



# Foster & Adoptive Care Coalition

## **2009-2013 Strategic Plan Summary**



**1**

**Process**

**2**

**Diagnostic Summary**

**3**

**Deliverables**

## Process Team & Timetable



- ❖ **The FACC strategic planning process kicked off in July 2008 and concluded in December 2008.**
- ❖ **Diagnostic analysis included:**
  - Interviews of board, staff and constituents
  - Financial analysis
  - Outcomes analysis
- ❖ **The planning team had two extended meetings to discuss the diagnostic findings and develop mission, vision and strategic priorities.**
- ❖ **A broader group of staff and board members contributed to the development of action plans outlining the implementation of each strategic priority.**
- ❖ **Financial implications were catalogued in a robust model that can be used going forward to track progress against the plan.**

### Strategic Planning Team

Thurman Brooks  
Debbie Genung  
Jeff Haller  
Kathi Haller  
Denise Kelley  
Anita Klopfenstein  
Bhavik Patel  
Kevin Roy  
Melanie Scheetz  
Michelle Shockley  
Rossi Summers  
Shelley Thomas-Benke



**1**

**Process**

**2**

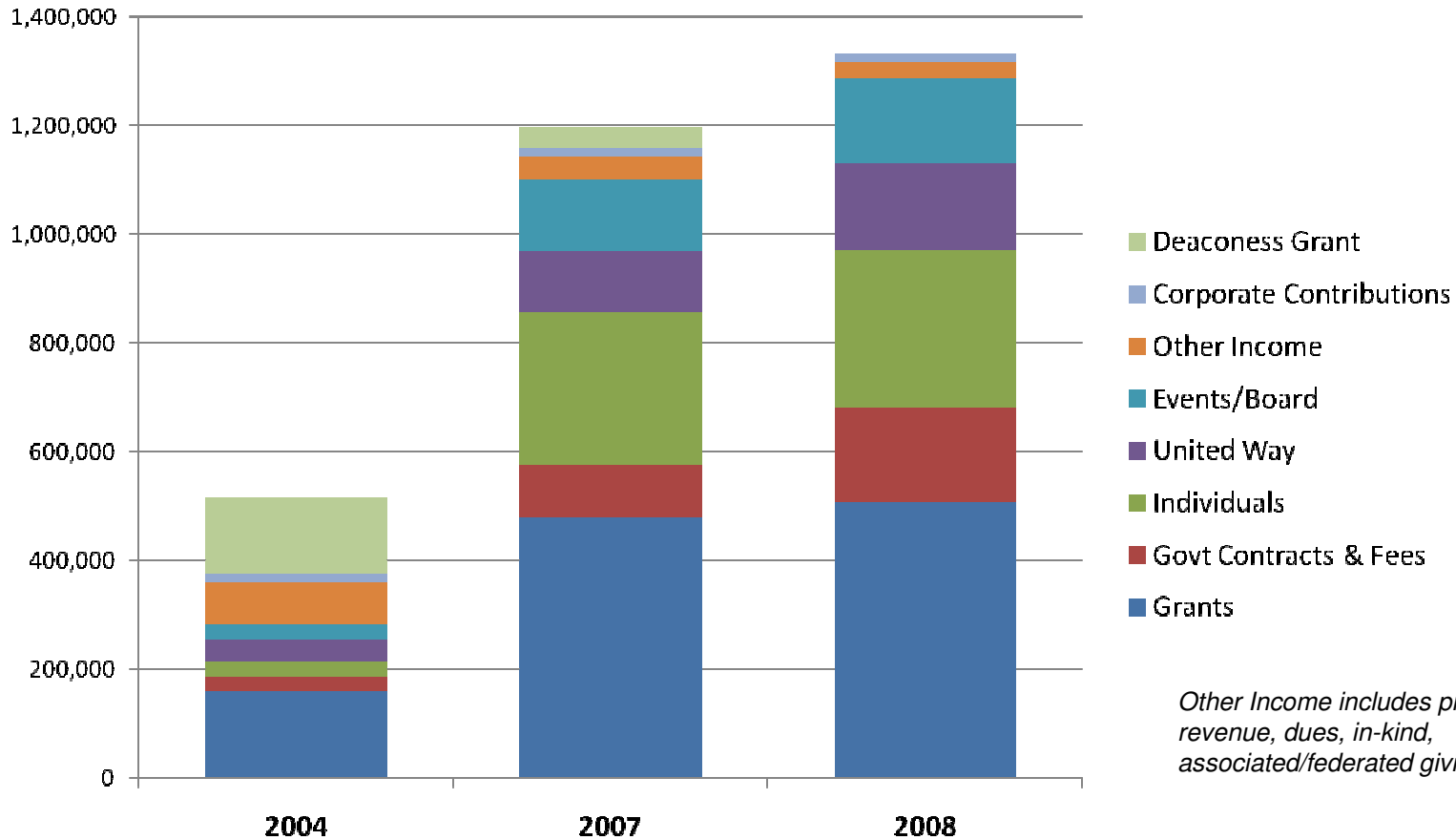
**Diagnostic Summary**

**3**

**Deliverables**

# Diagnostic Summary

## Financial Snapshot: Revenue Composition



*Other Income includes program revenue, dues, in-kind, associated/federated giving.*

*Revenue has grown significantly over the last five years and become more diversified. State funding is increasing, as is events revenue, thanks in part to Old Bags. The big challenge is replacing Deaconess' support.*

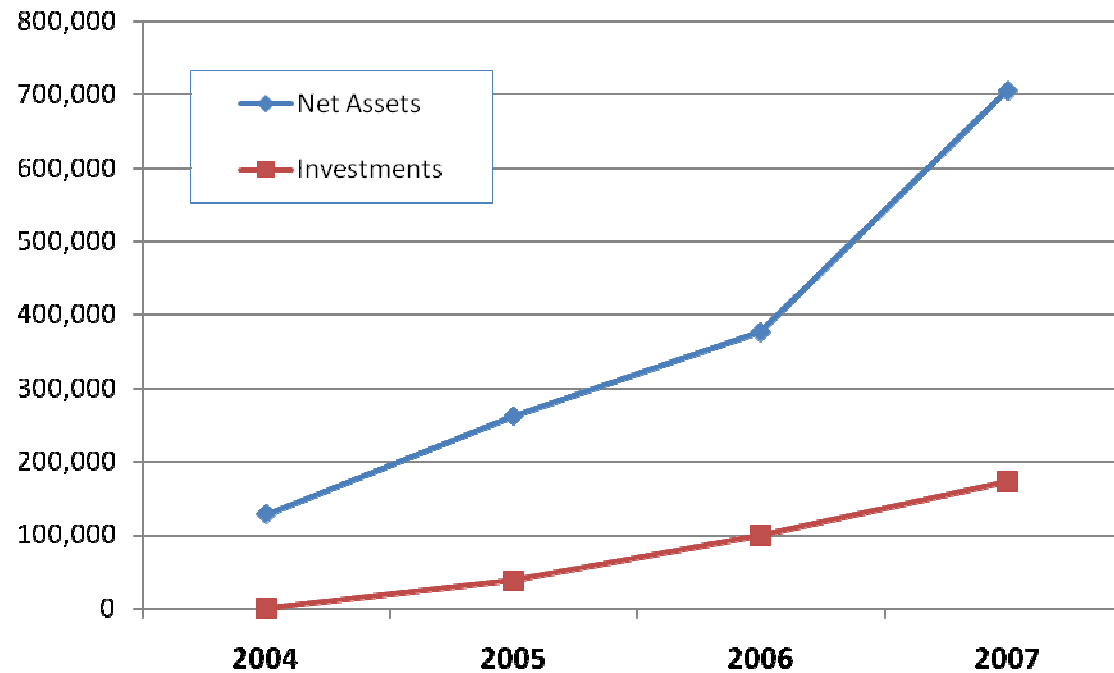
## Diagnostic Summary

# Drivers of Revenue Growth



- **Significantly improved the range and professionalism of our fundraising**
  - Debbie started in 2006.
  - United Way started in 2004.
  - Little Wishes - donors respond positively to targeted, tangible giving.
- **Old Bags**
- **More and different board members**
  - Greater diversity
- **More active marketing to the community, to legislature**
- **Government funds (ARC)**
- **Name recognition by the general public – KSDK relationship has been invaluable**
- **Jr. Board – effective fundraising events**
- **We think bigger now – have broader ambitions**

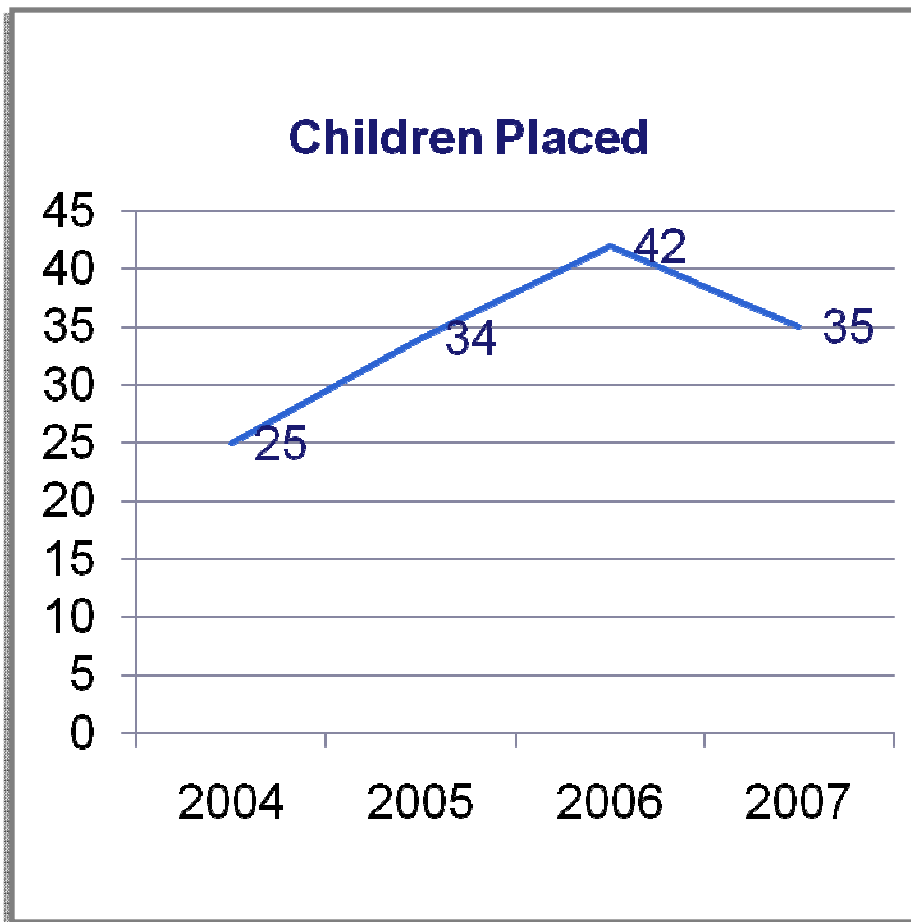
## Diagnostic Summary Net Assets & Investments



*Even after fueling rapid growth in recent years, FACC has still added to its operating reserves. This will serve the organization well in times of economic uncertainty.*

*FACC is in reasonably strong financial condition.*

# Diagnostic Summary Recruitment Growth

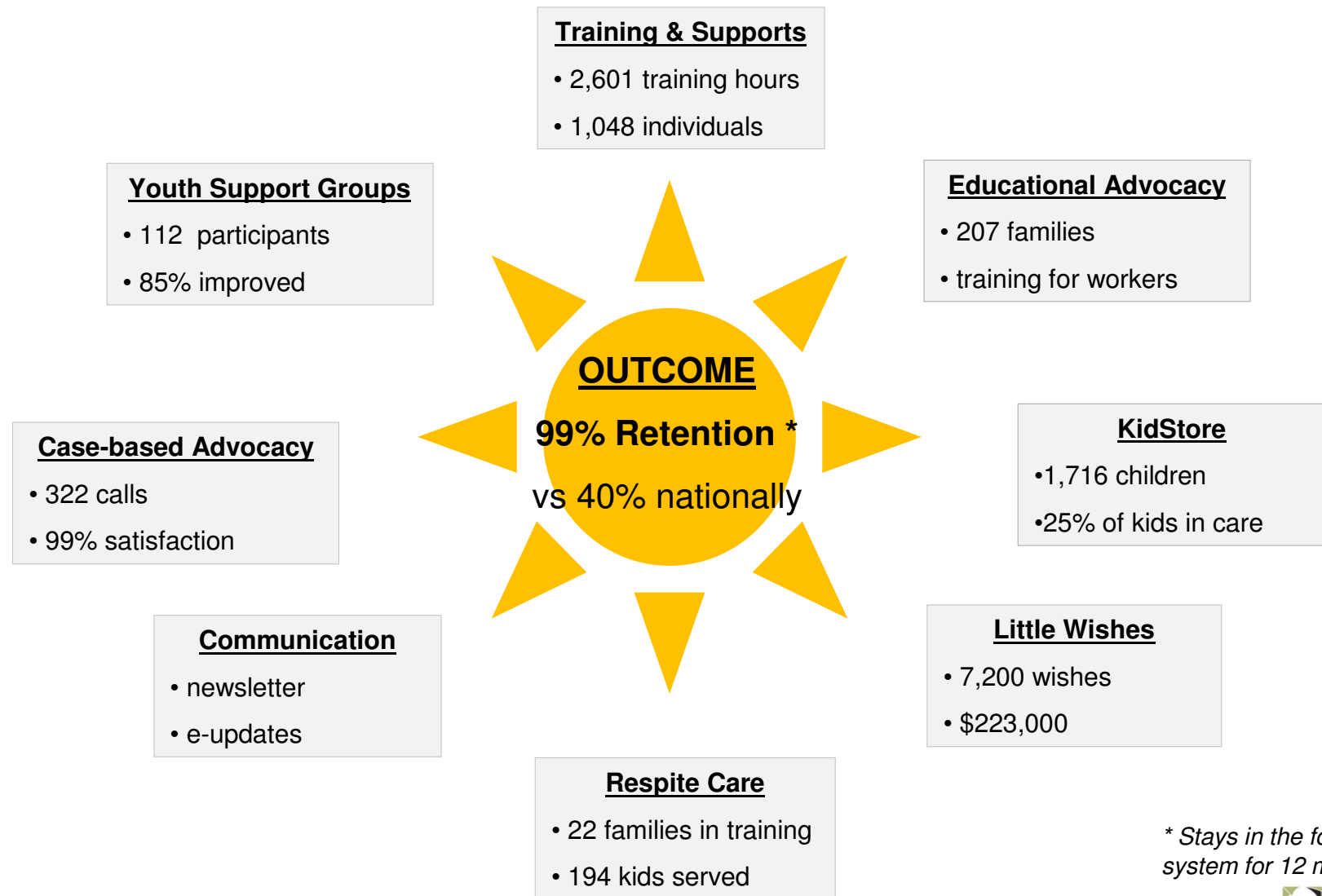


*The number of children placed in care has grown over time (2006 was an anomalous year). The next big leap will come with Extreme Recruiting, a powerful new approach to finding permanency for children that could be replicated in cities around the country.*



# Diagnostic Summary

## Strong Retention of Foster/Adoptive Parents



\* Stays in the foster care system for 12 months.



# Diagnostic Summary SWOT Analysis



## Strengths

- Strong reputation within the field as a collaborator
- Nimble & innovative
- Leadership (professional and volunteer)
- Empowered staff (all roads do not lead through Melanie)
- Relationship with KSDK
- Growing volunteer base

## Opportunities

- Take Extreme Recruiting national (and solicit national funding)
- Expanding Finding Families
- Elimination of the need for FACC by focusing more on prevention
- Corporate giving
- Establish fee-for-service with state government
- Revamp Family Ties event and growing special events (including third party events)
- Improve physical facilities (more and better located)
- Implement the ARC vision
- Greater role in advocacy
- Better outcomes tracking
- Recruiting more community volunteers and turning them into evangelists
- Greater general community awareness

## Weaknesses

- Lack of earned income
- Lack of succession planning (staff & board)
- Can be difficult to communicate what we do (as an intermediary)
- Facilities
- IT planning/strategy
- Legal corporate governance documents are dated
- Board member participation
- Tapping into board member talents

## Threats

- Economic conditions adversely impact philanthropy
- Growing too fast (in general and without adding sufficient management )
- Grant dependence
- Over-working staff
- Disruption coming out of the DIP
- Is the name an obstacle? Counterpoint – is changing the name a threat
- KSDK partnership going away



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**to create permanency in foster children's lives by recruiting and retaining foster/adoptive families.**



### Outcomes & Impact

- 75%+ of the children FACC works with achieve permanency.
- FACC children achieve permanence on average within 18 months (vs. the typical 2-3 years wait).
- Each year, more FACC children are adopted than the prior year
- FACC is a recognized leader in providing supports to retain foster parents. 98% of the foster/adoptive parents served by FACC stay in the system.
- FACC's reputation as an innovative recruitment and retention leader has grown to a national scale
- Awareness of FACC locally has increased significantly and facilitates volunteer recruitment and individual giving.

### Programs

- Extreme Recruiting model has been replicated elsewhere locally and nationally (with coaching from FACC).
- Adoption Resource Center has a physical presence/location.
- FACC is an active advocate with state and local child welfare agencies.
- FACC formally reviews its program portfolio annually to assess gaps, risks, and efficiency.
- FACC continually examines opportunities for earned revenue (e.g. business plans on resale shop, adoption 'institute', etc.)

### Organizational Capacity

- Working in a new facility, with prominent, easy access for clients and sufficient workspace for staff.
- Succession plans in place for staff and board leadership.
- All board members are engaged and committees are informed and active.
- Staff retention remains high, attesting to FACC's status as a great place to work.
- Volunteers have compelling opportunities to work with children (and become evangelists as a result)
- FACC has sufficient administrative and management skills to support programmatic growth
- Vigilant at regularly assessing legal, financial and operational risk.

### Financial

- At least four of the past five year result in an operating surplus and accumulation of reserves.
- A growing percentage of the organization's revenue comes from governmental contracts and earned income.
- Contributed income is comprised of a balanced portfolio of individual, corporate, and foundation giving.
- FACC has a planned giving program

## Planning Deliverables

# Strategic Priorities (1 of 2)



Train other organizations (in St. Louis and nationally) on the **Extreme Recruiting** model so that more children can benefit from its speed and efficacy.

- Use Extreme Recruiting to attract new funding sources – contributed or earned
- Ground the program in evidence-based research

Expand **ARC retention services** for foster/adoptive families to include:

- A crisis intervention program
- A mental health adoption certification program (*via partnership with another organization*)
- Additional capacity in educational advocacy

Improve the sustainability of FACC's business model by further **diversifying its funding sources**.

- Fee for service arrangements
- Corporate funding
- Social entrepreneurship

Secure a **new facility** that meets FACC's programmatic needs and provides a productive work environment for staff.

## Planning Deliverables

# Preliminary Strategic Priorities (2 of 2)



Conduct an annual **program audit** to promote the effective/efficient use of resources and manage our risks.

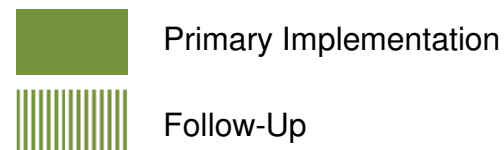
Focus volunteer programs on **cultivating “evangelists”** for FACC who cost-effectively help deliver programs and raise community awareness.

Round out **capacity-building** efforts by working on succession planning, engagement of boards, and effective risk management.

# Planning Deliverables Gantt Chart for Priorities



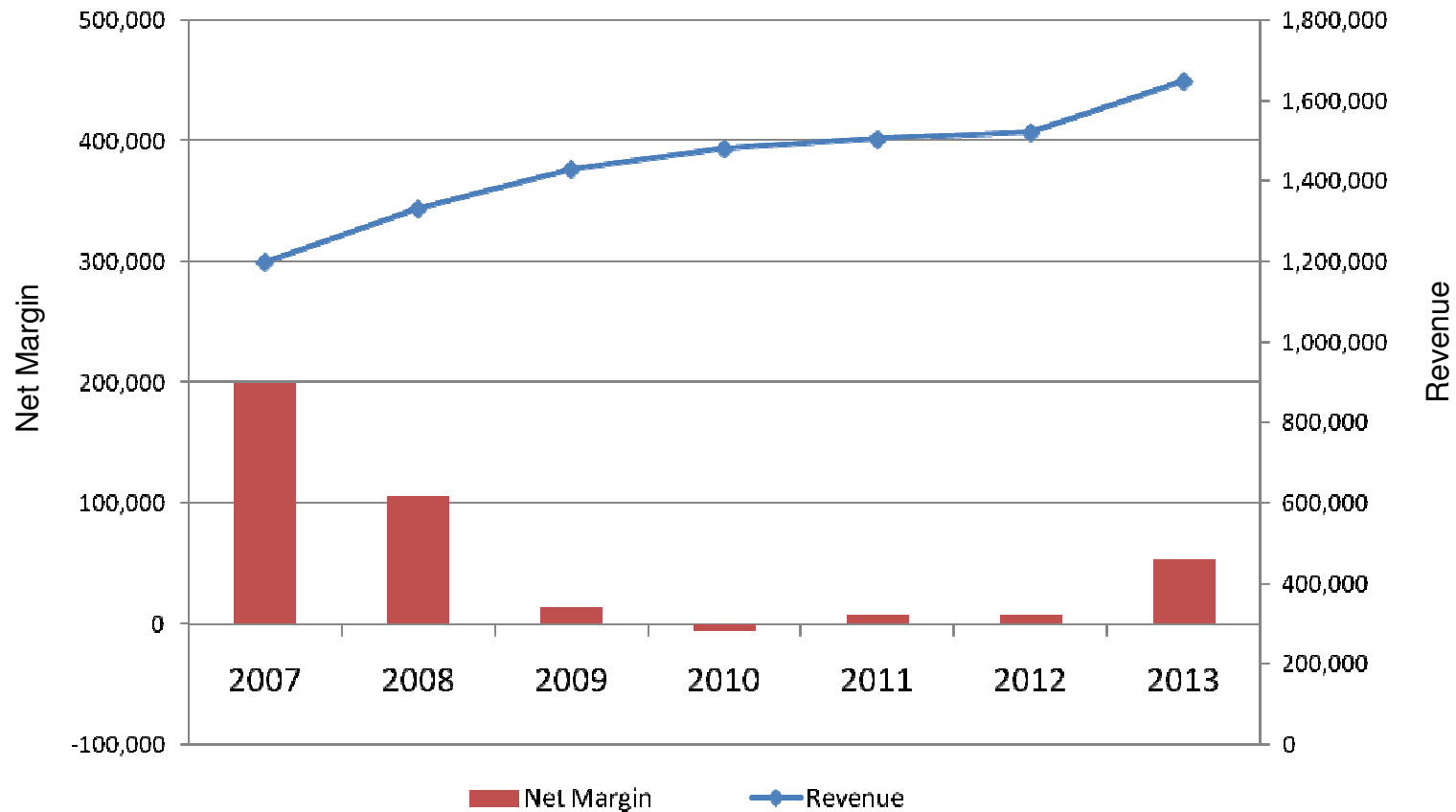
	1Q09	2Q09	3Q09	4Q09	1Q10	2Q10	3Q10	4Q10	1Q11	2Q11	Champion
ARC	Primary Implementation	Primary Implementation	Primary Implementation	Primary Implementation	Primary Implementation	Primary Implementation	Primary Implementation	Primary Implementation	Follow-Up	Follow-Up	Denise
ER	Primary Implementation	Primary Implementation	Primary Implementation	Primary Implementation	Primary Implementation	Primary Implementation	Primary Implementation	Primary Implementation	Primary Implementation	Primary Implementation	Melanie
Revenue Mix	Primary Implementation	Primary Implementation	Follow-Up	Follow-Up	Follow-Up	Follow-Up	Follow-Up	Follow-Up	Follow-Up	Follow-Up	Debbie
Volunteer Recruitment	Primary Implementation	Primary Implementation	Primary Implementation	Follow-Up	Follow-Up	Follow-Up	Follow-Up	Follow-Up	Follow-Up	Follow-Up	Shelley
Facility	Primary Implementation	Primary Implementation									Facilities Committee, Melanie
Program Audit	Primary Implementation				Primary Implementation				Primary Implementation		Rossi
Capacity Building	Primary Implementation	Primary Implementation	Primary Implementation	Primary Implementation	Primary Implementation	Primary Implementation					Nominating & Executive Committees





# Planning Deliverables

## Financial Summary



*First cut projections show the plan is feasible, though the business model will continue be revised as better information becomes available.*



## EXCERPTS FROM ACTION PLANS

# Appendix Extreme Recruiting Plan



ACTIVITIES:	BY WHEN?	WHO?
1. Package ER for potential funders. Develop a compelling story and materials that can be used to solicit additional funding for growing ER nationally.	3/09	Debbie
2. Conduct orientation with local child-serving organizations on how ER works and its benefits. Build local awareness.	9/09	Melanie
3. Work with MIMH to conduct evidence-based outcomes research.	9/09	Barbara
4. Initiate a national awareness-building campaign to spur interest in ER.	6/10	Heather
5. Develop training materials for use with out-of-town entities that will deploy ER. Determine fees. Consider structuring the training as a certificate program. Create quality assurance criteria that 'certified' ER sites must adhere to.	3/11	Melanie
6. Schedule trainings outside of St. Louis	6/11	Melanie

*For more details, please see the Action Planning Document*

# Appendix ARC Plan



ACTIVITIES:	BY WHEN?	WHO?
1. Start a crisis intervention program		Denise
a. Finish research on alternative models	12/08	
b. Get funding for the program from pending state legislation	5/09	
c. Determine the methodology/approach we will use	7/09	
d. Have our evaluation process completed	8/09	
e. Implement	10/09	
Mental Health Certification Program		
2. Partner with Children's Home Society to submit a proposal to MHB to develop the program. (If MHB funding doesn't come through we will find another funder.)	4/09	Denise
Additional Capacity in Educational Advocacy		
3. Write another grant to MHB to fund another educational advocate. (If the MHB money does not come through, shop the grant.)	4/09	Leslie
a. hire person	6/09	
Additional Skill Sets Needed		
4. Hire or train a Medicaid expert. One of the crisis intervention resources might be trained for this as a second responsibility.	12/10	Denise
5. Hire or train a housing expert. One of the crisis intervention resources might be trained for this as a second responsibility.	12/10	Denise
6. Hire or train an ICPC expert. One of the crisis intervention resources might be trained for this as a second responsibility.	12/10	Denise

*For more details, please see the Action Planning Document*

# Appendix Diversifying Funding Sources Plan



ACTIVITIES:	BY WHEN?	WHO?
1. Examine opportunities for specific child-sponsorships. This is a great way to connect donors to kids. The donors could be corporations, not only individuals. This is an opportunity for corporate recognition	4/09	Debbie
2. Tighten our pitch to individual donors. Engage board members and other friends of the organization in filling our pipeline of prospects. a. What is our menu – Little Wishes, events, ER, ARC, etc.	3/09	Debbie, Colleen
3. Take Families Ties event to the next level. a. Start with post-mortem of 2008 event b. Begin substantive planning 2009 event	1/09	Jeff
4. Decide if we can turn KidStore into a revenue generating business for FACC. Use the findings of the Wash U study. Is it worth it given the potential return (ROI analysis)?	6/09	Melanie
5. Target the re-opening of the KidStore (assuming affirmation of the plan from Wash U).	TBD	
6. Monitor progress of “Putting Kids First” funding in St Louis County	Quarterly update	Debbie

*For more details, please see the Action Planning Document*

# Appendix Facilities Plan



ACTIVITIES:	BY WHEN?	WHO?
1. Reform the building / facilities committee	1/09	Executive Committee
2. Start searching for interim office space. a. Hire a real estate agent and give them specific marching orders. b. Multiple options c. Proposal to board	3/09	Building/Facilities Committee
3. Confirm economics of owning our building still make sense in light of current economy.	6/09	Building/Facilities Committee
4. Refine the pitch for potential facilities donors – what will the building be in service to?	3/09	Building/Facilities Committee
5. Task our bankers/board members/real estate professionals to put out feelers for space	1/09	Building/Facilities Committee

*For more details, please see the Action Planning Document*

# Appendix Program Audit Plan



ACTIVITIES:	BY WHEN?	WHO?
<ol style="list-style-type: none"> <li>1. Conduct our first program audit, based upon the new outcomes data model developed in Winter 2008. Follow up annually. Confirm that all programs are using Results Plus.               <ol style="list-style-type: none"> <li>a. Confirm attendees: all staff, selected board</li> <li>b. Topics for discussion: risks, expected workload growth, outcomes, etc.</li> </ol> </li> </ol>	2/09	Program Committee / Barbara
<ol style="list-style-type: none"> <li>2. Provide a report to the board on the key lessons learned from the audit and the resulting changes.</li> </ol>	4/09	Rossi
<ol style="list-style-type: none"> <li>3. Debrief with staff on the results of the audit. What did we learn?</li> </ol>	3/09	Rossi

*For more details, please see the Action Planning Document*

# Appendix Volunteer Recruitment Plan



ACTIVITIES:	BY WHEN?	WHO?
"Circle of Friends"		
1. Research volunteer groups among our peers – what has worked/not worked.	2/09	Shelley
2. Develop a list of great opportunities for volunteers. (in addition to hotline response) <ul style="list-style-type: none"> <li>a. Opportunities with kids</li> <li>b. Opportunities in the office</li> <li>c. Trainings for families (e.g. financial literacy)</li> <li>d. Launch pilot</li> </ul>	4/09	Shelley & ad hoc committee (can include non-board volunteers)
3. Figure out the name and marketing of the volunteer program <ul style="list-style-type: none"> <li>a. Create a compelling video that explains our mission</li> </ul>	4/09 6/09	Ad hoc Committee Michelle
4. Determine volunteer training requirements. Create the training program.	6/09	Shelley
5. Queue up FACC family needs that could be met by a volunteer (e.g. furniture donation, repainting, etc)	1/09	Sheila/Liz/Connie  Melanie
6. Seek an intern to help develop this program.	12/08	Denise
7. Arm our evangelists with the means of communicating what we do, our vision and our elevator pitch. <ul style="list-style-type: none"> <li>a. Start a regular communications with our volunteers and constituents</li> </ul>	7/09  1/09	Michelle & Heather  Heather

*For more details, please see the Action Planning Document*



# Appendix Capacity Building Plan



ACTIVITIES:	BY WHEN?	WHO?
1. Bolster the nominating/governance committee to take the lead in driving greater board engagement. a. Revise the board members expectations	1/09	Melanie, Thurman, (Kathi volunteered to help)
2. Revamp the committee structure. Focus more on ad hoc committees, with standing committees for finance, nominating and development. a. Coordinate with board retreat (May) b. Committees need charters c. Include Jr Board members on the ad hoc committees d. ID a secretary	2/09	Executive Committee
3. Develop ways to engage board members to achieve agency vision. Give them specific tasks. a. Make sure board members understand the vision b. Define a portfolio of opportunities for them c. Correlating board member skills to the organization's greatest needs d. Start one on one meetings with board members to gauge interest.	1/10 (completed)	Nominating Committee
4. Create a board member orientation process and binder.	5/09	Nominating Committee
5. Make recruiting an ongoing process. Should be a part of each board member's responsibilities. Develop a pipeline of candidates. a. Have a process flow chart explaining the process b. Monitor the Jr Board for candidates	5/09	Nominating Committee
6. Board Succession: Share the plan for electing a new chair. Include process for future executive committee positions.	3/09	Executive Committee
7. Board Succession: Next chair identified.	7/09	Executive Committee
8. Board Succession: transition	1/10-6/10	Melanie, Jeff
9. Staff Succession: Create an emergency succession plan for senior management team. Process for establish and interim director a. Update bylaws as necessary	1/10	Melanie, Jeff
10. Staff Succession: For planned succession, updated job descriptions and skills sets required. a. Create the game plan/parameters for an executive search – i.e. internal/external local/national, etc.	3/10	Melanie Executive Committee
Risk Management		
11. Update bylaws	4/09	Marty, Bhavik
12. Conduct annual legal review	5/09	Marty, Bhavik
13. Risk management audit (including IT)	8/09	Kevin. Rossi

*For more details, please see the Action Planning Document*