

2016-2017

Strategic Plan



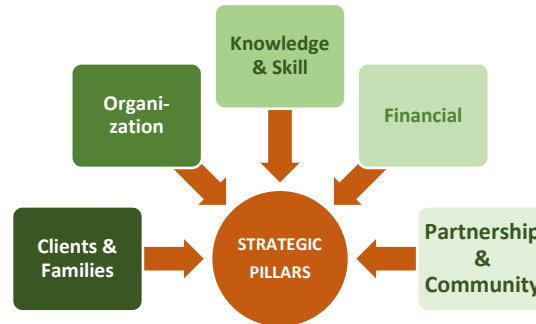
Facilitated by:
BRAD KOTOWICH

Focused
Leadership Group

www.focusedleadershipgroup.com

STRATEGIC PRIORITY PLANNING PILLARS

(Each pillar should be a focused priority for development at least every 2nd strategic planning cycle)



SWOT (Strengths, Weaknesses, Threats, Opportunities)

Strengths (INTERNAL)	Weaknesses (INTERNAL)
<ul style="list-style-type: none"> • Relationship based approach • Passion • Innovative approach • Strong employee relations (long term staff, training) • Implement learning from training • Turnover is decreased • Getting donors for food bank • Coaching with staff • Debit Card • Commitment by many to improve • Flexibility for staff • Sufficient cash flow • Sustainability plan exists if general cut in wages • Low staff turnover • Community partners • Code of Conduct • Able to handle challenging individuals in service • IT back up system • New software waiting to be used • Stable service to our clients • Bow Valley College relationship 	<ul style="list-style-type: none"> • Systems and processes • Time management • Effective communications • Growth planning • Diversity not as strong as where it could be (intercultural training at all levels) • Brand awareness • Optimize training and then share it • Not soliciting feedback from external sources • Low outcomes or systems to measure • Do too many things but nothing very well • Relationship with some landlords • Debit Card • Too relational at times, leads to poor decisions making processes • Minimal follow up to training • Organizational skills • Minimal accountability • IT procedures • Lack of resources to grow • Innovation culture not yet created, empowerment. • No specific HR roles/person • For-profit status, no major donors, fundraising
Opportunities (EXTERNAL)	Threats (EXTERNAL)
<ul style="list-style-type: none"> • Partnerships • Charitable Status • Fundraising, alternative means • Mentorship Program • Bow Valley College • Obtain critical feedback and support from outside sources to grow/strengthen organization • Don't know why donors donate – build on this • Involvement with ADWA 	<ul style="list-style-type: none"> • Funding levels • Low compensation • Constant change • Accommodation Standards (#8) • Procurement (bid for contracts) • Housing options • Other organizations are strong competitors for staff • Changing standards • Changing technology • No sustainable financial plan

Strategic Priorities

Strategic Pillar: Organization	Priority #1: Effective and commonly understood Vision for NAS.	
Actions to Achieve:	<ul style="list-style-type: none"> <input type="checkbox"/> Review our vision, mission, philosophy and core values <input type="checkbox"/> Send our questionnaire (caregivers, staff, external) to get feedback about vision and if it is clear <input type="checkbox"/> Determine all the written materials that our Vision needs to be incorporated in <input type="checkbox"/> Determine how to make it part of our day-to-day conversations <input type="checkbox"/> Create a visual (wallpaper, computer, posters) <input type="checkbox"/> Create a success board to recognize staff who did something to promote and further the Vision <input type="checkbox"/> Incorporate into our evaluations and job descriptions <input type="checkbox"/> Incorporate (amend) website and brochure <input type="checkbox"/> Fun games at BBQ's or other gatherings to help promote Vision <input type="checkbox"/> Annual report should include accomplishments about our Vision 	Success Indicators:
		<ul style="list-style-type: none"> ✓ Vision that is easily understood by all ✓ Direct linkage from all that we do to our Vision

Strategic Pillar: Organization	Priority #2: Roles that are clearly understood and articulated.	
Actions to Achieve:	<ul style="list-style-type: none"> <input type="checkbox"/> Clarify roles and expectations for Advisor, Team Leader and Executive level positions <input type="checkbox"/> Determine how HR functions can be done more effectively and efficiently – Explore need for a specific HR role <input type="checkbox"/> Clear and standardized job descriptions that are measurable. <input type="checkbox"/> Examine possibility of Team distribution of roles. 	Success Indicators:
		<ul style="list-style-type: none"> ✓ Goals are measured and evaluated often in an objective fashion ✓ Minimal to no conflict as a result of confusion of roles ✓ Increased satisfaction of staff at all levels ✓ Increased consistency across levels of positions ✓ Workloads are balanced

Strategic Pillar: Organization	Priority #3: Increased accountability across NAS.	
Actions to Achieve: <ul style="list-style-type: none"> <input type="checkbox"/> Develop and consistently implement a sound performance evaluation system that will provide rewarding experiences for all. <input type="checkbox"/> Identify ways to possibly link performance to compensation where possible. <input type="checkbox"/> Clearly determine what authority and accountability is for all positions. <input type="checkbox"/> Evaluate and simplify the supervision and evaluation tools <input type="checkbox"/> Set and adhere to dates for probationary reviews. 	Success Indicators: <ul style="list-style-type: none"> ✓ Improved efficiency of roles across all departments ✓ Deadlines are met ✓ Goals are achieved ✓ Decreased turnover ✓ More engaged staff ✓ Reduction of disciplinary tools/processes ✓ 	

Strategic Pillar: Organization	Priority #4: Strong Leadership and Governance framework that pushes NAS to grow forward	
Actions to Achieve: <ul style="list-style-type: none"> <input type="checkbox"/> Explore what a defined Board/Governance structure could look like and how it could serve to improve NAS. <input type="checkbox"/> Explore the benefits of moving NAS towards a charitable status <input type="checkbox"/> Increased strategic approach to Leadership Meetings (rotational leadership) <input type="checkbox"/> Explore and develop method to evaluate owners and directors to ensure consistent growth <input type="checkbox"/> Explore methods to increase our ability to strategically approach the work we do (i.e. systems thinking, etc.) <input type="checkbox"/> Consider adding another Coordinator position to balance workloads at that level and increase capacity to grow. 	Success Indicators: <ul style="list-style-type: none"> ✓ Increased effectiveness and efficiency of all our meetings ✓ All meetings have clear purpose and rules of engagement to ensure above ✓ Increased participation by all staff at meetings ✓ Meetings with higher-order of dialogue ✓ Enhanced decision making-ability ✓ Increased expert advice and counsel ✓ Most decisions and actions are directly linked to one or more of our strategic pillars ✓ Communication that is streamlined and more organized ✓ Decisions that are more pro-active 	

Strategic Pillar: Community/Partnerships	Priority #5: NAS Brand that is recognizable and celebrated both internally and externally.	
Actions to Achieve: <ul style="list-style-type: none"> <input type="checkbox"/> Develop our brand that is tied directly to our Vision. <input type="checkbox"/> Develop and do a survey to clearly understand the perceptions/beliefs of NAS both internally and externally. <input type="checkbox"/> General stakeholder meetings to review items and generate concrete ideas on desired brand 	Success Indicators: <ul style="list-style-type: none"> ✓ 75% feedback received on survey ✓ Increased awareness of NAS after 1 years through survey after 1 year of launch ✓ Established Brand Committee ✓ Noted increase in staff, client and donor interest in NAS 	

<ul style="list-style-type: none"> <input type="checkbox"/> Finalize the brand and have a re-branding launch party <input type="checkbox"/> Develop marketing strategy to increase awareness of NAS 	<ul style="list-style-type: none"> ✓ Increased name recognition in the community
---	---

To Do Immediately: Non-Strategic Growth

1. Effective Meetings

- Rules of engagement before any major meeting or initiative
- Determine specific purpose of all meetings along with desired outcomes (if none, then no need to meet)
- Create safe environment for ideas and process to allow for all to participate
- Be inquisitive
- Clearly state our outcomes, decisions, actions so that everyone is clear (ask people to repeat)
- Formalized debrief and reflection after major initiatives, meetings, crises (learn, celebrate, re-calibrate, therapeutic rapport)

2. Recognition & Celebration

- Means to capture Kudos and suggestions (i.e. box on filing cabinet)
- Kudos and suggestions in newsletter
- Put up success sheets for all to see what we are accomplishing