

St. Labre Indian School

ANNUAL IMPLEMENTATION PLAN

2024 - 2025



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EXECUTIVE SUMMARY

Introduction:

The Strategic Plan is the collective work of nearly 500 community members, employees, and donors. It defines for us the Strategic Goals of St. Labre and details the progress we see possible in the coming fiscal year.

The following updated Strategic Goals were approved by the St. Labre Board of Directors at its January 2024 meeting:

1. **Education:** Every one of our children gets the education, academic or vocational, they require.
2. **Human Resources:** Recruit, develop and retain outstanding employees.
3. **Native Languages:** Be a leader in Native language preservation and revitalization.
4. **Outreach Services:** Strengthen families and communities that we serve.
5. **Facilities:** Maintain and build facilities that meet functional requirements, incorporate environmental considerations, and promote the safety and wellbeing of all students, staff, and tenants.
6. **Fundraising:** Increase funds available for program and capital expenses.
7. **Finance:** Ensure long-term financial stability and viability.



Where the Strategic Goals are a vision of the destination, the Annual Implementation Plan (AIP) is the map, giving us the necessary direction to achieve these goals.

The AIP breaks the Strategic Plan into yearly, achievable steps for each goal, to ensure that at the end of the 10-year time frame established in the Strategic Plan, we will have achieved the goals by breaking down what is complex and providing the means to create concrete change. This AIP distills the overarching goals contained in the Strategic Plan into a series of achievable annual improvements.

Process and Recommendations for Funding:

Evaluation of what to include in the Annual Implementation Plan was guided by the overall goal and constrained by limitations of time, personnel, and money. Implementation Objectives are funded by a combination of operating funds and requests for withdrawals from St. Labre's investments. To the extent possible, any new, recurring Strategic Plan costs such as salaries and benefits for new positions are included in the operating budget for next fiscal year. Where such

EXECUTIVE SUMMARY

recurring costs are included in the request for withdrawal from investments to fund the cost of “start-up”, the supervisor for the goal is requested to have a plan for transitioning funding from investments to operating revenue by the end of three years. Non-recurring costs such as those to reduce the number of deferred maintenance items are included as capital items and funds to complete these items may be requested for withdrawal from investments.

The funds required for each Strategic Goal area will be funded by a mix of operating revenue, investments, and grants. Amounts included in the operating budget will be balanced against operating revenue. Any amounts to be funded from investments will be presented to the Board for approval as a requested special, strategic withdrawal from our investments. Strategic Plan items will be specifically notated in the proposed FY25 budget for Board review and approval at the annual budget meeting.



EDUCATION

Every one of our children receives the education, academic or vocational, they require.

Objective 1.1: Develop, align, and enact a Common Core States Standards [CCSS]-based curriculum, K-12 and Use MAPS and ACT Testing for Assessment and to Drive Instruction and Intervention.

Description: *Develop, align, and enact a CCSS-based curriculum.*

Supervisor: Director of Schools

Manager: Curriculum Director

Key Participants: Principals, Technology Coach, Title I Director, Career counselor, Student Support Specialist, Teacher Leads

Action Steps for 2024-25:

1. Identify curricular gaps, necessary resources and materials to support aligned curriculum. Establish power standards and pacing charts.
2. Maintain a writing process for all schools through all disciplines.
3. Purchase and Implementation of a science program.
4. Standards-Based Instruction Training continued.
5. Career & Technical Education and Religion curricula reviewed and revised.
6. MAPS data interpretation training and interventions training.

Curriculum Calendar:

Career and Technical Education and Religion	2024-25
Library and Business and World Languages	2025-26
Social Studies and Health Enhancement	2025-26
Arts, College Readiness, Culture & Languages	2026-27
English Language Arts	2027-28
Mathematics	2028-29



Measurable Year-End Result:

- Each student will demonstrate at least one year of growth in Reading and Math in each academic year as measured by the MAP assessment.
- By the end of school year 2024-2025 the number of fourth-grade students on grade level will increase by 25 percent in reading and mathematics.

EDUCATION

Objective 1.2: Develop, align, and integrate faith and spirituality into the curriculum, K-12.

Description: *Develop, align, and integrate faith and spirituality into the curriculum.*

Supervisor: Director of Mission & Ministry

Manager: Director of Mission & Ministry

Key Participants: Director of Schools, Parent/Community Connections Coordinator, Curriculum Director, Campus Ministry Coordinator, Principals, Religion Teachers, Counselors

Action Steps for 2024-25:

Writing in Religion

1. Align the Religion Curriculum to the district-wide writing program Grades 4 - 12
2. Finish providing 6-traits plus Writing program training for all Religion teachers
3. All students will produce grade-level-appropriate writing based on Religious themes.

Religion Curriculum Review

1. Align the Religion Curriculum to the district-wide writing program Grades 4 - 12
2. Finish providing 6-traits plus Writing program training for all Religion teachers
3. All students will produce grade-level-appropriate writing based on Religious themes.

Religion Instruction: Professional Development

1. Fully implement the requirements of the Diocesan Catechetical Training program for all full-time school staff on all campuses.
2. Increase percentage of teachers who take the ARK test.
3. Continue with online professional development: National Catholic Education Association (NCEA), Los Angeles Religious Education Congress. Couple online training with a return to in-person travel to training conferences.
4. Provide continual refresher training in the Our Sunday Visitor (OSV) Alive in Christ (AIC) Religion Series K-8
5. Provide training for High School teachers in the US Conference of Catholic Bishops (USCCB)-approved framework texts from Ave Maria Press
6. Provide training for all new staff in supplemental, online resources: Formed, Catholic Brain, The Bible Project
7. Provide opportunities for students to put faith into action.
8. Reach out to community and tribal government partners to get our students more active in service work to our communities as part of the New Ambition.

EDUCATION

Measurable Year-End Result:

- Student samples will be provided in the Religion class writing portfolio. Use ARK test data to drive Religious Education instruction and assess the program's efficacy. Use ARK test data to gauge student faith formation and perceptions of safety, well-being, and the school environment.
- Create a 10% increase in the School Catholic Identity score as measured by the Assessment of Religious Knowledge (ARK) test for each school. Annual ARK test administered in early April 2024
- Create year-over-year cohort data 2nd through 12th grade to monitor student's faith formation, attitudes about their St. Labre education experience, and student well-being through the use of the ARK test data.

Objective 1.3: Develop, align, and integrate culture and language into the curriculum, K-12.

Description: *Develop, align, and integrate culture and language into the curriculum.*

Supervisor: Director of Schools

Manager: Cultural Education Coordinator

Key Participants: Principals, Culture and Language Teachers, Elders, and Community Experts, Counselors

Action Steps for 2024-25:

1. Survey teachers to identify where Indian Education For All (IEFA)-equivalent content is being taught.
2. Culture Identity Survey will be completed and administered to all stakeholders.
3. Create a cultural curriculum framework.
4. Align culture and faith values. Establish statements.
5. The 7 Essential Understandings of Montana Tribes from OPI will be incorporated into the curriculum for Culture and Language, as well as Social Studies. IEFA strategies will be included across the curriculum.
6. Innovative ideas such as a monthly presentation that demonstrates continued relevance of contemporary Native American cultural values.
7. Culture teachers attend professional development training.

Measurable Year-End Result:

- By the end of the school year, the Culture Identity Survey will be developed to administer to students.
- Complete the teacher surveys.

EDUCATION

Objective 1.4: *Provide quality and meaningful professional development that prepares our educators to help students achieve their maximum potential.*

Description: *Develop a multidimensional and concurrent professional development plan for all staff that is embedded into the instructional year, is responsive to the needs of staff members, and is targeted to meet the annual student academic goal.*

Supervisor: Director of Schools

Manager: Curriculum Director

Key Participants: Technology Director, Principals, Academic Coaches, Teachers, Instructional Aides, Counselors and Family Support Staff, Secretaries, Transportation Director, Athletic Director, Dormitory Supervisor, Dormitory Staff, and Volunteers

Action Steps for 2024-25:

1. Continue Standards-based Instruction training.
2. Continue Monday meetings for counselors and principals.
3. Trauma-Informed Schools training & implementation.
4. Professional development training
 - a. New Science Programs: Amplify Science and Savvas Proforma
 - b. MAP Testing
 - c. Naviance
5. Offer pre-service school training to teachers, paraprofessionals and
6. Jesuit Volunteers.



Measurable Year-End Result:

- Students will be adequately prepared for the next grade level or the next step in their lives.
- All St. Labre students will show at least one year of growth in Math and Reading according to MAP testing.



HUMAN RESOURCES

Recruit, develop and retain outstanding employees.

Objective 2.1: Develop internal/local talent pool.

Description: *The Human Resources Department will develop a training program appropriate for supervisors to grow internal talent.*

Supervisor: Human Resources Director

Manager: Human Resources Director

Key Participants: Principals, Human Resources Department, Supervisors, Department Directors

Action Steps for 2024-25:

1. Third party consultant to evaluate current internal hiring processes. Consultant to be on campus February 1, 2024.
2. Expand and build supervisor training modules and materials. The focus has been on how to improve communication with employees, investigation, documentation, emotional intelligence, and Montana laws & regulations. This leads into retaining and developing supervisors and employees.
3. Draft training program proposal for approval by Executive Director.



Measurable Year-End Result:

- Final Draft for training program.
- Training guidelines for internal candidates.



Objective 2.2: Implement an effective recruitment plan.

Description: *To recruit qualified employees to provide sufficient staffing to achieve the mission of St Labre.*

Supervisor: Human Resources Director

Manager: Human Resources Generalist

Key Participants: Principals, Human Resources Department, Supervisors, Department Directors, Curriculum Director

HUMAN RESOURCES

Action Steps for 2024-25:

1. Complete recruitment assessment project with outside consultant. Consultant scheduled to be on campus February 1, 2024.
2. Simplify the employment application process.
3. Identify positions that are particularly hard to fill and possible solutions.
4. Work with school administration to implement a structured mentoring program for teachers.
5. Select marketing strategy to focus on employee recruitment, upkeep of landing pages, social media, print and job fair materials.

Measurable Year-End Result:

- Implement an effective recruitment plan and structured teacher mentoring program.

Objective 2.3: *Review and strengthen incentive programs.*

Description: *To increase interest of new employees and retain current employees to achieve the mission of St. Labre.*

Supervisor: Human Resources Director

Manager: Human Resources Director

Key Participants: Principals, Human Resources Department, Supervisors, Directors, Human Resources Consultant



Action Steps for 2024-25:

1. Determine qualifications St. Labre needs to meet for staff to be eligible for student loan forgiveness and research potential consultant firms to assist employees in pursuing student loan forgiveness.

Measurable Year-End Result:

- Requirements for student loan forgiveness as they pertain to St. Labre will be understood and communicated to current employees and potential new hires.

NATIVE LANGUAGES

Be a Leader in Native Language Preservation & Revitalization.

Objective 3.1: Preserve Northern Cheyenne and Crow languages.

Description: *Identify/gather/catalog existing Northern Cheyenne and Crow language resources. Capture in audio/video/written form as much of the Northern Cheyenne and Crow languages as possible while fluent speakers are still alive.*

Supervisor: Executive Director

Manager: N/A

Key Participants: Crow Language Consortium, The Northern Cheyenne Language Consortium, Northern Cheyenne Speakers Coalition, St Labre schools, tribal colleges, linguists (Crow & Northern Cheyenne languages), tribal elders, fluent speakers

Action Steps for 2024-25:

1. Create St. Labre-specific agreements for community and staff participation in St. Labre-funded projects.
2. Provide support for “Year Two” book projects.
3. Develop an agreement with the appropriate body to develop books, videos, etc. using existing tribal stories.
4. Work with publishers and partners to produce new books, videos, and interactive media.
5. Work with knowledgeable community members to record the names of museum artifacts in the respective languages.
6. Develop trainings and incentives for employees to learn and use “everyday” Northern Cheyenne and Crow.



Measurable Year-End Result:

- Complete landmarks picture book in Northern Cheyenne.
- Obtain permission to utilize existing tribal stories to create more culturally-relevant materials specific to the students and communities.
- Develop a compensation structure for community members, staff, and speakers who provide language services outside of grant-funded work.
- Complete development of “level one” Northern Cheyenne and Crow “everyday-language” trainings.

NATIVE LANGUAGES

Objective 3.2: Increase local capacity for Native language preservation and revitalization.

Description: Increase local capacity and instructional effectiveness by providing training in curriculum, lesson planning, pedagogy, classroom management and assessment to current Native language teachers. Increase the number of local linguists and certified Native teachers.

Supervisor: Executive Director

Manager: N/A

Key Participants: Board of Directors, St Labre schools, Mentoring program coordinator, Curriculum Coordinator, Tribal Colleges, partner colleges, Tribal Elders/Native Speakers, benefactors

Action Steps for 2024-25:

1. Complete scholarship parameters for individuals pursuing education in linguistics and language instruction and preservation.
2. Work with the established language groups and instructors to complete language curriculums for both Northern Cheyenne and Crow.
3. Work with local communities, local colleges, and OPI to host 1-2 week language symposiums and conferences where instructors and staff can earn CEUs.

Measurable Year-End Result:

- Begin curriculums for Northern Cheyenne and Crow languages.
- Host summer symposium and language weeks for Northern Cheyenne.
- Complete scholarship policies and procedures for application & selection.



NATIVE LANGUAGES

Objective 3.3: *Ensure long-term viability and vitality of Native language preservation and revitalization efforts.*

Description: *Implement structures and strategies to ensure language preservation and revitalization efforts survive loss of even key individuals. Develop textbooks, reading books, computer/tablet/smartphone apps, dictionaries, grammar books.*

Action Steps for 2024-25:

1. Increase community awareness of available materials.
2. Write and submit grant applications for summer symposiums and rapid word collection.
3. Distribute created materials to tribal communities and schools that serve Northern Cheyenne and Crow students.

Measurable Year-End Result:

- Develop and share an inventory of available materials for Northern Cheyenne and Crow.
- Distribute materials that are currently created to the community.
- Submit grant applications for symposiums and a rapid word collection event.



OUTREACH SERVICES

Strengthen the families and communities that we serve.

Objective 4.1: Hire a person to restart the Work Incentive Program and Outreach Services in the Ashland Service Area.

Description: *Re-establish the Work Incentive Program (WIP) in the Ashland service area which extends to Birney, Lame Deer, and Busby. The WIP program assists individuals in meeting basic needs of food, heating, water, and gas for their families through gainful employment and/or productive activities.*

Supervisor: YFS Director

Manager: Outreach Services Coordinator

Key Participants: Non-profit partners, School Principals and staff, Public School staff, CFO, Executive Director

Action Steps for 2024-25:

1. Hire an Outreach Coordinator to restart the Work Incentive Program (WIP), employment training, & voucher service in Ashland. Assess how to staff outreach services, including looking at separately staffing the food pantry. Assess how to reconnect and hire staff to fill the position(s).
2. Re-establish Work Incentive Program to the Ashland service area. In addition to day labor worksites, incorporate language preservation and revitalization efforts as work opportunities.
3. Initiate conversation with Diocese of Great Falls-Billings in regards to background checks on non-employees.
4. Develop guidelines to address people who are on campus in non-school areas.
5. Re-establish work trainings and outreach services.
6. Identify a new building to provide service in Lodge Grass or develop a plan to remediate the existing building.



Measurable Year-End Result:

- An Outreach Coordinator will be hired.
- Programming will resume to teach work skills to the community.
- A collaborative effort will be established between community persons and St. Labre to be able to earn points to obtain food, heating, water or gas assistance.

OUTREACH SERVICES

Objective 4.2: Provide Child Care Services in the Lame Deer area.

Description: *Develop a quality Child Care service in the Lame Deer area to address one of the barriers to self-sufficiency.*

Supervisor: YFS Director

Manager: Child Care Supervisor

Key Participants: Northern Cheyenne Tribal Child Care Program, Northern Cheyenne Tribe, Indian Health Services

Action Steps for 2024-25:

1. Survey the need for quality Child Care services in the Lame Deer area to address one of the barriers to self-sufficiency.
2. Identify a facility that will meet the Northern Cheyenne Tribal Licensing Program requirements for a child care center.
3. Develop a budget for FY26.

Measurable Year-End Result:

- Child care survey for Lame Deer area will be completed.
- A suitable facility will be identified.



FACILITIES

Maintain and build facilities that meet functional requirements, incorporate environmental considerations, and promote the safety and well-being of all students, staff, and tenants.

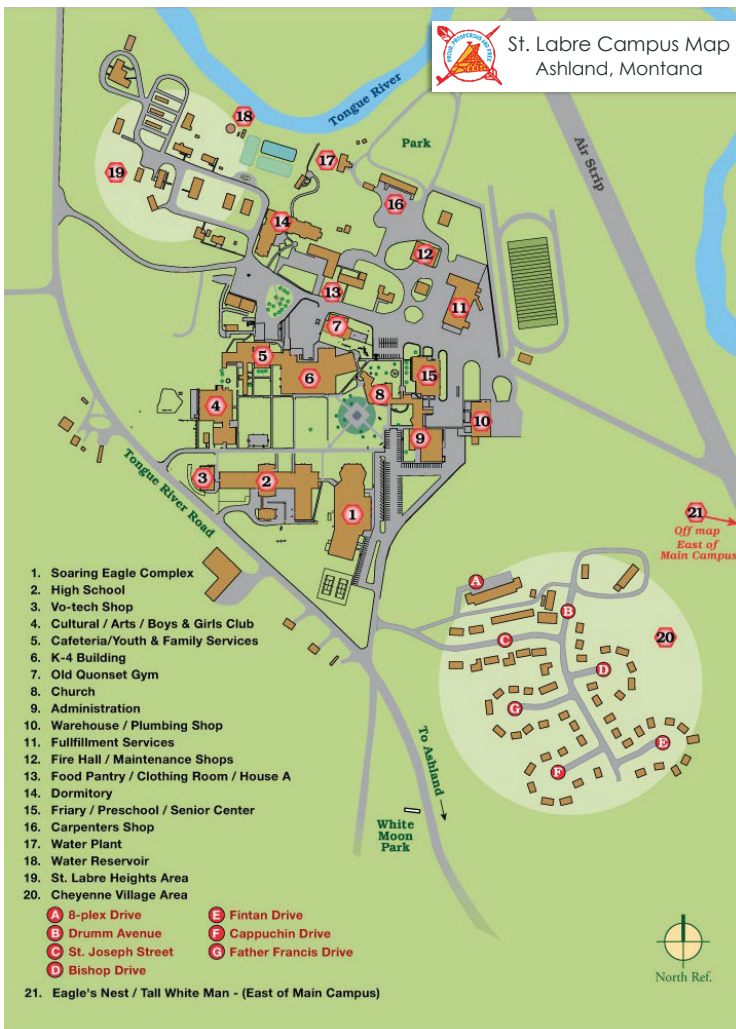
Objective 5.1: Reduce the backlog of capital improvements and repairs needed at each campus.

Description: *Identify the most critical capital improvements needed at each campus and develop a list of priority projects and initial project plans.*

Supervisor: Maintenance Director

Manager: Maintenance Director

Key Participants: Executive Director, Principals, Department Directors, Parish, Development, Architects and Engineers, Facilities Staff



Action Steps for 2024-25:

1. Complete an audit of capital improvements and repairs needed at each campus.
2. Conduct regular exception audits of the work order system to identify work orders that have not been completed within established timelines.
3. Evaluate current facilities management/work order system to see if it meets the needs of the organization.

Measurable Year-End Result:

- Completed list of capital improvements by campus.
- Revisit and address any work orders that are incomplete as of the end of the 2023-24 year.
- Identify and budget for new work order/facilities management software.

FACILITIES

Objective 5.2: Design a new Pretty Eagle Catholic Academy school building that meets budget constraints, state education standards, and incorporates cultural and Catholic values and aesthetics.

Description: *Work with architects to develop alternative designs and material options to reduce the cost of a new Pretty Eagle school building. Plans will incorporate environmental stewardship, sustainability, energy efficiency, and possible LEED Certification (Leadership in Energy and Environmental Design).*

Supervisor: Maintenance Director

Manager: Maintenance Director

Key Participants: Executive Director, Principals, Contractors, Department Directors, Parish, Development, Architects and Engineers, Facilities Staff.

Action Steps for 2024-25:

1. Consult with Cushing Terrell to determine architectural and engineering needs of the project and how to meet them. Consider other architectural and engineering firms if necessary.
2. Research and review alternate materials, designs, construction methods, and their impact on costs.
3. Initiate a new building design based on the collected information.
4. Develop a new plan for potential funding and project plan.

Measurable Year-End Result:

- Completed initial, updated plan and design for Pretty Eagle school building with updated costs and projected funding.

Objective 5.3: Secure title to property adjoining St. Charles Mission School for future needs.

Description: *Acquire Additional Land for St. Charles Mission School.*

Supervisor: Executive Director

Manager: Executive Director

Key Participants: Executive Director, Lawyers, Crow Tribal Government, Maintenance Director, Appraiser, Diocese of Great Falls-Billings

FACILITIES

Action Steps for 2024-25:

1. Complete appraisal process.
2. Explore purchase as well as exchange options
3. The Executive Director will work with the Crow Tribe, Crow Tribal Housing Authority, BIA and the Diocese of Great Falls-Billings.

Measurable Year-End Result:

- If an option to exchange property is to be pursued, Parish Council and Diocese of Great Falls-Billings approval for alienation of land at St. Xavier is obtained. Obtain St. Labre Board approval to make an offer if purchase option is to be pursued. An appraisal of the involved parcels is completed.

Objective 5.4: Develop and implement an employee housing program that is appealing to current and prospective employees, updates aged housing units, and reduces the backlog of repairs.

Description: *Develop and implement an employee housing program that is appealing to current and prospective employees, updates aged housing units, and reduces the backlog of repairs*

Supervisor: Maintenance Director

Manager: Maintenance Director

Key Participants: Executive Director, Principals, Outside contractors, Department Directors

Action Steps for 2024-25:

1. Evaluate the housing currently available at each campus and complete inspections of all units.
2. Fix any items that are safety concerns.
3. Develop plans and budgets for repairing, updating, or replacing units at a faster pace.
4. Update Residential Policies and Procedures.

Measurable Year-End Result:

- All units at each campus are inspected.
- Identified safety items are fixed.
- Residential policies and procedures are updated.
- Plan is completed for repairing, updating, or replacing units, and budgets are developed.

FUNDRAISING

Increase funds available for program and capital expenses.

Objective 6.1: Explore New Opportunities for Donor Engagement & Development.

Description: *Development staff will explore, test and implement new and up-and-coming opportunities for donors to engage and support St. Labre.*

Supervisor: Chief Development Officer

Manager: Chief Development Officer

Key Participants: Director of Direct Response Fundraising, 3rd Party Vendors

Action Steps for 2024-25:

1. Begin developing a “donor-first” communication plan for the FY25 budget year that incorporates individual donor preferences and past giving behaviors.
2. Reduce the number of vendor partners and consolidate the different fundraising channels so donor contact and impressions are better coordinated. This begins to move us toward a true integrated and coordinated donor experience (omni-channel) and reduces costs.
3. Test specific donor journeys for monthly sustainers and new donors that will be the most productive and engaging experience. Once successful, create journeys for other donor populations.
4. Test and roll out New Ambition style storytelling and messaging to new and existing audiences



Measurable Year-End Result:

- Launch donor journeys for the new donors and monthly donors and measure retention changes.
- Implement identified financial efficiencies by consolidating partners and resources and create more unified messaging
- Create a FY25 communication plan that is more omni-channel than we currently are.

FUNDRAISING

Objective 6.2: Create a Culture of Philanthropy in the Organization

Description: *We will work to educate all staff about Development, guide them to identify the purpose of our organization and unify the staff toward one common goal.*

Supervisor: Chief Development Officer

Manager: Chief Development Officer

Key Participants: Development, School Staff, Program Staff, Department Directors, Principals

Action Steps for 2024-25:

1. Develop an ongoing New Ambition refresher program for existing employees
2. Create New Ambition training schedule for new employees.
3. Create a schedule and safe space for story collecting from staff throughout the year.
4. Roll out New Ambition color scheme, imagery, language, styling and messaging across the entire organization for consistency and brand identification.

Measurable Year-End Result:

- Non-Development staff will understand the concept of two businesses under one organization at St. Labre and how they can support the fundraising efforts.
- A story-collecting program for mission staff will be developed to support and build the New Ambition messaging and provide more meaningful offers and opportunities to donors.
- The organization will use the New Ambition unified styling for brand consistency across all departments and schools. As material supplies are depleted, the new style standards will be applied for re-orders.



FINANCE

Ensure long-term financial stability and viability.

Objective 7.1: Develop a multi-year financial plan.

Description: *The approved annual budget, as well as financial estimates, will be used as a baseline for the Chief Financial Officer to create and update (as needed) a financial plan/model for management and the Board of Directors to use in planning decisions related to the funding of the goals in the Strategic Plan.*

Supervisor: Chief Financial Officer

Manager: N/A

Key Participants: Directors, Supervisors, Principals, Board of Directors

Action Steps for 2024-25:

1. Collect updated data from other departments, as needed.
2. Input updated data to create a revised draft multi-year plan that can be used as additional and more accurate data is available.
3. Work with fundraising, management and the Board of Directors to determine what can be funded and how.

Measurable Year-End Result:

- An updated multi-year financial plan/model, as needed.

Objective 7.2: Financing Options

Description: *Determine the available financing/funding options for capital projects and other Strategic Plan objectives.*

Supervisor: Chief Financial Officer

Manager: N/A

Key Participants: Executive Director, Chief Financial Officer, Chief Development Officer, Finance Committee, Investment Committee.



FINANCE

Action Steps for 2024-25:

1. Review and discuss the possible options with both the Investment Committee and Finance Committee to use some funds from the organization's investments to fund certain Strategic Plan goals. Appropriate funding from investments may be for one-time expenditures rather than ongoing operational costs related to additional staffing costs.
2. Explore other funding options to fund capital projects and Strategic Plan goals.
3. Discuss with auditors and other advisors the pros and cons of operating a for-profit organization to support the St. Labre mission.

Measurable Year-End Result:

- Determine the amount (if any) that will be withdrawn from the organization's investments to fund Strategic Plan goals.
- Extend the current credit with US Bank for the tax-exempt bonds by December 2024.
- Research on operating a for-profit arm will be completed.

Objective 7.3: Increase Financial Reserves

Description: *Increase the financial investment reserves of the organization to an amount that would sustain operations for 1.5 to 2 years and to meet unforeseen needs.*

Supervisor: Chief Financial Officer

Manager: N/A

Key Participants: Executive Director, Chief Financial Officer, Chief Development Officer, Finance Committee, Investment Committee

Action Steps for 2024-25:

1. Calculate ratio based on actual year-end financial results.

Measurable Year-End Result:

- At fiscal year-end, determine and review the organization's level of financial investment reserves compared to operating expenses. This calculation will determine the impact of the fundraising objectives of the Strategic Plan on the organization's ability to implement the other Strategic Plan goals.



