



Employment Matters

Three Year Strategic Plan 2024 – 2026

In the summer of 2023, Bayaud Enterprises began a strategic planning process to define goals and objectives for the next three calendar years. This strategic plan was created with widespread input and involved leaders in every part of the organization. This document describes the process used to create the plan and summarizes the high-level goals that will further our mission during this time period.

STRATEGIC PLAN COMMITTEE

The first step was to identify committee members who would provide insight and do the work necessary to create the plan. Those committee members are listed below:

- Tammy Bellofatto, Executive Director
- Frank Cordova, Associate Director for Program Development
- Cindi Chapman, Director of CORE
- Walter “Mitty” Craig, Staff Development Coordinator
- Sabre Ethridge, Director of Resources and Outreach Collaborative
- Sue Gilman, Associate Director of Housing Programs
- Victoria Johnson, Director of Bayaud Works - BEST
- Lupe Martinez, Director of Payroll
- Sarah McCarthy, Director of Development
- Christopher O’Connor, Vice President of Business Operations
- Kimberly Polich, Controller
- Susan Williams Robinson, Director of Document Destruction

DISCOVERY

Strategic Planning starts by gathering input from those who are most impacted by Bayaud Enterprises. Once the committee was identified, our consultants and facilitator (Cindy Grubenhoff, In the Know LLC) conducted a thorough discovery process. She collected information from multiple different groups in the following ways:

- Conducted one-on-one interviews with 12 members of the Strategic Planning Committee.
- Hosted three Focus Group conversations to gather direct input from a total of 21 front-line staff members.

Bayaud 2024-2026 Strategic Plan Summary

- Asked Program Participants for their input using an anonymous survey (20 respondents).
- Analyzed results of the Employee Culture & Engagement Surveys from 2022 (98 employees) and 2023 (144 employees).
- Reviewed findings from the Equity & Cultural Climate Audit from 2022 (33% of employees participated).
- Surveyed Bayaud Enterprises Board of Directors and conducted an in-person SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis.

After analyzing all this input, the consultants expressed that Bayaud is doing a lot of things right. The employees expressed how much they appreciate Bayaud and love working for this organization. They expressed a passion, heart, and drive for the mission and making a difference.

The discovery process also revealed some opportunities for improvement, including:

- **Communication** – Improve access across organization and between locations to improve collaboration, cohesion, consistency and understanding (especially as it relates to big decisions and big changes).
- **Programming** – Clarify confusion over who Bayaud is serving and will continue to serve. Address whether Bayaud will enter a period of stability or will continue growing at a fast pace.
- **DEI (Diversity, Equity, and Inclusion)** – After helpful data was gathered and recommendations made during the Equity & Cultural Climate Audit in 2022, the organization needs to communicate what is being done to address those findings and suggestions.
- **Sustainability** – Many had questions about stability and other changes to revenue and income streams and how those things might impact Bayaud's future. Sustainability also relates to recruiting and retaining stellar employees.
- **Standardization** – There was universal concern about confusing or missing policies and procedures, inconsistent or uncommunicated expectations, and unreliable or unequal technology access for employees.

PLANNING SESSIONS

The consultants conducted three planning sessions with the committee. Some of the work was done as a large group, and other parts were done in subcommittees. The subcommittees were:

- Employment, Individual and Community Services
- Business Solutions
- Infrastructure (HR, Accounting, Fundraising)

During Session One, the committee discussed the Vision, Mission and Values of Bayaud and the importance of centering these when discussing future plans for the organization. Next, the group discussed the results of the discovery, as summarized by the consultants, and expressed the commitment to address each of the opportunities for improvement within the plan. A thorough strengths, weaknesses, opportunities, and threats (SWOT) analysis was the next step for the group. The results of that analysis are summarized below:

<p>STRENGTHS</p> <ul style="list-style-type: none"> - Dedicated, mission-driven staff, many with lived experience - Ability to pivot and work well under pressure - History of Bayaud and positive reputation - Leadership team committed to success - Improved professionalism of marketing 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> - Internal and External communication - Department collaboration - Lack of written policies and procedures - Staff can be overworked, overstressed - Sometimes Bayaud takes on too much too fast - Aging equipment, building and vehicles
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> - Growing resources for the community - Clearly defined policies and procedures - New funding sources (grants, contracts, and individual donors) - Improved accountability - New training for staff members 	<p>THREATS</p> <ul style="list-style-type: none"> - Loss of funding or contracts - Informal onboarding process - Lack of employee evaluations - Rising expenses and cost of living - Divisions between departments/buildings - Political change and labor market

Once this preparatory work was complete, the committee began to identify goals and objectives that were further defined by subcommittees. The committee's work continued through a second session.

THREE YEAR GOALS

Below you will find a summary of the goals identified by the committee. A full version that details all goals, objectives, deadlines, and a staff champion for each goal will be posted on Sharepoint/All Staff Access. Bayaud intends to focus on the following 14 goals from 2024 through the end of 2026:

Organization Wide Goals:

1. Establish company culture of excellence and improve employee engagement to recruit, retain, and train stellar employees.
2. Create One Bayaud: Improve effective communication for collaboration and cohesion to create an organization without siloed departments that is committed to taking action around diversity, equity and inclusion.
3. Improve both data quality and data culture to inform program design and maximize funding opportunities.
4. Promote Customer Engagement and improve Customer Satisfaction (both business customers and program participants).
5. Provide or participate in intentional training opportunities in support of strategic objectives.

Employment, Individual and Community Services Goals:

6. Expansion of community resources and supportive services to meet increased need.
7. Expand employment services to any household in Metro Denver whose income is below Living Wage (as represented by MIT's Living Wage Calculator).

Business Solutions Goals:

8. Maintain and procure new contracts to support current business lines.
9. Business operations development strategy (internally focused).
10. Develop marketing strategies for all lines of business.
11. Secure needed and replacement of capital equipment for all business lines.

Infrastructure (HR, Accounting, Fundraising) Goals:

12. Create organizational policies and standard operating procedures for all departments.
13. Cross training across all administrative departments.
14. Establish organizational budgets and fundraising plans on 3-year cycles.

IMPLEMENTATION

The third and final strategic planning committee session focused on how to implement the plan. Below is a summary of those decisions and ideas:

- An implementation spreadsheet has been created to easily track progress towards accomplishing objectives. The spreadsheet lists the goal, status, champion, deadlines, and notes for each objective and contains color-coding and other tools to easily evaluate overall progress.
- The implementation spreadsheet will be available to all employees through SharePoint. All employees can view the plan and progress at any time.
- Introduction to the strategic plan will be part of onboarding for each new employee and included in orientation packets and training.
- A summary version of the plan will be shared publicly through our website, other external marketing channels and with program participants.
- The Leadership Team will meet quarterly to review the strategic plan and then update progress on the implementation spreadsheet. During these meetings, those leaders will also look ahead to which goals and objectives with approaching deadlines.
- Quarterly plan updates will be provided to the staff via the newsletter, social media, and through team meetings with department leaders. Quarterly updates will also be provided to the Board of Directors during board meetings.
- The strategic plan updates and link to the spreadsheet will be shared at the Staff Summit each year in October and will also be shared with the Board of Directors.

QUESTIONS

If you have any questions about the Bayaud Enterprises Strategic Plan, reach out to the Director of Development, Sarah McCarthy via EMAIL (sarah.mccarthy@bayaudenterprises.org) or 303-830-6885, x 241.



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