



COMMUNITY ALLIANCE dba

COMMUNITY RESIDENCE CORPORATION (CRC)

COMMUNITY LIVING NETWORK (CLN)

STRATEGIC PLAN

2019-2021

MISSION STATEMENT

By providing vital human services, Community Alliance's mission is to support and empower persons with developmental disabilities to achieve life goals and maximize their independence.

Approved by the Policy Board - November 14, 2014

VISION STATEMENT

Community Alliance's vision is to lead change in our community that celebrates and supports the lives of people with developmental disabilities

Approved by the Policy Board - November 14, 2014

VALUES

We value integrity; dignity and respect; transparency; compassion; fiscal responsibility and sustainability; independence and empowerment; inclusiveness; community engagement; heart; advocacy; choice; and rights.

Approved by the Policy Board - November 14, 2014

GOALS, OBJECTIVES, and STRATEGIC PRIORITIES

GOALS are the clear statements of vision. **OBJECTIVES** are what will be accomplished. **STRATEGIC PRIORITIES (Strategy)** specify the accomplishment to be achieved if the vision is to become real. These are outcome statements to guide Community Alliance as an organization.

GOAL 1 - Mitigate Risk

Objective 1: Continue to build and strengthen a culture of teamwork based on trust, communication, compliance, transparency, and data with priority focus on quality of services, customer service, and accountability with consumers

Strategy: Maintain a 3 year CARF accreditation

Action: Ensure the Strategic Plan and performance measurement and management standards are fully implemented

Action: Infuse the organizational culture with CARF as the standard adopted for program and administrative activity

Strategy: Raise performance target benchmarks as performance targets in performance measurement and management system are achieved

Objective 2: Continue developing strategies for recruitment and retention of quality staff

Strategy: Ensure CA is competitive with regard to salary and benefits, providing continuing education (staff and professional development), support and recognition

Action: Develop an Employee Assistance Plan that incorporates needs assessment of staff

Objective 3: Strengthen the role of Board of Directors to foster policy leadership and direction for mission and vision alignment

Strategy: Build an effective board to a minimum of (8)

Action: Develop a development and leadership transition (succession) plan for the governance Board that includes ongoing professional board development, recruitment strategies which optimizes governance; policies, procedures and a structure which supports mission and effective communication

Action: Recruit a board member for Treasurer

Action: Develop and implement a formal board orientation for new policy board members

Action: Fully evaluate and determine optimal make-up and size of board

Objective 4: Optimize effectiveness of policies and procedures

Strategy: Continue to improve operational efficiencies and processes including those related to record keeping, paperwork completion, and integration of technology into processes

Objective 5: Maintain a dynamic strategic planning process.

Strategy: Integrate the goals, objectives, strategies, and action plans into every day operations and policy board priorities

Action: Policy Board to formulate agenda and discussion relative to strategic planning priorities

Action: Minimum of an annual review and refinement and updating of, goals, objectives, and strategies

GOAL 2 - Strengthen fiscal stability and sustainability
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Objective 1: Diversify funding streams to include a sustainable donor base and other stable broad-based financial and non-financial resources to support envisioned growth

Strategy: Develop collaborations and partnerships with other organizations, especially those that tap new sources of income

Strategy: Secure additional / new funding through grants and/or foundations in alignment with mission and vision to meet needs

Strategy: Commit to fund development as a priority

Action: Develop three year fund development plan by June 2016 that includes annual goals and methods for raising additional revenues and actively seeking financial donors

Strategy: Communicate operational vision for next 5-10 years
divest housing, art studio, revenues not dependent upon restricted funds

Objective 2: Determine expansion of current programs and potential additional opportunities within Washtenaw County, SE Michigan, and beyond

Strategy: Identify and execute new contracts for the Fiscal Intermediary Program

Strategy: Increase number of consumers served in our Supported Living Program

Strategy: Identify possible additional services to provide that differentiates CA from competitors and gives a competitive advantage

Objective 3: Continue evaluation of optimal CA structure in alignment with mission and vision

Strategy: Complete divestiture of Community Housing Alternative (CHA)

GOAL 3 – Strengthen EXTERNAL Strategic Positioning (key Player in Systemic Change)

Determine what role(s) best fit in the community and beyond and which role(s) not to play

Objective 1: Strengthen positive community/public image and understanding of the mission and philosophy of the organization

Strategy: Develop an awareness and clarity of organizational purpose

Action: Develop speaker’s toolkit for events, meetings, or functions by establishing “story to tell” and processes/methods to articulate

Strategy: Create and communicate consistent branding/image

Action: Ensure Website is updated every 2 weeks, letterhead and logo consistent and used, internet listing up to date, etc.

Strategy: Increase community visibility of organization, especially within Southeastern Michigan

Action: Share selected outcomes and performance information in meaningful ways with persons served and other stakeholders regarding how the organization and programs are doing

Action: Establish consistent communication (what, how, when, and to who) through use of newsletters, Website, annual planning meeting, staff meetings, focus groups, etc.

Objective 2: Increase Community Alliance’s involvement in the discussion and action as a “key player” in defining the standards and expectations of the changing environment

Objective 3: Establish advocacy role for Community Alliance

Strategy: Determine role and focus for Board and Executive Director (and other staff) and level of engagement (local, state, and/or federal)

Action: Board agenda item at each meeting with person/committee identified as champion

Objective 4: Develop collaborations, alliances, and partnerships with other organizations

Strategy: Identify purpose and process for partnerships which move CA forward in mission/vision

Action: Develop plan that identifies organizations that will strengthen strategic positioning of CA and timeline to determine compatibility and establish collaboration, alliance and/or partnership