
- To increase the number of students receiving financial aid.
- To encourage students to become involved with LCS.
- To increase reading materials in Library and Biblioteca.
- To increase the period of open hours at LCS.
- To increase the number of Mexican adults utilizing programs and services.
- To foster the integration of expatriates in the community.
- To inform expatriates of Mexican laws, such as:
  - Partisan political activities
  - Accounting
  - Fundraising
  - Non-profit status in Mexico
  - Visa compliance
  - Staff and volunteer rights
- To establish a policy governing competition (organizations, businesses) on LCS grounds.
- To study the feasibility of restructuring all Library services.
- To study the question of providing talking books to members and non-members.
- To establish a policy ensuring that LCS complement (not compete with) services provided by the Lakeside community.
- To study the question of providing services to non-members on a fee-for-service basis.
- To continue providing medical information services.

## **E- FINANCES**

**Long-Term Goal:** To increase LCS financial resources

### **Strategic Goal:**

- To establish a Fundraising Program for LCS (bequests, large donations, other revenue generation).

## **F- PLANNING**

**Long-Term Goal:** To establish an efficient planning process

### **Strategic Goals:**

To adopt the following plans:

- Strategic Plan
- Business Plan (5 years)
- Human Resources Plan
- Volunteer Recruitment Plan
- Program & Services Plan
- Building and Land Use Plan
- Technology Plan
- Marketing Plan
- Promotion Plan
- Communications Plan (Media)
- Information Plan

## **G- MATERIAL RESOURCES (buildings, land use, equipment, supplies, furniture, etc.)**

**Long-Term Goal:** To improve LCS buildings and land use

### **Strategic Goals:**

- To increase space for delivery of programs and services:
  - Library
  - Biblioteca
  - WEC
- To determine if WEC programs should be moved to LCS grounds or improve current WEC building.
- Need more furniture and equipment.
- To increase parking area.

## **H- TECHNOLOGY**

**Long-Term Goal:** To improve technological systems

### **Strategic Goals:**

- To establish a new technology system throughout LCS (Library, membership data base, management systems, etc.) and WEC.