Dan Adams President/CEO
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Cal Farley's
Organizational Strategic Plan

"It's not who you are or where you've been, but where you're going that counts" Cal Farley

MISSION STATEMENT

Cal Farley's provides professional programs and services in a Christ-centered atmosphere to strengthen families and support the overall development of children.

VISION

Cal Farley's will be a leader in the residential childcare field while maintaining long term commitments to children and families through the delivery of an array of quality residential, educational, and community based services in a fiscally responsible manner and in accordance with the Cal Farley's Model of Care.

EXTERNAL ISSUES INFLUENCING THE PLAN'S DEVELOPMENT

- ❖ *Legislative:* Federal and state funding cuts to human services and education; federal legislation regarding profit and non-profit corporate environments, and charitable donations.
- ❖ *Regulatory:* Ongoing changes in licensing, investigations, standards, levels of care, and increased emphasis on outcomes and best practices.
- ❖ *Community:* Increase demand for intensive services; increased pressure to expand existing services; decreased funding to other service providers; increased visibility leading to higher expectations for collaboration; consistent need to improve technology.
- ❖ *Donors:* More competition for dollar among non profit organizations; higher expectations by donor for proving positive outcomes.

ELEMENTS OF THE STRATEGIC PLAN

The three elements of the plan are *Goals, Objectives,* and *Action Items.*

- ❖ *Goals* of the strategic plan are:
    - ▪ Defined and assessed by the Board of Directors and the President and CEO;
    - ▪ Approved by the board;
    - ▪ Long term;
    - ▪ General to the organization; and,
    - ▪ Stable over time.
- ❖ *Objectives* of the strategic plan are:
    - ▪ Developed to achieve a specific goal;
    - ▪ Designed by departmental or site senior leaders;
    - ▪ Implemented by teams led by directors, vice presidents or administrators; and,
    - ▪ Subject to Continuous Quality Improvement (CQI) review.
- ❖ *Action items* are:
    - ▪ Developed as needed to achieve objectives;
    - ▪ Site and departmental specific; and,
    - ▪ Are generally short term and flexible over time.

NINE ORGANIZATIONAL GOALS

1. We will clearly articulate, both now and in the future, the profile of the children and families we will serve.
2. A balanced array of effective services will be delivered to our clients.
3. These services will be delivered to as many of our clients as feasible, based on their needs and our available resources.
4. We will deliver these services efficiently and according to a balanced budget.
5. Our leadership model will ensure collaboration, accountability and empowerment.
6. Our performance appraisal objectives and strategies will be clearly linked to the organizational goals and objectives.
7. We will practice continuous quality improvement.
8. Our business and service delivery will reflect best practices.
9. We will operate and maintain facilities and grounds according to the highest standards.

The Plan

OBJECTIVES FOR CAMPUS BASED SERVICES TO CHILDREN AND FAMILIES

Objective: Support and stabilize census.

Objective: Improve service delivery by expanding, modifying, or abandoning services as deemed appropriate.

Objective: Create needed new programs and services.

Objective: Evaluate facilities needs.

Objective: Complete approved facilities construction.

OBJECTIVES OF COMMUNITY BASED SERVICES
Campus Admissions

Objective: Support and stabilize campus census.

Alumni Support

Objective: Improve service delivery by expanding, modifying, or abandoning services as deemed appropriate.

Objective: Evaluate facilities needs.

Family Resource Centers

Objective: Create new services

Collaboration

Objective: Conduct feasibility study regarding collaborations.

OBJECTIVES OF RESIDENTIAL SERVICES DIVISION

Objective: Support campus program development activities.

Objective: Develop training and support program training needs.

Objective: Support Information Technology training:*:*

Objective: Provide program evaluation:

Objective: Finalize facilities planning

OBJECTIVES OF BUSINESS OPERATIONS

Objective: Enhance Human Resources processes for:
1. Recruiting and interviewing
2. Employee turnover
3. Professional development
4. Performance appraisal
5. Improve customer perceptions

Objective: Enhance Finance Department processes as needed to:
1. Improve internal controls
2. Integration with campuses
3. Improve customer perceptions
4. Improve budgeting process
5. Improve purchasing/payables processes

Objective: Enhance network administration processes as needed to:
1. Improve network files management
2. Conduct trends identification
3. Enhance project management
4. Improve training
5. Improve customer perceptions

Objective: Enhance Software/Systems administration by:
1. Continuing to develop/enhance integrated systems that provide ease of access to information by staff
2. Ensuring effective project management
3. Improve customer perceptions

OBJECTIVES OF DEVELOPMENT, MARKETING AND COMMUNICATIONS

Objective: Ensure funding of operating budget through
1. Increased planned giving
2. Increased major gifts
3. Increased grants and foundation support

Objective: Enhance donor services
1. In areas of recognition and involvement
2. By developing and improving methods of measuring effectiveness of officers and outreach offices.

Objective: Enhance Marketing effectiveness through:
1. Increased donor acquisition
2. Improved marketing to the appropriate client base
3. Enhanced brand identification
4. Conducting ongoing studies of viability of residential services in other urban communities
5. Ensuring effective utilization of technology

Objective: Enhance Communications/PR effectiveness through:
1. Developing stronger media relations
2. Increased number of sponsorships
3. Ensuring quality events management
4. Ensuring effective utilization of technology
5. Improved utilization of the Internet

OBJECTIVES OF THE FOUNDATION

Objective: Enhance Managed Investments by:
1. Ensuring optimal investment return within acceptable level of risk
2. Conducting ongoing evaluation of spending policy to ensure authorized withdrawals do not exceed anticipated sustainability-

Objective: Enhance Non-managed Investments by:
1. Ensuring assets are invested in compliance with legal, contractual and organizational requirements
2. Managing real property assets for maximum earnings and disposition

*Objective***:** Enhance Fiduciary Services by:
1. Continuing to monitor gift annuity program for current profitability and future solvency
2. Continuing to provide wills and trust administration for the organization and its donors in compliance with legal, contractual and organizational requirements.

Objective: Enhance Development Support by:
1. Continuing to provide economic data and forecasts for organizational planning.
2. Continuing to maintain detailed schedule of gifts by restricted purpose or condition.