



Strategic Plan

July 2012 – June 2017

Friends Aware Strategic Plan

Executive Summary

The development of the 2012-2017 Strategic Plan began on Saturday, February 25, 2012 when Pat Hilton, Strategic Plan facilitator, met with the Board of Directors and Executive Director to develop the overall vision, direction, and goals for Friends Aware's next five years. The group worked through many topics and engaged in lively discussion about the future of the agency, ultimately developing five goals for further development.

Two main items came from this meeting. First was the desire to revise the agency mission statement to include the word "developmental" when addressing the types of disabilities the agency serves. Also, the group felt there should be a revision of the values of the agency to streamline them into items that are valued in both the individuals receiving services as well as staff.

On Wednesday, March 14, 2012, Pat Hilton met with mid-level and upper-level management for a day-long work session to turn the vision and goals of the Board of Directors goals into reality through tangible and measurable objectives that would move the agency forward. Creativity, imagination, and common sense were encouraged as the group brainstormed ideas to meet the Board's vision.

Four goals were developed for the staff of the agency to implement. Those goals are:

- Provide high-quality services for our individuals – This is the cornerstone goal for all goals that follow. Our commitment is to our individuals and to be constantly striving to improve the quality of services that we provide them.
- Increase awareness of and support for our mission among our community – Friends Aware seeks to inform and educate our local and global community about the needs of individuals with developmental disabilities and our services to them.
- Ensure financial viability and growth – Friends Aware strives to be a good steward of its resources and to put mechanisms in place which will ensure the agency does not compromise on the quality of its services.
- Promote Friends Aware values – Friends Aware will work to infuse its values into all aspects of life in the agency and will look to these values to assist in areas such as decision-making, hiring, and performance evaluations.

The Board of Directors is aware of the role they play in the life of the agency and take seriously their commitment to its growth and development. As part of this commitment, the Board of Directors will take responsibility for a goal that is unique to them.

- Build an effective Board – The Board of Directors of Friends Aware seeks to develop an efficient, effective, and sustainable Board that will work closely with the agency in its services to individuals with developmental disabilities.

This plan is a reflection of true collaboration and involvement between different levels of management within the agency as well as between the staff and the Board of Directors. It is our hope and intention that the 2012-2017 Strategic Plan will focus our efforts and guide our direction for the next five years as we strive to provide the best possible services to individuals with developmental disabilities.



MISSION

Building on a tradition of excellence, Friends Aware offers social, occupational, and residential opportunities in a caring atmosphere to individuals with developmental disabilities.

VISION

To be an agency where ALL individuals are challenged to realize their full potential.

VALUES

- EMPOWERMENT – equipping people with the tools, skills, and opportunities needed to maximize their full potential
- LEADERSHIP – encouraging innovative thinking and responsibility for continued growth and development
- COMMUNITY – working with others to achieve the best possible outcomes for all involved and recognizing the contribution each person has to make
- RESPECT – valuing the unique and diverse qualities of each person and treating them with equality
- INTEGRITY – upholding the highest standards of conduct and accountability in our interactions with each other and the community; reflecting on performance and learning from that reflection; acting in an ethical and responsible manner
- COMMUNICATION – sharing information effectively and efficiently

Background and Purpose

During the course of plan development, the following purposes were clarified:

- Help the Friends Aware Incorporated (FAI) Board of Directors, Executive Director and Staff to develop a succinct five-year strategic plan;
- Help focus the Board and Staff on FAI's financial and operational sustainability;
- Develop a planning approach honoring the Board's role in setting and monitoring strategic progress; and
- Develop an implementation approach to assist the Executive Director in managing and monitoring strategic progress while working to ensure the quality of day-to-day operations

Overview of Steps

To understand the current environment, from both the staff and board perspectives, an anonymous survey was conducted. Important considerations in the survey development and planning process included accomplishments and challenges related to the prior strategic plan, the current economic environment; known regulatory or legal changes affecting FAI; potential uncertainty in service reimbursement, and recent or upcoming changes that could effect the ongoing operations (e.g., staff changes, open positions, building project, targeted donations). Face-to-face meetings included individual information gathering and planning with the Board President and Executive Director; a retreat for the Board to revisit the mission and determine overall strategic direction; a staff retreat to determine its objectives; a follow-up meeting with the Board to determine its objectives; and a follow up meeting with staff to refine and finalize its objectives and timeline. From these meetings, key goals and directions, lead persons responsible, and completion dates were drafted, reviewed and presented in a succinct form that is intended as a document that will be routinely used rather than sitting on a shelf.

How to use this plan

The plan itself is simple and concise, allowing for a high-level view of each goal, key objective, completion date, responsible lead person, and key indicator of completion. The intention is that the outcome of each staff objective is tied to individual performance review measures. It is the responsibility of each lead person to work with appropriate staff to determine more detailed steps, actions, and interim timelines. Each lead can keep a loose-leaf binder; and behind each goal page, retain action plans and any documents or outcomes they have generated. This will allow ease of tracking progress, and reporting back to others. Through this approach, and ongoing communication related to objectives at regularly scheduled meetings, accomplishments will be monitored and reported. Tools and supplemental documents, including an action-planning template, are included in the Appendix.

Recommendations for Implementation

At regularly scheduled staff meetings, the Executive Director can monitor progress on the plan; and at town meetings report areas of focus and progress to all staff. The plan should be adjusted to allow for early accomplishment of objectives or unexpected events or conditions preventing or delaying accomplishments. For example, objectives may be altered, lead persons be reassigned, and indicators refined or updated. The plan should allow for an agile response, yet should be used and followed while changes are documented. Each year the Board and Staff should conduct a formal review of accomplishments to see what changes, if any, should be made.

Goal	Objectives	Date complete	Person/Group/ Committee Responsible
ONE Provide high-quality services for our individuals	a. Assess outcome measures for individuals:	5/31/2013	Residential Director
	b. Improve IP process:	12/31/2013	Life Enrichment Center Director
	c. Improve Quality Assurance Program	6/1/2014	QA Workgroup Chair
	d. Improve intake process	2/20/2015	Residential Director
	e. Develop agency tracking system	7/1/2014	Executive Director
TWO Increase awareness of and support for our mission among our community	a. Create baseline inventory of community activities and opportunities (e.g., website, youtube, fact sheets, slide sets collected over time)	7/1/2014	Community Relations and Resource Development Director
	b. Develop a systematic approach for conducting community outreach	7/1/2015	Community Relations and Resource Development Director
	c. Increase awareness and support in the community	Ongoing after baseline 7/1/2014	Community Relations and Resource Development Director
	d. Increase awareness of the residential program in our community	7/1/17	Residential Director
	e. Conduct 60 th Anniversary celebration	12/31/2014	Executive Director
	f. Communicate more effectively with families	Ongoing	Executive Director

Goal	Objectives	Date complete	Person/Group/ Committee Responsible
THREE Ensure financial viability and growth	a. Develop a financial reserve system to ensure adequate reserves are on hand to cover operations and capital expenditures	7/1/2014	Executive Director, Finance Director, Board of Directors
	b. Increase partnerships to secure additional financial support	Ongoing after 7/1/2013	Life Enrichment Center Director, Nursing Dept., Community Relations and Resource Development Director, Executive Director, (Kim), (Shane)
	c. Save money on supplies and operations while maintaining high quality services	Ongoing after 7/1/13 (baseline)	Executive Director , all staff
	d. Capitalize on facilities and resources	Ongoing after 7/1/17 (inventory)	Community Relations and Resource Development Director
FOUR Promote Friends Aware values	a. Integrate values in our work	12/31/2012	Executive Director
	b. Develop systematic methods to determine competitive and comparative status with other employers	5/31/2017	HR Director
	c. Revise staffing processes focusing on values	5/31/2017	HR Director
	d. Maintain Policy and Procedure Manual	Ongoing	Executive Director

Goal	Objectives	Date complete	Person/Group/ Committee Responsible
FIVE Build an Effective Board	a. Establish a standing Board Development Committee	5/2012: by-laws addition 7/16/2012 committee appointed	Board President
	b. Develop an orientation program	12/31/2012	Nomination Committee Chair
	c. Assign a member of the board to be a mentor for each new board member	12/31/2012	Nomination Committee Chair
	d. Conduct Orientation Program for newly elected and appointed board members	1/2013 Board meeting	Nomination Committee Chair (with Executive Committee, Executive Director, Mentor)
	e. Develop Roles and Responsibilities Description of Board Members	12/31/2012	Board Development Committee Chair
	f. Conduct self-evaluation of board members	9/31/2013	Board President
	g. Determine other training as needed for Board Members	Ongoing	Board President, Executive Director
	h. Document responsibilities of each committee	9/17/2012	Committee Chairs
	i. Ensure continuity and efficiency of Board Committees through an annual review	9/18/2013, then ongoing	Board President
	j. Develop basic timeline of activities	1/2013 Board meeting	Board President, Executive Director
	k. Develop a yearly corporate calendar and meeting agendas	Ongoing in 2012 -2013	Board President, Executive Director
	l. Conduct an evaluation of the Executive Director	5/22/2013, then ongoing	Executive Director Review Committee Chair
	m. Develop a Skills/Qualities Matrix to help ensure selection of board members that can best support FAI	11/20/2013	Nomination Committee Chair

Goal	Objectives	Date complete	Person/Group/ Committee Responsible
BOARD RELATED RESPONSIBILITIES for GOAL THREE Ensure financial viability and growth	Establish a standing Fundraising Committee for the Board	5/2012, propose for approval in by-laws; 1/2013 complete membership	Finance Committee Chair
	Create a list of potential donors	7/16/2012	Finance Committee Chair
	Develop a Capital Campaign Project for completing building improvements over the next five years	Draft plan by 9/16/2012 Project by: 5/2017	Board Treasurer, Executive Director
	Acquire Board Member commitment of time, money and talent	7/15/2013 initial communication; ongoing	Board Development Committee Chair
	Develop a unified community approach and ensure all board members and staff are consistent in efforts	7/16/2013	Board Treasurer, Executive Director