

**Systematic Sustainability**

**2018-2021 Strategic Plan**

Approved July 25, 2018

**Vision** A community where persons with intellectual and developmental differences achieve their potential for independence.

**Mission** Empowering adults with intellectual and developmental differences through opportunities to learn, work and connect.

**History**

Since its inception in 1952, Pine Castle has operated in Northeast Florida to offer high quality care to persons with intellectual and developmental differences. At that time, to prevent their children from being institutionalized, parents of 33 children demanded a new model of care that had never been tried in the state of Florida. In 1965, the public school system began serving all children, even those with differences, and the organization changed its name from the original name of The North Florida Association for Retarded Children, Inc., to Pine Castle, Inc., a nonprofit corporation. The agency was registered at that time as a primary corporate entity, not affiliated with any other organization, corporation or service provider. Pine Castle transitioned from being a one-building school for children to an organization that serves only adults and offers adult day training and education, senior services, a nursing clinic, employment opportunities on campus, group home services and community employment assistance. Pine Castle's programs are based on the idea of developing individuals to reach their maximum capabilities -- providing services that allow them to enjoy full, meaningful and productive lives. Today, Pine Castle is a community-based nonprofit and a leader in working with adults with differences, providing support for their families and serving more than 350 individuals each week.

**Context**

The last Pine Castle Strategic Plan (2105-2017) was completed in Fiscal Year 2017 (October). Key components of the plan that are still relevant and yet to be completed have been rolled into this plan, and a few items such as legacy debt retirement and endowment building have been pushed back beyond the 3-year scope of this plan for future assessment in favor of more urgent and achievable priorities.

**New Leadership**

Pine Castle transitioned leadership to a new CEO in November of 2017. The new CEO was given several guiding objectives for the first year:

* Ensure a smooth transition
* Maintain critical staff and address direct care entry level wages
* Create a new vision for Pine Castle with a plan to improve – a new strategic plan
* Continue to increase fundraising
* Increase Parent / Caregiver involvement and communication
* Prioritize Board development and Board diversity going forward

**2018 SWOT Analysis – (Strengths, Weaknesses, Opportunities and Threats)**

In January of 2018, the senior staff of the agency began an intensive SWOT Analysis process that resulted in 28 programs and processes being reviewed with input received from the entire staff. Issues were summarized into a “top 10” for each area. Issues ranked number one were determined to be most important and so on through the list. This analysis was presented to the Board of Directors in February at the annual Board Retreat. Feedback and recommendations were received from the Board.

Leveraging our Strengths

1. Participant-focused atmosphere
2. Quality of our services
3. Reputation in the community
4. Staff experience and dedication, working well as a team
5. Diversified funding streams
6. Open campus
7. Specialized programs (seniors, 1:1, 1:3 services, PSR, etc.)
8. Campus employment and community employment opportunities
9. Nursing Program / Healthcare – prevention, ongoing care and emergency
10. Recreation on Campus (track, gym, clubs and organizations)

Acknowledging our Weaknesses

1. Wages / Staff Compensation Structure
2. Lack of necessary staff training / completion of training in a timely manner
3. Telecommunications – phone system, server age, IT infrastructure – no campus-wide wireless, etc.
4. Aging campus – need of significant facility improvements
5. Lack of awareness in the community
6. Sometimes lack of consistent work in the warehouse
7. Staffing levels - workload affecting attendance and accountability
8. Lack of participant’s inclusion in the community – Day Program and Group Home / loss of dedicated position
9. Weak volunteer program and lack of caretaker involvement
10. Diversity of Board of Directors

Recognizing Potential Threats

1. Staff Turnover
2. Buildings and programs at capacity – lack of space
3. Potential loss of 14-c Certificate (sub-minimum wage)
4. Potential loss of Psycho-Social Rehabilitation Psychiatrist / Participants
5. HCBS Rule – Group Homes on site classified as institutions - pending
6. Aging residents in Group Homes / aging participants / aging caregivers
7. Resident’s health and wellness
8. “Employment First” preference affecting Day Program (TESS)
9. Competition
10. Potential program audit findings / deficiencies

Focusing on our Opportunities

1. Serving the “whole participant” – physical, mental, social, financial, etc.
2. Focusing on the ‘whole staff person” – compensation, training, incentives, etc.
3. New income generating opportunities
4. Becoming certified as “autism friendly”
5. Improving use of technology for efficiency and effectiveness in all areas
6. Caregiver engagement
7. Improvements in purchasing process / cost savings
8. Building collaborations with other organizations
9. Increase individual giving through Inspiration Society, Castle Builders and grants income
10. Improving volunteer program

**Accomplishments during the Strategic Plan development phase - March to June 2018**

While the 2018-2021 Strategic Plan was being developed from the insight gained during the SWOT Analysis process, work was already moving forward on several key objectives that were given to the new CEO.

* Ensure a smooth transition – The CEO met with all 16 administrative staff in the first month to begin to understand their passion and commitment. Each person expressed that they “loved” working for Pine Castle and the mission was extremely important to them.
* Maintain Critical Staff and address direct care entry level wages – Within the first few weeks, it became apparent that entry level wages were not the only thing putting pressure on the staff. Fourteen different issues were identified as affecting employee compensation. After several months of analysis by the CEO, COO, CFO and Director of Human Resources, a new Compensation Philosophy including 7 wage grades and tenure compensation, tied to a thorough market analysis was completed. Individualized wage increases based on market rates, tenure, and increased entry level wages were proposed to the Finance Committee and then the Board of Directors in May of 2018 and with every board member in attendance, approved unanimously. This package provided wage increases to every employee (144 staff) except the CEO, in June of 2018. The CEO’s compensation structure will be created by the Executive Committee of the Board. In addition to wage increases, an Employee Assistance Plan (EAP) for mental health, a health and wellness program (PATH), and a Teledoc program were added to staff benefit packages. All of the CEO’s direct reports – COO, CFO, CDO, Director of Production and Executive Assistant have been retained during the first 7 months of the new CEO’s tenure.
* Create a new vision for Pine Castle with a plan to improve – the 2018-2021 Strategic Plan is proposed here. In addition, all agency policies and procedures are under review and revision, and that process will be completed in the next few months.
* Continue to increase fundraising - While work continues on building the annual giving program – the Inspirations Society, and the December 2017 Annual Appeal raised $35,000 for new group home vans, the agency was also offered a Delores Barr Weaver Fund Challenge Grant in the amount of $100,000 to match $100,000 raised in new donations to Pine Castle for renovation of the Cafe and Courtyard Complex. The deadline for the challenge grant is December 31, 2018.
* Increase Parent / Caregiver Involvement and Communication - Staff began working in the Fall of 2017 to update the contact information for all caregivers for our participants. Two CEO Coffee/Tea Hours were held specifically for caregivers and were well-attended. Subsequently, a Caregiver Advisory Team, chaired by Board Member and parent Karen Friedline, was formed and two committee meetings have been held with good participation and planning for future initiatives by the caregivers.
* Prioritize Board Development and Board Diversity going forward - Board Bylaws were in a state of draft revision in the fall of 2017. In the last several months, the Bylaws have been updated along with several other board policies, and voted on by the Board of Directors, including a new policy regarding Board Member terms and the re-recruitment of past Board Members. The Board’s purpose / job description and the Individual Board Member Job Description were updated. A new Board Handbook was developed with up-to-date information and distributed to all Board Members. A SWOT Analysis was completed on Board Operations and Issues. The Board Governance Committee is holding regularly scheduled meetings and has implemented a new formalized Board Member cultivation process. Board composition was assessed and opportunities were identified for targeted future recruitment of Board Members to increase board diversity and fill in skill gaps. Board member commitments are now being tracked for accountability. The Board Executive Committee is also creating a plan for the CEO’s annual evaluation process and compensation structure. An ad hoc committee chaired by the Board Vice Chair has been formed to develop Succession Plans for the CEO and key leadership.

Other agency efficiency enhancements have been completed by the Finance / Accounting / IT department during this timeframe as well:

* A Time Clock system(UAttend) has been implemented to capture staff daily attendance and Paid Time Off (PTO) balance tracking.
* The agency has also deployed a “purchase card” system to help streamline payables, introduce better fraud protection, increase the agency credit limit, and lay the groundwork for capturing total vendor spend.
* A connecting software system (E One Smart Connect) was purchased to facilitate transferring data from the timeclock and the purchase card system into the agency accounting software (Great Plains) to reduce data entry errors. This also facilitates entering the participant time cards into the accounting software to eliminate several manual data entry steps.
* Finally, another industry standard software, Therap, which will automate participant payroll, case management, billing to Medicaid, treatment plans, client census and demographics, emergency alerts, and tracking employee certifications and trainings, has been purchased with the majority of funds coming from a foundation grant.
* Automating staff and participant payroll is already saving approximately 40 man hours of work per month.  When the participant tracking system, Therap, is fully implemented, there will be further efficiency gained by reducing man hours required to process billing, payroll, etc.

**Strategic Plan Executive Summary – “Systematic Sustainability”**

At its core, this plan emphasizes the importance of each person at Pine Castle, the participants and staff alike. One of the key themes is how the agency is addressing the “whole person.” Other key objectives include creating a pathway for participants to follow to move them from the learning environment through campus employment and training to community employment.  In addition, the agency will continue to increase public awareness of our mission and services through public relations and governmental advocacy while seeking to become a leader in changing the public conversation from using words like “disabilities” and substituting the term “differences”. These efforts will be enhanced by increased funding, a beautiful and functional campus, a strong and supported staff, and fiscal responsibility. Once the six goals for this plan are addressed, Pine Castle’s next goal is to begin to consider program and campus expansion, to meet the growing need for services to the IDD community in Northeast Florida.

**Goals 2018-2021**

1. Ensure diverse programming supporting the uniqueness and potential in every individual.
2. Build awareness in the community while becoming a leader in the IDD conversation.
3. Continue to diversify and grow private funding for increased sustainability.
4. Maintain a beautiful and functional campus, with a vision of future expansion, to meet the demand for services in Northeast Florida.
5. Create a “Best Places to Work” culture, supported by a Compensation Philosophy that values the whole person.
6. Maintain a sound fiscal culture, supported by up-to-date technology and efficient processes.

**Goals Beyond 2021**

* Paying off Life Enrichment Center mortgage to free up annual income.
* Additional Group Home(s) and / or expansion of TESS program to address wait list of 1,500 in Northeast Florida alone, which will likely include additional buildings on campus.
* Building Endowment to $10 Million for $500,000 in annual draws to support capital and operating priorities.

**Successful Outcomes**

By successfully implementing the proposed strategies by 2021, Pine Castle will achieve the following objectives:

Programs

* Maintain 350 participants consistently served agency-wide while exceeding or meeting participant expectations
* Decrease waste by 10% in Group Homes and maintain capacity
* Create a pathway for participants to follow to move them toward earning minimum wage either on campus or in the community
* Increase overall gross revenue from campus employment by 2.6 – 3%
* Continue to increase community employment placements and retention and increase billable services for PSR

(Psycho-Social Rehabilitation Program)

Marketing and Advocacy

* Maintain a comprehensive marketing and communications plan with cohesive branding strategies that build awareness
* Design a fluid communication plan for internal and external constituents
* Increase awareness about Pine Castle and its services with a comprehensive advocacy strategy in place

Fundraising

* Continually increase income from the fundraising annual appeal and meet goals for the Inspirations Society – 10% increase annually
* Achieve the $100,000 Weaver match goal
* Integrate Planned Giving marketing into regular outreach

Campus Infrastructure

* Updated campus maintenance schedule with a 3-year plan for expenditures
* Create a written plan for wish list items that can be reviewed throughout the year to determine priority

Human Resources

* Increase annual retention rate of staff and volunteers with a multi-year compensation plan in place
* Expand volunteer hours
* Move the employee culture toward “self-help” for HR needs including increased use of the Employee Navigator online system
* Set up designated area for employees to access important HR forms, etc.
* Automate reports for management for easier access to HR information
* Create more diversity in the Board of Directors composition

Finance

* Maintain 6 months of cash reserves and annual revenue in excess of expenses
* Achieve a better ROI in earned revenue areas
* Annually funded capital repairs and replacements with budgeted dollars from endowment draws
* Achieve 100% employee access to communications network
* Maintain annual budget to support ongoing technology upgrades

**STAFF NAMES / INITIALS**

SB – Suzanne Bonfanti - Director, Business Development

AC – Adrian Canela – Employment Services

GC – Gil Chichester – IT Department

CF – Caitlin Flannery – Program Coordinator

DF – Debbie Fullbright – Executive Administrative Assistant

RD – Randall Duncan – Chief Operating Officer

LG – Leela Gershenson – Mental Health Director

LH – Linda Hemphill – Development Officer

TH – Tommy Holston – Director of Employment Services

BH – Beverly Hume – Human Resources Director

CJ – Cynica Jackson – Residential Director

MJ – Michel Johnson – Director of Training, Education & Support Services

PK – Pam Kennedy – IT Department

WM – Wendy Mayle – Development Officer

MS – Michael Seeraj – Chief Financial Officer

AS – Anthony Sutton – Chief Development Officer

LAW – Lori Ann Whittington – Chief Executive Officer

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| 1  Ensure diverse programming supporting the uniqueness in every individual we serve. | | |
| **Strategies and Action Items** | **Staff Leadership** | **Target Date** |
| **LEARNING – TESS (TRAINING & EDUCATIONAL SUPPORT SERVICES)** **MAINTAIN QUALITY OF EXISTING PROGRAMS****Enrollment at 295+ (Maximum Capacity 300)**  * + - **Maintain full staffing levels to maintain direct care ratios**     - **Increase participant attendance from current average of 76% to 85%**   **Review impacts of transportation on attendance**   * + - **Consistently exceed participant expectations as evidenced by survey results. Goal of 90% satisfaction with services**     - Physical   Nursing Services  Volunteer Line Dancing, Basketball, Track, Gym  Special Olympics – Bowling, Basketball, Soccer, Track, Volleyball  Health Fair   * + - Social   Community activities, K9 Paws program, Kiwanis, Civitan,  Safety Patrol, Bingo, Holiday Events, Birthday Group for Seniors  Garden club, monthly birthday celebrations, transitional fares at local schools  Jewelry club   * + - Mental   Radio Show and DJ opportunities, Computer Classes, History Club,  Arts – Theater, Band, Chorus, Drawing and Painting  Self-Advocacy book for parents / caretakers  PSR services  iPad software for increased communication services,  Alzheimer’s and dementia collaboration with Elder Source   * + - Financial   Wells Fargo classes, Work on Campus. Job Fairs,  Annual Career Counseling, transitional fairs at high schools, CCIR training  and collaboration with vocational rehabilitation   * Spiritual   Yoga for PSR and Seniors program | MJ - Chair  RD, MJ, SB | Sept. 30, 2018  Dec, 31, 2018  Nov. 30, 2018 |
| **TESS (TRAINING & EDUCATIONAL SUPPORT SERVICES)****EXPLORE NEW OPPORTUNITIES****Become the premier organization for services with people with differences, by being a 1-stop shop holistic facility for both staff and participants.**  * + - Physical     - Seniors: Aromatherapy and Activity Centers     - Occupational Therapy Training – Volunteer Program     - Adaptable spin classes, wheelchair basketball and wheelchair vollyball * Social * Participant Self Advocacy Committee – opportunity to develop * Caretaker engagement * Building collaborations with other organizations * Visit, present or invite for PCE’s at schools like Broach, Alden Road, JSA, etc. * Track visits and presentations * Mental * Summer Program 18-22 year olds – research * Maintain PSR program – Licensed Mental Health Counselor   Recruit back-up psychiatrist  Address standard teaching protocol and innovate  Bill for additional services  PSR social event with other PSR providers   * Develop a timeline to become certified as Autism Friendly. Involve autism community in the planning * Financial * Over enroll ADT (Adult Day Training) to offset daily attendance averages * Increase Medicaid billable services such as “telemedicine” that can be open to community but preferred for our participants. * Spiritual * Explore additional opportunities | RD, MS  MJ, AS  MJ, CF, TR  AS, MJ, CF, CJ  MJ, RD  MJ, RD, MS, LG, CF  MJ, RD, CF, LG, TH, T.Coordinators  MJ | Ongoing  Dependent on funding  Jul. 1, 2019  Jul. 1, 2019  Sep. 30, 2018  Dec. 31, 2018  Ongoing  Ongoing  Dec. 31, 2018  Ongoing  July 1, 2019  July 1, 2019  Ongoing  Mar. 1, 2019  Ongoing  2021  Jul. 1 2019 |

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| **CONNECTING - Group Homes (Residential Habilitation)** **Maintain quality staff, homes and transportation**   * + - Decrease waste by 10%     - Work to keep group homes at capacity     - Threat Monitoring   + Continue to monitor the HCBS (Home and Community Based Settings) rule (impact of on-site Group Homes being categorized as institutions) | | CJ - Chair  CJ, RD, MS  RD, CJ | Ongoing  Dec. 31, 2019  Ongoing  Ongoing |
| * + - **Personal Supports (on-site mobile home residents)**   **Determine future of this program**  **Maintain quality staff, continue improvement in Personal Supports**   * + - Provide Nursing Services     - Increase staff training     - Hire a weekend staff member | RD, CJ, MS | Dec. 31, 2019 |
| * + - **Cross Functional – (TESS, Campus Employment, Community Employment)**     - Build a pathway for participants to follow to move them from day training to campus work training and/or directly to community employment | RD, MJ, SB, TH, LAW | Dec. 2020 |
| **WORKING - Campus Employment – Maintain excellent quality of customer service****Expand consistent participant work opportunities by an aggregate of at least 10%. Increase overall gross revenue by 2.6-3% year over year**  * Drug Test fulfillment-Respect   + Establish at least 1 new vendor to ship product in bulk   + Investigate chain of custody documents potential w/Samsha certified lab   + Begin retail campaign to expand drug test device sales to local substance abuse and mental health service providers. Products should be sold that are not currently sold to Respect customers * Mop Products-Respect   + Implement inflow software to manage inventory   + Review/update price sheets   + Identify mops that can be manufactured and sold competitively   + Identify new product using mop cuttings * Woodshop   + Explore putting inflow software in woodshop   + Review/update price sheets   + Explore selling wood stakes online   + Identify buyer for by-product   + Explore the potential for manufacturing wooden shipping crates * Industrial Contracts   + Increase sales efficiency-update/re-vamp bid sheet   + Identify core competencies, available resources and research new product/service development may include:   Pumpkin, Christmas tree, John’s Socks, garden products, luminaries   * Mitigate possible loss of 14-C Certification & support Employment 1st initiative   + Create occupational work readiness training model and identify grants supporting the efforts to close the opportunity/skilled workforce gap   + Investigate the feasibility of integrating work areas to include non-disabled workers (reverse integration)   + Create a plan to transition from piece rate to minimum wage   + Begin to track participant hours worked and wages to establish a benchmark for future increases * Manage/supervise quality control, supervisor training & product theft   + Consolidate working shops to control Q.C outcomes and product theft   + Production department staff supporting outside work contracts by maintaining Q.C. and excellent customer service by developing a workshop supervisor training program and providing consistent workshop monitoring | SB - Chair  SB, MS  SB, MS  SB, MS  SB, MS  SB, MS  SB, MS  SB, MS, AS  SB Chair  MS, RD, MJ, MS, AS, SB, LAW  RD Chair, MS, MJ, AS, SB, LAW  RD Chair, MS, MJ, AS, SB, LAW  RD Chair, MS, MJ, AS, SB, LAW  RD, LAW, SB, MJ | Ongoing  Ongoing  Ongoing  Oct. 1, 2018  2021  Jul. 1, 2019  Jul. 1, 2019  Dec. 31, 2018  2020  Ongoing  2020  Dec. 31, 2018  2021  2020  ongoing  Mar. 2019  Dec. 2019  Study 2019, Model 2020, Test 2021  Dec. 2020  Dec. 2020  Jan. 2019 start  Ongoing  2020 |
| **WORKING - Community Employment (Supported Employment)** **Measure job placements and job retention with a goal of 20 new placements per year and 20 employees retained annually**   * + - **Provide more staff training in marketing – Employment Outcomes Professional Training**     - Conduct a thorough needs and skills analysis to determine the real need for employee training and development.     - Create a context for the employee training and development. Provide information for the employee about why the new skills, skill enhancement, or information is necessary. Make certain the employee understands the link between the training and their job.     - Provide training and development that is really relevant to the employee to attain or the information he/she needs to expand his/her work horizons. * Favor employee training and development that has measurable objectives and specified outcomes that will transfer back to the job.   + - **Develop a process that onboards employees and ensures training support budget dollars** | | TH - Chair  TH & SE Staff | Oct. 1, 2018 –  Sep. 30, 2019  Dec. 31, 2019  July 2019 |
| * + - **Explore new services** * Add new products and services to create exponential growth   Peer Mentoring  Transitioning Youth Summer Training   * Develop Relationships (private sector, family owned, etc.) * Increase marketing support by updated materials | | TH, AS, LH  TH, AC  TH, AC | Dec. 2018  Dec. 2019  Dec. 2019 |
| * + - **Threat Monitoring/Advocacy Opportunities** * Continue to monitor the Employment First movement at the state level * Continue to monitor low reimbursement rates and advocate accordingly * Work with the VR established business relations project which provides customized services to local businesses to help them recognize the value persons with differences have and how to recruit and hire individuals with the local office. * Develop local-level collaborative teams to help communities implement the Employment First interagency agreement together (Pine Castle, ARC, Angelwood) * Through FARF, participate in a Statewide stakeholder group to compare Florida’s funding structure with other states, develop recommendations for Florida’s funding system re-design, develop potential funding models, service definition revisions for all provider qualifications and rate methodologies that support integrated employment services. | | RD, TH | Ongoing  Ongoing  June 2019  Ongoing |

* 350 participants consistently served agency-wide
* Exceeding or meeting participant expectations
* Decrease waste by 10% in Group Homes
* Group Homes at capacity
* A pathway built for participants to follow to move them toward minimum wage either on campus or in the community
* Increase overall gross revenue from campus employment by 2.6 – 3%
* Continue to increase community employment placements and retention
* Increased billable services for PSR

**What will success look like?**

2

Build awareness in the community while becoming a leader in the IDD conversation.

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| **Strategies and Action Items** | **Staff Leadership** | **Target Date** |
| * **Develop a comprehensive marketing and communications plan** * Define audiences   Participants, Staff, Board, Caretakers, Volunteers, Vendors Funders, Legislators   * Increase use of client stories * Rebranding   New letterhead, business cards, signs, name tags, etc.  Logo, tagline and “differences” language  New agency video and photos   * Print   Newsletter – schedule and production timeline (Mar, Jul, Nov)  Media releases  Annual Report  Brochures  Evergreen Society  Infographic – from Strategic Plan  Infographic on real costs / day rates   * Social Media   Monthly Topic List & Special Celebrations   * Online   Website update and refresh including Caregiver Central Portal   * Internal Communications * New name / branding for Community Employment from PCI Employment Services | AS - Chair  AS, LH, TH, SB | Dec. 31, 2018  2020 |

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| * **Pine Castle Admin and LEC Lobby** * Marketing Material Display – Connectable & Pine Castle Brochures   + - Challenge Grant Display     - Donor Wall     - Pine Castle Logo and Mission Display * Furniture and fixtures * **Community Engagement**   + - Executive staff participation in community   AFP / Civitan / First Coast Manufacturers Assn. / Chamber / NP Center  CEO Confidential, Development and Marketing convenings, etc.   * **Advocacy**   + - Visits to legislators / legislators visit Pine Castle     - Cross reference other similar agencies     - Participation in FARF and Tallahassee DD Day     - Chamber Trip     - Advocacy coalition of other providers through UW     - Convene Advocacy Coordinators / Topic Meetings     - Connectable Campaign     - Highlight Advocacy Issue in Newsletter     - Mayor’s Disability Council     - Humana Bold Goal Coalition | AS, MJ, RD  LAW, AS  LAW, DF | Oct. 1, 2018  2020  Dec. 1, 2018  Oct. 2019  Ongoing  Oct. 2018  Oct. 1, 2018  Feb. 2019  Oct. 2018  2019  quarterly |

* A comprehensive marketing and communications plan in place
* Cohesive branding strategies that build awareness
* Fluid communication plan for internal and external constituents
* Increased awareness about Pine Castle and its services
* Comprehensive advocacy strategy developed

**What will success look like?**

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| 3  Continue to diversify and grow private funding for increased sustainability. | | |
| **Strategies and Action Items** | **Staff Leadership** | **Target Date** |
| * **Strategies for Today – Annual Giving** * Friends of Pine Castle (<$1,000)   Signature Event - Annual Special Event on Campus  PCE Tours  Update Handouts – Fact Sheet / Wish List (small to large)  Annual EOY Appeal – November – December Annually   * Past Board Member Engagement * Grants for targeted projects and general operating income * Ambassadors – annual goal of 28 with Annual Reception * Annual naming of shops and group homes * **Strategies for Tomorrow – Long Term Impact Giving** * Inspirations Team – Benevon Training Annually * Inspirations Society ($1,000 or more per year for 5 years) – MYGS (Multi-Year Giving Society) Annual Luncheon and Annual Donor Appreciation Reception   2018 GOAL: 100 MYGS Donors (from 50)  2018 GOAL: $165,000  2018 GOAL: Leadership Circle Gifts - $55,000   * Corporate program sponsor conversion from special events   Appreciation Day / In kind donors / Thanksgiving  and Christmas party sponsors   * Volunteer & Community Employment appreciation reception/luncheon * Create Mission Partner campaign * Lifetime givers over $100,000   Group name and plan | AS - Chair  AS, MJ, WM, LH, LAW, WM  WM, AS  LH, AS  AS, LAW  LH  AS, WM  AS, LAW  AS, WM, LAW, LH  AS  LAW, AS  WM, AS, TH  WM, AS  AS  AS | 2020  Ongoing  Nov. Annually  Fall 2018  Ongoing  Oct. 2018  March 2019  Jan. 2018  Annually – Jan.  Oct. 1, 2018  Spring 2020  Dec. 31, 2018  2020 |

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| * Castle Builders annual projects   2018 – gazebos and grills, Café and Courtyard complex, other capital projects   * **Strategies for Forever – Legacy Giving** * Founding Families – identify for donor wall * Evergreen Society   Host Planned Giving Advisor event for Continuing Education Credits  PG Advisory Group  Event at private home   * Endowments   Current Endowment Names: (for donor wall)  Albert and Viola Kissling Endowment at the Community Foundation for Northeast Florida  Ralph & Elizabeth Mundell Endowment Fund  Ralph & Elizabeth Mundell Endowment at the Community Foundation for Northeast Florida  Pine Castle Endowment  Future Campaign – Learn, Work, Connect  Pay off LEC / build endowment, etc.  Potential Endowments - future  Create a Nursing/Health Endowment  Create Group Home Endowment | AS  AS | Ongoing  Dec. 31, 2018  Fall 2020  Fall 2020  2021  2021 |

* Continually increase income from annual appeal
* Meet goals for Inspirations Society
* Achieve the $100,000 Weaver match goal
* Integrate Planned Giving into regular outreach

**What will success look like?**

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Maintain a beautiful and functional campus, with a vision of future expansion, to meet the demand for services in Northeast Florida

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| **Strategies and Action Items** | **Staff Leadership** | **Target Date** |
| **Monitor Facilities Improvements Schedule**   * Add budgeted “wish list” items to annual approved budget * Update contingency plan and emergency plan * Update Improvement Schedule | RD - Chair  RD, LAW, MS | Oct. 1, 2018  Annually Jan. 1, 2019  Quarterly |
| * **Identify and Schedule Repairs/Equipment to Group Homes** * GH2 - new van (purchase second) * GH 3 - driveway and expand sidewalk to ramp * GH 4 – new van (purchase first) | RD, LAW, MS | 2019  Mar. 1, 2019  2019 |
| * **Identify and Schedule Repairs/Equipment to Campus** * Complete Alarm System Upgrade * Complete Courtyard and Cafeteria Complex Construction * Address Community Employment Office Spaces * Agency Phone System * Repair Track * Administration kitchen renovations * Replace transportation canopy * LEC/Admin Lobby | RD, LAW, MS | Oct. 1, 2019  May. 1, 2019  Dec. 1, 2018  2020  2020  Jun. 1, 2019  Mar. 2019  Oct. 2019 |
| * **Identify and Schedule Repairs to Workshops and Classrooms** * #3 Ceiling * #4-6 Roof * Covered walkway: cafeteria to warehouse | RD, LAW, MS | Oct. 1, 2019  Jun. 1, 2019  2021 |
| * **Continue to plan for expansion and determine next steps, addressing the fact that every area is at capacity** * Evaluate spaces to determine best use * Develop a strategy to expand facilities | RD, LAW, MS | 2020  2020 |

* Campus maintenance on schedule
* 3-year plan for expenditures
* Written plan for wish list items that can be reviewed throughout the year to determine priority
* Annually funded capital repairs and replacements

**What will success look like?**

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| 5  Create a “Best Places to Work” culture supported by a Compensation Philosophy that values the Whole Person | | |
| **Strategies and Action Items** | **Staff Leadership** | **Target Date** |
| **Complete Compensation Work**   * + - Continue to evaluate 35-hour work week and adjust for certain positions as needed     - Review the agency’s retirement contribution plan     - Evaluate the mandated PTO at the holiday break     - Board of Directors to determine CEO annual review process and CEO wage grades     - Review all job descriptions     - Develop an Agency Values Statement     - Develop performance review document     - Tracking systems for training for all employees | LAW – Chair  MS, RD,BH | Dec. 2018  2020  2020  Nov. 2018  Oct. 1, 2018  Jul. 1, 2019  Oct. 1, 2018  Dec. 2019 |
| * **Ensure Compensation Philosophy is followed**   + - Provide support for the Whole Staff Person – financial, social, mental, physical     - Distribute Total Compensation Statements Annually     - Evaluate wage grades bi-annually, and starting wages annually     - Conduct annual performance reviews including self-evaluations, tied to merit increases     - Budget annually for a 0-3% merit pool, tenure adjustments, etc.     - Create a discretionary fund for special bonuses as opportunities arise     - Plan for ongoing training of each position as needed or requested     - Continue safety plan implementation following 2018 Active Shooter Training     - Employee recognition     - July 4th and Christmas Parties for staff: Utilizing help from ERC members for planning, etc. | LAW, MS,  RD, BH | Ongoing  In February  2020  Nov. 2019  Annually  Oct. 1, 2018  2019  Every other month  2019 |
| * **Build Succession Plans for Key Positions directed by an adhoc Board Committee**    + - CEO     - Other C-Level Staff and Program Directors * Apprentice / Deputy for long term staff * Day to day checklist/duties for directors * Crisis Communication Plan | LAW | Dec. 31, 2018  July, 2019  July, 2019  Dec. 31, 2018 |
| * **Address current and future staffing levels for effectiveness** * Evaluate opportunities to employ persons with differences as a staff member * Participate in Direct Service Provider, FARF pilot program * Evaluate timing and need for each of the following staff positions * Hire weekend staff member – Personal Supports * Training Coordinator Caseload * Maintenance Staff * Community Employment – open position * PTO Coverage Day Program – On Call / Floaters * Psyc Nurse Interns / Americorps Interns * Adding back Community Engagement position * PSR Program Coordinator – consultant or full time * Marketing Coordinator | Comp Team  LAW, RD, MS, BH | Dec. 2018  2019  Dec. 2019  2019 |
| * **Refine HR Onboarding Processes**   Employee Navigator:   * Set up better management hierarchy in EN to promote regular usage of EN to smaller groups (ie. By allowing the training coordinators to be set up as supervisors in EN, they can teach their 6 direct reports to use EN, rather than expecting TESS director to reach 60 employees) * Kiosk to enroll: identify area for employee access to EN.   Therap   * Tracking Training. Evaluate Therap for additional HR tools * In the event that Therap is insufficient for additional HR tools, evaluate new databases for HR onboarding or creating an in-house new HR database.   PCE tours for new staff: making this a requirement of orientation   * Order shirts and lanyards with ID’s for new and existing employees | MS, BH | Ongoing  Jan. 2019  Mar. 2019  Ongoing  Oct. 2018 |
| * **Volunteer Program Improvement – Plan Development** * PCE tours before each project * Background screening rule / liability forms – streamline process * Space to work * Maintain an ongoing project list * Interns and Americorps Members * Ongoing relationship with Keiser and FSCJ * Ability to engage a younger demographic * Increase volunteer opportunities- increase diverse members with variety of strengths and resources (Ie. Local American Legion or VA) | AS, WM  WM, RD | July 1, 2019 |

* Better annual retention rate staff and volunteers
* Expanded volunteer hours
* A multi-year compensation plan in place
* Increased use of Employee Navigator software
* Moving the employee culture toward “self-help” for HR needs
* Give the employees a designated area to access important HR forms, etc.
* Automated reports for management for easier access to HR information
* More diverse Board of Directors

**What will success look like?**

|  |  |  |
| --- | --- | --- |
| 63  Maintain a sound fiscal culture, supported by up-to-date technology, efficient processes, and earned income. | | |
| **Strategies and Action Items** | **Staff Leadership** | **Target Date** |
| **Improve Purchasing Processes**  * + - Printed Purchase Orders     - Streamlined Approval Process     - Broader Agency Inventory and Budget Awareness     - Preferred Vendor List Update     - RFP Processes in place * **Address Payroll Efficiencies** * Therap – Participant payroll and ID’s (fully implemented) * Train employees on accurate usage of Therap program * Provide devices for use with this program * Outline emergency plan * **IT / Technology Upgrades**   + Emails / computer access for all staff / use of shared folders   + Staff intranet – remote email access, redundant access, etc.   + Re-evaluate distributing multiple copies of reports, instead having shared access to particular drives in attempt to reduce reliance/use of paper.   + Wireless campus   + Long range server / thin client plan   + Defined annual budget for IT / software upgrades   + Define electronic communication strategy | MS - Chair  MS, GC, PK, RD  MS, AS, RD, MJ | Dec. 2018  Dec. 2018  2020  Oct. 1, 2018  2021  Dec. 2018  Jul. 2019  2020  Ongoing  Dec. 2018  2021  Ongoing  Ongoing |

* 6 months of cash reserves
* Annual revenue in excess of expenses
* By 2021 100% employee access to communications network
* Maintain annual budget to support ongoing technology upgrades

**What will success look like?**