

**Strategic Plan for 2007-2012**  
**~ Los Ninos International ~**  
***Paths to self-reliance***

I. INSTITUTE FOR COMMUNITY DEVELOPMENT AND VOLUNTOURISM

A. COMMUNITY DEVELOPMENT PROGRAM

*Develop Local Capacity to Address Poverty*

1. Develop Local Organizations: LN de Baja Focus  
*Guide the Development of Los Ninos de Baja California, A.C.*
  - a. Governance – Board Development
  - b. Management - Director
  - c. Fiscal and Legal Structure and Systems
  - d. Resource Development
  - e. Promotion and Public Relations
  - f. Documentation and Evaluation

*For the purpose of implementing programs of participatory development, community leadership/ organizing, nutrition and health, ecology/environment and microcredit/small business development.*

2. Define structure and systems to Support Non-profits and Community-based groups in the areas of:
  - a. Technical Assistance and Training
    - 1) Participatory Development
    - 2) Community Leadership and Organizing – Promotoria
    - 3) Nutrition and Health
    - 4) Ecology/Environment
    - 5) Micro Credit/Small Business Development
  - b. Resource Development
  - c. Promotion and Public Relations
  - d. Documentation and Evaluation
  - e. Facility Development w/International Community Foundation

B. VOLUNTOURISM INTERNATIONAL

*Develop the Market of VolunTourism – Become THE source for information, training and promotion*

1. Develop Training and Curriculum for Associated Programs
  - a. Design curriculum with input from George Washington Institute of Tourism and Pacific Integral
  - b. Develop licensing protocols
    - 1) Non-profit community development organizations
    - 2) Corporate entities

2. Enhance Voluntourism.org
  - a. Formalize relationships with consulting partners
    - 1) Legal documents establishing roles and responsibilities
    - 2) Marketing strategy for development of programs
    - 3) Define and recruit partners
  - b. Develop marketing and PR strategy
    - 1) Enhance VolunTourism.org website
    - 2) Identify conferences/trade shows for outreach
    - 3) Pursue PR opportunities for publications/research
    - 4) Pursue video series opportunity
  - c. Develop grading/rating system for Voluntourism programs
    - 1) Conduct research for criteria
    - 2) Support organizations with programs with training/rating
  - d. Develop capacity for community membership services

### C. VOLUNTOURS™ - A Social Venture

*Provide Volunteer Opportunities for Community Development*

1. Build Capacity and Refine Baja VolunTours™
  - a. Improve and Strengthen Service Learning
    - 1) Create curriculum
    - 2) Enhance web information and registration process
    - 3) Heighten recruitment materials and process
    - 4) Reposition in the market
  - b. Develop Itineraries and Market
    - 1) Complete assessment of Baja as destination
    - 2) Outreach to alumni groups
    - 3) Outreach to corporate groups
    - 4) Outreach to service/church groups
  - c. Campaign for Facility (see Institutional Development section)
  
2. Develop associated programs
  - a. Non-profit community development organizations
  - b. Corporate entities
  
3. Track licensing relationships
  - a. Non-profit community development organizations
  - b. Corporate entities

## II. DEVELOP AND STRENGTHEN THE INSTITUTE

*Provide Organizational Structure to Achieve the Mission of Developing Local Capacity to Address Poverty and Providing Opportunities to Volunteer for Community Development*

A. MARKETING and COMMUNICATIONS - *Develop an overall communications plan to include the necessary tools (logo, database, website, above materials, video and photos) for the purposes of outreach, funding, education and social business.*

1. Create strategy to position the organization in non-profit and market arenas
  - a) Revisit the mission
  - b) Create process for documenting history
  - c) Hire marketing expertise
  - d) Determine name/branding
  - e) Create communication strategy to current donors and clients
2. Implement communication strategy
  - a) Revise websites to be consistent with new position
  - b) Revise program plans to be consistent with new position
  - c) Complete new promotional materials with annual timeline for mailings, annual report, press release strategy
  - d) Implement PR plan in concert with move to new location
  - e) Create fundraising event to launch new strategy

B. BOARD DEVELOPMENT AND GOVERNANCE – *Develop the board of directors to have skills consistent with mission and organizational direction*

1. Revise organizational documents consistent with communications strategy
  - a) Revise bylaws and submit to appropriate legal entities
  - b) Submit renaming for 501c3 letter
2. Review and define board roles and responsibilities
  - a) Clarify role for board participation, particularly in fundraising
    - 1) Pledging system
  - b) Define term limits and implement
  - c) Define role for executive committee
  - d) Determine committees and process
  - e) Revise bylaws to be consistent
3. Board recruitment
  - a) Define what skills are needed for the new positioning
  - b) Local vs. national membership
4. Assure compliance with new non-profit legislation

C. RESOURCE DEVELOPMENT – *In keeping with the comprehensive marketing plan, design and implement a resource development plan with the Board of Directors and consultants.*

1. Revise resource development plan in keeping with new position
  - a) Create launch event
  - b) Capital campaign for facility
2. Develop long-term plan for social business orientation with larger % of income generated from services, sales, interest and fees.

D. HUMAN RESOURCES – *Define sufficient capacity and efficient structure to implement the mission.*

1. Revise organizational chart to support future structure
  - a) Phase in new positions/consultants
    - 1) Business/Operations Manager
    - 2) Marketing and PR
    - 3) Director for LN de Baja
    - 4) Resource Development Assistant
    - 5) Intern/Volunteer structure
2. Define and implement evaluation system for staff
  - a) Review job descriptions
  - b) Review salary levels and benefits

E. ADMINISTRATION/FINANCES – *Assure effectiveness of legal, fiscal and insurance structure.*

1. Review all legal documents to be in keeping with new structure
  - a) Submit changes to bylaws/name
  - b) Create all legal agreements/contracts needed
    - 1) LN de Baja
    - 2) Consulting relationships
  - c) Review and implement waivers for groups
2. Improve and systematize fiscal reporting and cash flow management
3. Review all insurance binders and assure compliance and levels, given new structure and relationships
  - a) Stay abreast of security issues in the locations we operate

F. FACILITIES – *Assure adequate and appropriate physical infrastructure to achieve the mission*

1. San Diego
  - a) Support zoning process for co-location with community foundation
  - b) Complete legal agreement with foundation for space and programming
  - c) Participate in design and fund development for the National City location (considered in Resource Development Plan)
  
2. Tijuana
  - a) Revisit facility concept paper and finalize green design
  - b) Locate land for construction
  - c) Create capital campaign for construction (part of Resource Development Plan)
  - d) Plan for phased implementation and move in
  
3. Mexicali
  - a) Define future need/focus on Tijuana next 5 years