

Project: Entrepreneurial Leadership

In tandem with our culture and management philosophy, we will begin the process of transforming Life Steps from a centralized operation into a cluster of independent businesses (Affiliates), thus giving programs the opportunity to grow in a leaner, more flexible manner.

2005 / 06	2006 / 2007	2007 / 2008
<ul style="list-style-type: none"> ▪ Share the vision. ▪ Referendum among partners. ▪ Research models. ▪ Criteria for model finalized. ▪ Conduct needs assessment in order to customize action plans for Affiliate operations. ▪ Prepare individual Training / Performance Plan (TPP) documents for management partners (Affiliates). ▪ Prepare strategic and business plans for individual business units. ▪ Initiate entrepreneurial training. ▪ Initiate financial training. ▪ Initiate best practices training. ▪ Begin development of competencies and best practices criteria / guidelines for Affiliate businesses. ▪ Begin to develop criteria for Affiliates to operate independently (increased autonomy). ▪ Develop a technology plan to support the strategic needs of LSF and its Affiliates after the transition is completed. ▪ Gap analysis of processes and data gathering systems. <p style="text-align: center;">TARGETS MET!</p>	<ul style="list-style-type: none"> ▪ Draft of competencies and best practices standards manual (COMPLETED). ▪ Draft of operations manual—policies, procedures, criteria and guidelines for Affiliates (COMPLETED). ▪ All existing material has been gathered and uploaded into SharePoint, accessible to partners as needed. New policies and procedures will be added ongoing. ▪ Training / Performance Plan for Affiliates become operational (COMPLETED). ▪ Conduct assessments of second-tier management (supervisors and coordinators) and prepare their TPP for implementation (COMPLETED). ▪ Complete budget projections and planning for each Affiliate operation (COMPLETED). ▪ Prepare core service division business plan (COMPLETED). ▪ Establish measurement systems to track, analyze, and disseminate critical information (IN PROGRESS). ▪ The SharePoint adds to the already established systems; VoIP is in the process of fine tuning with a completion date by end of August 2008. In 	<ul style="list-style-type: none"> ▪ Develop plan to deploy business units (COMPLETED). ▪ Proceed with the competency training process based on assessment of needs (IMPLEMENTED). ▪ Leadership training for second-tier management started in January; first-tier management continues through the monthly Critical Thinking groups. ▪ Proceed with the competency training process based on assessment of needs (ONGOING). ▪ Draft of contract between LSF and Affiliate operations (COMPLETED). ▪ Prepare LSF overall business plan (FY 2009). ▪ Completion of the required training and processes to transition to Affiliate status (COMPLETED). ▪ Evaluate Affiliates' abilities to meet qualifying criteria re operating independently (COMPLETED). ▪ Hire a development manager (COMPLETED). ▪ Data collection program for QM and fundraising are in progress. ▪ Develop and implement a plan to provide information and education of external

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	<p>the initial stages are the client and donor databases.</p> <ul style="list-style-type: none"> ▪ Draft guidelines for a reward / incentive program for partners (IN PROGRESS). ▪ Establish measurement systems to evaluate performance in a consistent manner for Affiliates and individual partners (COMPLETED). ▪ Implement policies, procedures, guidelines and criteria for Affiliates to operate independently (COMPLETED). ▪ Establish a mechanism for frontliners to have proper representation in the transition process and operation of the organization (COMPLETED). ▪ Develop and implement a development plan with a focus on fundraising strategy and increased community visibility (CURRENT PLAN BEING REVAMPED). ▪ Reevaluate LSF brand for consistency and clarity of message (NEW VERSION PROJECTED TO BE COMPLETED BY SEPTEMBER 2008). ▪ Establish a functional communication structure between support services and Affiliates (COMPLETED). ▪ Establish a functional networking structure among Affiliates to foster dissemination of best practices and resource sharing (COMPLETED). 	<p>partners about the new business model (FY 2009).</p> <ul style="list-style-type: none"> ▪ Finalize procedural and legal requirements (COMPLETED). ▪ Establish Affiliates' board of directors (COMPLETED). ▪ Complete transition (the process is completed and FY 2009 will be focused on fine tuning and solidifying the new structure).

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	<ul style="list-style-type: none"> <li data-bbox="618 268 1003 401">▪ Implementation of the technology plan — transition to the selected technology network (COMPLETED). <li data-bbox="618 428 1003 560">▪ We are introducing electronic signature software with a projected launching date of September 2008. <li data-bbox="618 588 1003 743">▪ Evaluate Affiliates' ability to meet qualifying criteria in order to operate their business independently (IMPLEMENTED). 	