



# STRATEGIC PLAN EXECUTIVE SUMMARY

**April 2022**

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# Dear Friends of ALF,

Though I only joined the Abundant Life Foundation in late 2020, I am extremely proud of the work accomplished by our dedicated team of staff and board members. ALF has been serving the working class of Roatán, Honduras for more than 13 years, dedicated to seeing the hard-working families and individuals of the island receive the homes and education they deserve.

Like many nonprofits, the unique global situation over the past years has produced some of the most difficult, yet enriching times for our organization and our efforts on the island. While work in some areas has been more challenging (ie. face-to-face literacy training), ALF has learned to adjust and respond to community needs in new ways, producing the type of change that will lead us into the future. We have also had the opportunity to reflect on where we have been and elaborate on where we are going, resulting in a new, more dynamic vision, mission, and strategic plan for the next 5 years that we are excited to share with you.

**Where We've Been:** ALF has a rich history of supporting islanders. We started by building a single school on St. Helene and have maintained a growing presence throughout Roatán since. Our education and community development pillars have created a significant amount of change in areas of youth engagement, scholarship provision, lights for multiple communities and a broad range of support for local schools. An entire generation of islanders have experienced the life-changing impact of the organization and will continue to share this with future generations.

**Where We Are:** With the development of our master-planned community in Flowers Bay, Roatán, Honduras called Los Sueños: The Dreams, ALF has embarked upon a new model for serving islanders. The concept of developing communities that provide security, education, connective spaces, and a sense of belonging for the working class of Honduras is unique and will be the first of its kind on the island. We will be providing a range of amenities for residents of Los Sueños: The Dreams and the surrounding towns that we anticipate becoming a focal point for community gatherings and sharing. Our community pillar will be embodied by Los Sueños: The Dreams. Our education pillar will be strengthened by Los Sueños: The Dreams. Our conservation pillar will be absorbed into the other two pillars, incorporating conservation efforts throughout our residential community and conservation curricula into our educational programs.

**Where We're Going:** Over the next five years, ALF will strengthen our existing programs that provide the most opportunity for islanders to live healthy, productive lives. We will introduce innovative programs that the community has identified as immediate and long-term needs. Finally, ALF will concentrate on developing the necessary infrastructure for employing our long-term vision.

Our commitment to the people of Roatán is foundational in our vision for the future. ALF's model for dignified and affordable housing communities has the potential to create long-term impact. Too much potential to remain in Roatán alone. Our vision for the future is that Los Sueños: The Dreams and the community and educational programs that define it will be replicated throughout the island, the country, and the region. What started in Roatán will transform the lives of many.

As you can see, ALF has big plans. I hope that as you read the details of our new strategic plan, you will picture yourself as an agent of transformation, and consider partnering with ALF to accomplish important things with and for the people of Honduras.

Dan Siefken  
Executive Director

“Thank you ALF for giving me a scholarship that allowed me to continue studying through the challenging times of the pandemic”

**Steve Johnson**  
ALF Scholarship Recipient

**WHO  
WE ARE**

## Our Vision

We envision thriving communities where everyone has opportunities to live healthy, productive lives.

## Our Mission

We create positive environments where the disadvantaged of Honduras have opportunities to transform their lives through dignified housing communities and educational programming.

## Who We Serve

Our primary beneficiaries are low-income Hondurans, ranging in age from children to adults. Our community resources are available to all, regardless of socio economic status or age.

## Where We Operate

ALF currently works on the island of Roatán, Honduras. Our long-term vision is to expand our efforts throughout the mainland of Honduras and beyond.



## Impact Statement

The Abundant Life Foundation is an international non-profit organization that creates opportunities for the disadvantaged of Honduras. Since our inception, ALF has been committed to creating housing communities and supporting educational programs, empowering Hondurans to live healthy, productive lives.

ALF is uniquely capable of creating this impact because of our:

*Dignified community housing initiatives*

*Corporate and capital structure*

*Dedicated local staff*

*Passion and commitment to this region*

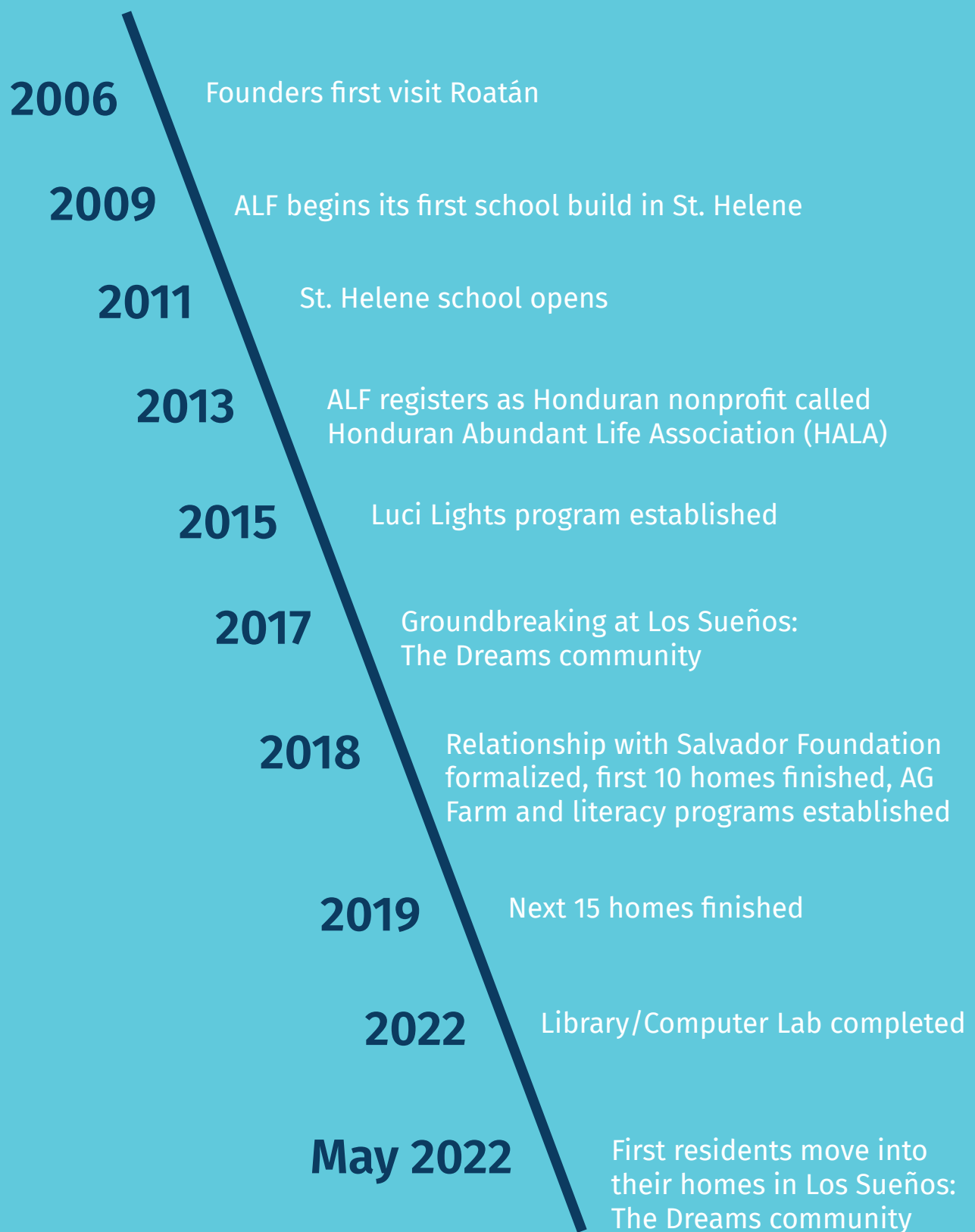


# OUR HISTORY

ALF has a long history in the Bay Islands, with our first project beginning in 2008. Our visionary founders, David and Brenda Dachner, first visited Roatán as a family a few years prior to founding the organization, where they quickly recognized the potential in the people and communities. The first project of the organization was building a school in St. Helene, where they immediately saw impact in supporting education for the islanders. Since then, ALF has expanded our educational programs, as well as shifted toward a sustainable assets-based community development approach, encouraging community members to acknowledge their own needs and assets, and to work collaboratively with other nonprofits, businesses and community members to identify solutions. Our principal community program is a dignified affordable housing community that provides opportunities for individuals to own their home and land, while learning to resolve personal, interpersonal and social conflicts through a membership-driven association. All homeowners are voting members and help determine rules, regulations and resolve conflicts collectively. We are currently in the research and development phase, and anticipate to have 80 homes completed and occupied within 3 years.

We have been serving the many communities of the Bay Islands for over 14 years and are committed to continue our support for the islands, with the dream of one day crossing the channel to serve Mainland Honduras.

# TIMELINE



“The Bilingual Literacy Program has created a space for children to come together to improve their literacy, comprehension and English language.”

**Trudy Hilton**  
BLP Facilitator

# OUR GUIDING PRINCIPLES





ALF is an organization committed to serving the disadvantaged of Honduras through community development and education. In order to accomplish this goal, we believe that our actions must not only have significant impact on those we work for, but should be done in a respectful and ethical manner. As such, ALF has adopted the following values that guide our attitudes, actions, and work.

## **Servant-leadership**

Serve and learn with humility

## **Excellence**

Bring your best

## **Visionary**

Set big goals with a plan for achievement

## **Integrity**

Do what's right, even when it's hard

## **Resilience**

Adapt and persevere when facing challenges

“All of our lives we have worked hard and would like to own our home. ALF is giving us this opportunity to open doors for our kids.”

**Lenis Martinez**

Future Los Sueños: The Dreams homeowner

**THE NEXT  
5 YEARS**



ALF has a strong mission and vision guiding our efforts moving forward. To fully realize this impact, ALF needs to bring our current projects to completion and create a scalable model for future projects. To do this, we need to develop a significant amount of operational infrastructure and build our donor base to maintain the capital and operational growth necessary for expansion.

As we are currently finalizing our research phase of Los Sueños: The Dreams, our goal is to complete the construction of 80 homes and have them fully occupied within 3 years, setting the stage for a full evaluation of our community model. With this information, we can begin the development stages of our next dignified affordable housing community, determining where and how we will replicate this project.

We will also expand our existing educational programs to include new students and cohorts, broadening our current impact across the island of Roatán. We will implement a fully-functional Life Skills Education program in 2023, offering personal and professional development to islanders. This program will fill a gap in the necessary leadership and technical training for locals to succeed as professionals on the island.

These goals are big. But we know that with the right planning and the appropriate support network in place, ALF can provide these significant and impactful opportunities for Hondurans to transform their lives.

# OUR GOALS

## Goal 1

### Create programs that are supportive of our mission

Develop housing communities that are sensitive to new and existing residents that promote positive environments

Implement educational programming that supports literacy, conservation, and life skills development

### What success will look like

Our first housing community, Los Sueños: The Dreams, is completed and all homes are filled with deserving families or individuals.

Our affordable housing community model is evaluated and documented for development of future housing communities.

Residents create an environment for successful and safe community life under an HOA. Empowering individuals toward self reliance and community partnership rather than reliance upon outside support (municipality, federal government etc.)

Bilingual Literacy Program will have to 10 cohorts

Student language scores increase each semester

Two schools receive supplies, materials or volunteer support annually

Increase scholarship provision by one scholar each year

A Life Skills Education program has been implemented and evaluated, with an enrollment of 40 students by year five

## Goal 2

### Develop operational infrastructure supporting program implementation

Implement and train on a project management software

Develop standardized program selection process and implementation tools

Develop Monitoring and Evaluation, and Reporting Plan

Develop grant management system

### What success will look like

Project management software is being used consistently by staff for program to develop and manage programs and individual workplans

All programs use a shared set of tools and evaluative processes

Impact is consistently documented and reported for each program

We are able to secure, manage and report on multiple grants annually

## Goal 3

**Align and integrate staff + committee structures, resources, and administrative processes in order to achieve our mission**

Strengthen the board in order to enhance ALF's success

Build and implement staffing structure to support ALF operations

Develop policies and procedures necessary to support ALF operations

Strengthen ALF's image within local and national markets

### What success will look like

We minimize staff turnover and expand staff to support organizational growth

We successfully communicate impact externally

We complete an annual audit of finances

We develop and communicate internally our organizational policies

Our board actively participates in fundraising and committees participation

## Goal 4

**Increase and diversify revenue streams to enhance ALF's effectiveness**

Enhance donor communication channels

Increase our investments and program revenue to enhance self-sufficiency

Secure grant-funding to support programs

Increase unrestricted funds to ensure administrative success

### What success will look like

Donor retention rates increase each year

New programs can be developed and existing programs can expand



# OUR PROGRAMS

ALF is committed to the great work of community development and education in Honduras. For those long-standing supporters of ALF, you will notice that we have removed the “Conservation” pillar from our strategic plan. This is not because we have lost any passion for preserving the environment in which we work, but because we recognize our own organizational strengths and will be working with local organizations to wrap conservation efforts into our housing community and educational programs. This will allow us to do what we do best, while supporting local organizations dedicated to conservation.

Our focus remains on the island of Roatán for now, where we will be expanding our existing programs and introducing new, high-impact educational programs to our portfolio. Over the next 5 years we will: 1) finalize the construction of and occupation of 80 homes in our Los Sueños: The Dreams community, 2) construct and implement the wrap-around services of a library, park and additional auxiliary building, 3) expand our Bilingual Literacy Program by 1 new cohort per year, 4) increase our scholarship offerings by 1 new recipient per year, 5) develop a Life Skills Education program that will serve the personal and professional development needs of the local population.

In 2021, we focused on creating the strategic, operational and development goals necessary for this anticipated growth. In 2022 we are developing our operational infrastructure, while continuing the excellence of our existing programs.

# Community Development

Project	Description	Timeline
80 Homes	240 people in dignified affordable housing community	EOY 2025
Park	Playground equipment, splash pad, picnic area for community members of all ages	EOY 2022
Library	Computer lab, reading rooms for adults & children, regular educational programming	April 2022
Auxiliary Building	TBD based upon current research identifying community needs	June 2024
School	Solid Rock School serving 1st-11th grades. Run by a partner organization	Completed
Church	Solid Rock Church. Run by a partner organization	Completed
Agricultural Farm	Creating professional and educational opportunities, as well as food production for the community	Completed

# Education

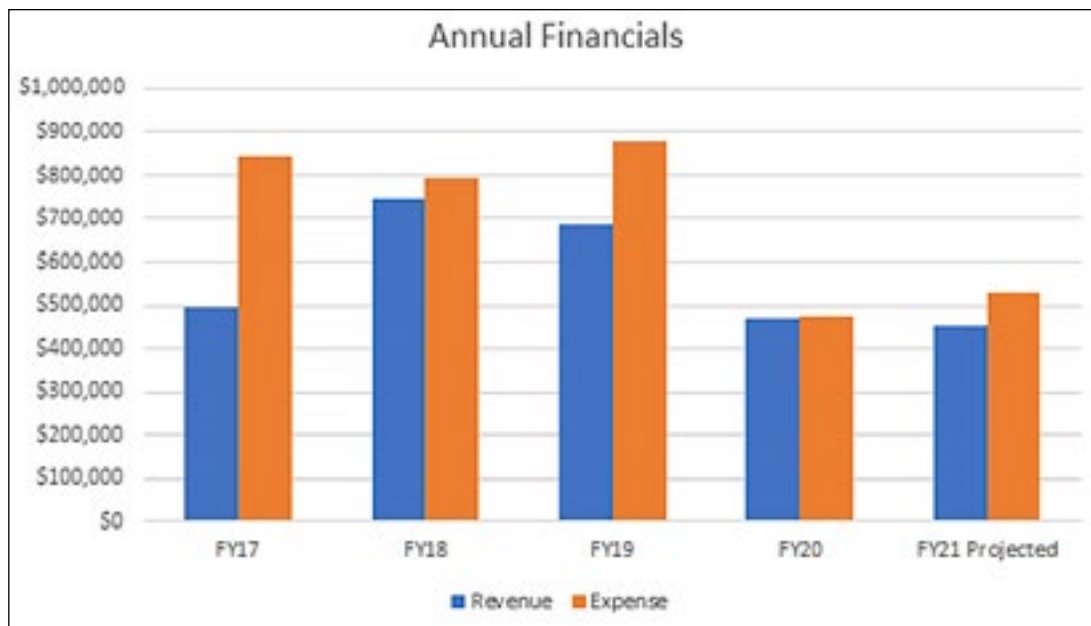
Project	Description	Timeline
Bilingual Literacy Program	English language training for 6-12 year olds	Two 12 week semesters annually
Scholarship Program	Tuition and school materials for high school and university students	Annual
Life Skills Education Program	Cohort-based training program, focused on personal development & professional capacitation	Implementation by EOY 2023
Supporting Schools & Learners	Construction & educational material provision for local schools & students	Annual





# OUR FINANCES

Over the past 5 years, ALF has relied upon an endowment to cover administrative expenses and any negative margin. Our five-year goal is to reduce reliance upon the endowment, raising sufficient funds annually to cover all administrative, capital, and programmatic expenses. We have established fundraising goals and created a 5-year development plan that will guide us toward these goals.







To successfully achieve these goals, ALF has committed to increasing our fundraising targets by approximately 30% in 2020 and 18% each year after. Part of this increase will come from our partnership with the Salvador Foundation, which anticipates supporting a portion of capital expenses over the next 5 years. The partnership will also now include support for operational costs associated with capital projects funded by this foundation. Our goal is to continue the growth of capital funding through this partnership, while diversifying our revenue mix through increased corporate giving and broadening our donor pool to strengthen individual and major giving. Over the course of 5 years, we will also build the infrastructure for grant management, opening the door for soliciting federal and international grants for future housing and educational projects.

	FY22	FY23	FY24	FY25	FY26
<b>Revenue</b>	\$1.31M	\$1.96M	\$1.59M	\$2.50M	\$2.56M
<b>Revenue Growth</b>	54%	32%	-23%	63%	2%
<b>Margin</b>	12%	7%	-19%	10%	16%

The first part of the paper discusses the importance of maintaining accurate records in a business. It highlights how these records can be used for various purposes, such as tax reporting, financial analysis, and legal compliance. The author emphasizes that businesses should invest in reliable record-keeping systems to ensure the accuracy and integrity of their data.

Next, the paper explores the challenges associated with record management. It identifies common issues such as data redundancy, inconsistent formatting, and limited accessibility. The author suggests several strategies to overcome these challenges, including implementing standardized data entry protocols, using cloud-based storage solutions, and regularly auditing records for accuracy.

The third section of the paper focuses on the role of technology in record management. It discusses how modern software solutions can streamline record-keeping processes, reduce manual errors, and improve data security. The author provides examples of various record management systems and evaluates their features and benefits.

Finally, the paper concludes by emphasizing the long-term value of effective record management. It states that well-maintained records can provide valuable insights into business performance, support decision-making, and ensure compliance with regulatory requirements. The author encourages businesses to prioritize record management as a key component of their overall operational strategy.