

THE STRATEGIC PLAN
FY 2008 TO FY 2012

FOR THE

FAMILY ADVOCACY & COMMUNITY TRAINING

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INTRODUCTION

Family Advocacy and Community Training (FACT) is an organization that has been serving the families of individuals with developmental disabilities in St. Charles County for the past twenty years. Their last strategic plan covered the past five years. Changes have occurred over those past five years and it was time for the organization to proceed with the process of creating a new strategic plan.

The FACT Board retained the services of Richard I. Goldbaum, Ph.D., Founder and Principal of Transitions In Leadership, LLC (TIL) to facilitate their strategic planning process. The expected outcome was the creation of a strategic plan that would guide the future progress of FACT for the next five years.

Dr. Goldbaum worked with the FACT Board's Strategic Planning Steering Committee (SPSC) throughout the entire process.

The SPSC and the facilitator approached the planning process with the following basic principles and expectations.

- Obtain as much information as possible from the organization's key stakeholders.
- Consider the unique position FACT holds in community's system of services to individuals with developmental disabilities and their families.
- Be committed to working in partnership with other community organizations in order to maximize FACT's effectiveness.
- Assure that the overall administration of the funds entrusted to the organization is used in the most prudent, effective and efficient manner possible.
- Create a plan that addresses the long-term direction of the organization.
- Establish a well-defined process for monitoring and evaluating the plan's progress based on stated timelines and benchmarks.
- Commit to the continuous review and improvement of the plan as time progresses over the next five years.

The following represents the general approach to the planning process used during this project.

METHODOLOGY

The following four-step process represents the approach used to create the strategic plan for the Family Advocacy and Community Training.

- Information Gathering
 - Review of previous studies and reports conducted by the FACT Board
 - Focus Groups with key stakeholder groups
 - Interviews with key individuals
 - Identification of State & National trends

- Strategic Thinking and Planning
 - SWOT Analysis
 - Identification and prioritization of Critical Issues
 - Development of Strategic Goals and Objectives
 - Creation of Key Performance Indicators

- Operational Thinking and Planning
 - Development of Action Steps for each Objective
 - Create an implementation plan

- Continuous Improvement
 - Establishment of schedule of status reports
 - Meet annually to review status of plan and make revisions
 - Stay informed of State and National trends

Members of the Board of Directors were periodically updated on planning process progress.

The following represents the results of the work of the SPSC and the FACT Board's approved five-year strategic plan.

Respectfully Submitted,



Richard I. Goldbaum, Ph.D.
Transitions In Leadership, LLC

ACKNOWLEDGEMENTS

We would like to acknowledge that the following individuals and groups who assisted in the development of the FACT's Strategic Plan.

Members of the Strategic Planning Steering Committee

Danielle Abrams, Circuit Manager, Children's Division
Richard Allen, Superintendent of Special Education,
Laura Bickford, Staff & Parent
Linda Clark, Parent and Grandparent
Sharon Go, Parent
Denise Gould, Executive Director
Pat Moore, Professor at Lindenwood University
Lynne Schroeder, Parent & Board Member
Mary Wilkes, Parent
Audrey Yarbough, Program Director
Kathy Krueger, Director of Finance Emaus Homes

The following were interviewed individually:

Linda Burke, Director of Special Education, Ft. Zumwalt School District
Peg Capo, Executive Director, DDRB
Dr. Ralph Caraffa, Psychologist
Billy Collier, Executive Director, United Services
Laura Heebner, Chief Financial Officer, Crider Center
Byron Koster, Supervisor of Advocacy, Missouri Protection and Advocacy
Bruce Sowatsky, Executive Director of the community and Children's Resource Board

We thank those individuals who participated in the following focus groups

- Focus group with family members of individuals receiving FACT's services
- Focus group with members of the FACT'S staff
- Focus group with members of the FACT's Board of Directors

We thank the facilitator of the strategic planning process:

Richard I. Goldbaum, Ph.D.
Transitions In Leadership, LLC

Definition of Terms

In an effort to maintain planning consistency, terms used in the strategic planning process are defined below.

Values

Fundamental ethical, moral, and professional business beliefs

Mission Statement

A clear and compelling major accomplishment that serves as the focal point of effort. It should indicate what business the organization is in.

Vision Statement

A mental image, a vivid description, of what the organization will be like when its mission is achieved.

Goals:

Broadly defined accomplishments, conditions, or results to be achieved in order for the organization to accomplish its mission.

Objectives:

Specific, measurable, time-bound results that will lead to the accomplishment of a goal.

Action Plans:

Process steps to implement a strategy . . . assigning specific tasks to individuals or groups and stating the date at which these tasks must be completed.

Key Performance Indicators (KPIs):

Quantifiable measurements, agreed to beforehand, that reflect the critical success factors of the organization. Key Performance Indicators typically help an organization define and measure overall progress and achievement of the organization's goals.

FACT's Vision, Mission & Core Values

FACT's Strategic Planning Steering Committee reviewed the present vision and mission statements and concluded that they no longer accurately reflected the organizations position. Therefore the following are the new vision and mission statements.

FACT's Mission is to mentor and empower families through advocacy and training to improve the quality of life and opportunities for children and young adults with disabilities.

FACT's Vision is a community where ALL children and young adults are supported through their challenges, valued for their diversity and fully included as they choose.

FACT's Core Values are:

FAMILY DRIVEN

Using a strength-based, culturally competent and non-judgmental model to empower children, young adults and their families.

PARTNERSHIPS

Building and maintaining collaborative working relationships with our community partners by acknowledging their expertise and commitment to children and young adults with disabilities.

QUALITY

Providing advocacy in a manner that is representative of what is considered a model of best practices.

GOOD STEWARDS OF OUR RESOURCES

Conducting all aspects of business openly, ethically, responsibly, and with integrity.

KEY PERFORMANCE INDICATORS (KPIs)

Key Performance Indicators are factors that are essential components to an organization's overall functioning and therefore reflects the success and effectiveness of its operations and services. The following represents those factors that will be measured by FACT in order to monitor and evaluate its achieved level of performance as compared to an established benchmark.

1. Community Awareness/Education should result in improvements these areas:

- Knowledge of what FACT does
- Knowledge of who FACT serves
- Fundraising results
- Recruitment of volunteers for committees and board membership
- Recruitment of staff
- Number of referrals
- Sources of referrals

2. Accreditation

- The securing of funds to pay for associated expenses
- Hiring a coordinator to assist in preparing for the accreditation
- Submission of the accreditation application
- Successful completion of a mock accreditation review
- Successful completion of the actual accreditation review

3. Fundraising

- Establishing a comprehensive fundraising plan
- Raised \$ 75,000 in FY'08
- Raised \$110,000 in FY'09
- Raised \$130,000 in FY'10
- Raised \$150,000 in FY'11
- Raised \$170,000 in FY'12

4. Succession Planning

- The succession plan is completed
- A leadership enhancement policy and procedures are completed and being implemented
- Staff will be cross trained to cover other positions within the organization
- All job descriptions have be updated at least every three years to reflect the present responsibilities and qualifications of the position
- The personnel policies and practices will be reviewed at least annually
- All employees will participate in and receive a job performance evaluation at least annually

5. Growth

- Funding for services will have been obtained for expansion into other counties
- Potential partners for strategic alliances will have been contacted and dialogue continuing
- Possible new products being developed (e.g. training programs for community partner's staff)
- Recruitment, training and retention of new FACT staff proceeding as services grow
- Number of customers served increasing each year

6. Relationships with Partners

- Benchmarking survey completed and results shared with staff and Board
- Plan for addressing areas of concern completed
- Number of referrals from FACT's school partners
- Implementation to improve relationships implemented
- Re-evaluation of status of relationships completed at end of first year
- Results analyzed and improvement initiative modified to reflect new issues
- Process repeated at least every two years

7. Board Development

- The self-evaluation and assessment is completed
- A Board recruitment plan is finalized and implemented
- New Board members are recruited bringing the Board membership to its maximum per bylaws
- A training retreat has been conducted with at least 80% of the Board attending
- Bylaws updated
- Task forces formed and operating

FACT's

Goals, Objectives and Key Performance Indicators

Critical Issue #1: ENHANCE COMMUNITY AWARENESS

Goal #1: Community awareness of FACT's services and level of name recognition in the areas served by FACT will be increased by at least 15% each year for the next five years starting on July 1, 2007.

Objective #1.1: *A benchmark measurement of how well FACT is known in the community at large and among key stakeholders will be established by September 1, 2007.*

Objective #1.2: *Based on the results of the benchmarking, a comprehensive branding and community education/awareness campaign will be planned and submitted to the FACT Board for review and approval for implementation starting on January 1, 2008.*

Objective #1.3: *Every year the community awareness/education project will be measured for its effectiveness. Adjustments to the awareness/education effort will be made according to the results of the evaluation.*

Key Performance Indicators

The following key performance indicators will measure community awareness.

Community Awareness/Education should result in improvements these areas:

- Knowledge of what FACT does
- Knowledge of who FACT serves
- Fundraising results
- Recruitment of volunteers for committees and board membership
- Recruitment of staff
- Number of referrals
- Sources of referrals

Critical Issue #2: ACCREDITATION

Goal #2: FACT will receive a three year accreditation from The Council on Quality and Leadership by July 1, 2009.

Objective #2.1: *By December 1, 2007, FACT will have obtained commitment for funding to pay for the preparation and fees associated with the accreditation process.*

Objective #2.2: *By March 1, 2008 a staff task force is appointed to work with a coordinator to plan and oversee the accreditation preparation process.*

Objective #2.3: *By March 1, 2009 a mock accreditation review will be conducted a few months before the actual accreditation assessment is scheduled.*

Key Performance Indicators

The following key performance indicators will measure the status of the accreditation process:

- The securing of funds to pay for associated expenses
- Hiring a coordinator to assist in preparing for the accreditation
- Submission of the accreditation application
- Successful completion of a mock accreditation review
- Successful completion of the actual accreditation review

Critical Issues #3: DIVERSITY OF FUNDING STREAMS

Goal #3: FACT will be raising \$190,000 annually by the end of FY'2013 through fundraising from a variety sources such as special events, foundations, corporations and individual donors.

Objective #3.1: *FACT will develop a comprehensive five-year fundraising plan for Board review, approval with implementation by starting on January 1, 2008.*

Key Performance Indicators

The following key performance indicators will measure the status of the fundraising efforts:

- *Establishing a comprehensive fundraising plan*
- *Raised \$ 75,000 in FY'08*
- *Raised \$110,000 in FY'09*
- *Raised \$130,000 in FY'10*
- *Raised \$150,000 in FY'11*
- *Raised \$170,000 in FY'12*

Critical Issue #4: SUCCESSION PLANNING

GOAL #4: FACT will have a Board approved comprehensive succession and leadership enhancement plan in place by September 1, 2007.

Objective #4.1: *By July 1, 2007, FACT will develop a succession and leadership enhancement plan that will be submitted to the Board for their review and approval.*

Objective #4.2: *By September 1, 2007 FACT will have reviewed and revised when necessary all job descriptions and develop a plan for cross training staff.*

Objective #4.3: *The succession and leadership enhance plan will be implemented by November 1, 2007 and evaluated and updated annually.*

Key Performance Indicators

The following key performance indicators will measure the status of the Succession Planning process:

- *The succession plan is completed*
- *A leadership enhancement policy and procedures are completed and being implemented*
- *Staff will be cross trained to cover other positions within the organization*
- *All job descriptions have be updated at least every three years to reflect the present responsibilities and qualifications of the position*
- *The personnel policies and practices will be reviewed at least annually*
- *All employees will participate in and receive a job performance evaluation at least annually*

Critical Issue #5: GROWTH OPPORTUNITIES

GOAL #5: FACT will double its services by the end of FY' 2013.

Objective #5.1: *By July 1, 2008 FACT will identify possible growth opportunities in the following areas:*

- *Other counties in the greater St. Louis area.*
- *Possible new target customer populations*
- *Possible new products to offer customers and partners*

Objective #5.2: *FACT will appoint task force to determine the feasibility and opportunities for establishing strategic alliances with organizations with compatible missions, visions, core values and services. The task force's report will be due by July 1, 2008.*

Objective #5.3: *The report on possible growth initiatives, will be reviewed by FACT's Board, and an implementation plan will be developed and started by October 1, 2008 for those areas receiving Board approval.*

Key Performance Indicators

The following key performance indicators will measure the status of the growth initiatives:

- *Funding for services will have been obtained for expansion into other counties*
- *Potential partners for strategic alliances will have been contacted and dialogue continuing*
- *Possible new products being developed (e.g. training programs for community partner's staff)*
- *Recruitment, training and retention of new FACT staff proceeding as services grow*
- *Number of customers served increasing each year*

Critical Issue #6: RELATIONSHIPS WITH PARTNERS

GOAL #6: By the end of FY' 2013 FACT's relationships with its community partners will improve annually.

Objective #6.1: *A benchmark will be established by September 1, 2007 indicating the present level of how FACT is perceived by it's various community partners.*

Objective #6.2: *Based on the results of the benchmarking survey, a recommended plan for addressing areas of concern will be submitted to the FACT Board for review and approval by January 1, 2008.*

Objective #6.3: *The approved plan to improve relationships with community partners will be implemented by March 1, 2008 and evaluated each year there after.*

Objective 6.4: *Modifications to the relation building initiative will be made each year based on the results of the previous years evaluation.*

Key Performance Indicators

The following key performance indicators will measure the status of the relation building initiatives:

- Benchmarking survey completed and results shared with staff and Board
- Plan for addressing areas of concern completed
- Number of referrals from FACT's school partners
- Implementation to improve relationships implemented
- Re-evaluation of status of relationships completed at end of first year
- Results analyzed and improvement initiative modified to reflect new issues
- Process repeated at least every two years

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Critical Issue #7: BOARD DEVELOPMENT

GOAL #7: The FACT Board will be at full compliment and have completed a comprehensive orientation to their roles and responsibilities by March 1, 2008.

Objective #7.1: *In order to determine recruitment and training needs, the FACT Board will have completed a self-evaluation and assessment process by September 1, 2007.*

Objective #7.2: *The FACT bylaws will be reviewed and updated by October 1, 2007.*

Objective #7.3: *Based on the results of the self-evaluation/assessment a recruitment campaign will be implemented with new Board members approved for membership by November 1, 2007.*

Objective #7.4: *A Board training retreat will be scheduled in January 2008 in order to review the roles and responsibilities of the Board and its members.*

Objective #7.5: *Based on discussions at the retreat, the FACT Board will establish a set of working task forces (committees) to address specific issues.*

Key Performance Indicators

The following key performance indicators will measure the status of the Board Development effort:

- *The self-evaluation and assessment is completed*
- *A Board recruitment plan is finalized and implemented*
- *New Board members are recruited bringing the Board membership to its maximum per bylaws*
- *A training retreat has been conducted with at least 80% of the Board attending*
- *Bylaws updated*
- *Task forces formed and operating*

CONCLUSIONS

FACT has established their five-year strategic plan based on identified critical issues. These issues have one primary focus, that being improving the organization's ability to respond to the needs of individuals with developmental disabilities and their families. The manner in which FACT has chosen to address these factors are established in the plan.

With the completion of FACT's strategic plan the challenge to the Board of Directors and staff is to assure that it is followed and remains relevant. The plan provides the staff and board of the organization a clear roadmap to follow as it moves toward its vision. Goals are accomplished as the related Objectives are fulfilled and they in turn rely on the implementation of the Action Steps. Each is dependent upon the other.

It is the responsibility of the FACT's staff to assure that the various Action Steps are being implemented and accomplished. It is the responsibility of the Board to monitor the staff's progress. The organization will evaluate its progress by not only monitoring the status of the Action Steps, Objectives and Goals, but also the tracking and analysis of the Key Performance Indicators.

Each year the FACT should meet in a planning retreat to review the progress toward accomplishing the plan's goals. The planning retreat should include a review of the present environment and determine changes to the plan that may need to be made. Keeping the plan current will assure its relevancy to the factors impacting FACT.

This strategic plan was approved by the members of the Family Advocacy & Community Training's Board of Directors at its regular scheduled meeting on May 10, 2007