**Triangle Down Syndrome Network Board of Directors**

**Strategic Planning Summary**

Saint Andrews Presbyterian Church - Room 6

March 9, 2019

9:00 am – 4:00 pm

**Attendees** – Lana Calloway, Blake Thompson, Robin Henderson-Wiley, Aysha Lonich, Doug Campbell, Bruce Sickel, Curtis Hayes, Kristin O’Connell, Amber Corbin, Christina Reaves, Eric Knight.

**Facilitator** – Linda Leake

**Welcome and Overview –** The Strategic Planning Meeting was called to order at 9 am by Linda Leake. All board members were present and a quorum was established. Linda gave an overview of the day and the meeting began.

**Prepared to Work Together**

Purpose - to develop a strategic plan, a working document that will elevate TDSN to a Statewide leader for Down Syndrome.

*ROPES –* This will pull the board together. (R) Responsibility; (O) Openness: (P) Participation; (E) Experimentation; (S) Sensitivity.

*Display Thinking –* Expectations, a road map for what the group wants to accomplish. Each person wrote their expectations.

**Review TDSN –** Past, Present, Future: $300k will be required to maintain operating expenses, allocation of resources and train the trainer on the First Call Program.

**Mission Statement -** The current mission will be revised to better reflect the organization envisioned for the present and future. What is the service or product? Who is it being delivered to? How is it being delivered?

*Current:* To empower, connect and support parents of children with Down Syndrome, their families and the community.

*Revised:* To empower, connect and support the lifespan of individuals with Down Syndrome, their families and the community through outreach, advocacy and education in North Carolina.

**BHAG** (Big, Hairy, Audacious Goals) – Brainstorming around what the organization should look like in a year. Tied in with Key Result Areas of focus stated next.

**Key Result Areas** (KRAs) **–** Where we will spend our time money and energy.

* Financial
  + $500k raised
  + Increased training for educators
  + Diversified Income
  + Increased grants and state funding
  + Accurate, useable donor database
  + Improved financial/budget oversight - \*Linda made a motion to establish a Financial Oversight Committee to include Amber, Doug and Bruce. The motion was seconded by Doug, and unanimously approved.
* Educational Services / Programming
  + University engagement /partnership developed
  + Created and implemented a parent /mentor program
* Marketing/Outreach
  + All hospitals have books and training - delivery of packets 250 – 500.
  + Made connections with Fort Bragg/Fayetteville
  + Branded as a Statewide resource
  + Increased visibility and awareness in the Triangle.
* Staffing
  + Expanded volunteer base thru increased recruitment efforts.
  + Efficient training for staff with measurable output.
* Transition
* New branding for TDSN

**SWOT ANALYSIS**

POSITIVE NEGATIVE

|  |  |
| --- | --- |
| INTERNAL STRENGTHS   * Diverse Board * Staffing (Christina as Executive Director) * Strong knowledge base/well versed in Down Syndrome as evidenced by materials and families served. * Centrally located (in the Capital City) and close to the Legislative Body. * 21 years of history and good will * Comprehensive Handbook | INTERNAL WEAKNESSES   * Staff sustainability: not enough volunteers, staff turnover, not enough money, lack of accountability. * Insufficient marketing outreach: Board doesn’t understand social media, lack of spokesperson. * Limited Hispanic outreach. * Lack of diversity in funding sources. * Limited by the TDSN name. |
| EXTERNAL OPPORTUNITIES   * Universities: resources for education and interns, fraternities and sororities. * Hospitals * Corporations (RTP) * Country Clubs * Civic Groups * Volunteer Organizations * Small Businesses * Military * Family involvement | EXTERNAL THREATS   * Updating Handbook: prices from firms to high, no contractor, translation into Spanish. * Recruit and maintain volunteers, lack of consistency, turnover. * Medical Outreach: medical facilities refuse literature. * Financial sustainability: lack of eligibility for statewide grants, lack of corporate interest, lack of collaboration with Universities. * Marketing Outreach: other non-profit “machines”, Gigi’s, lack of statewide title. * Staff sustainability: lack of talent |
|  |  |

**The Strategic Plan**

Updated and Revised 7/11/19

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| --- | --- | --- | --- | --- | --- |
| **Goal: $500K dollar budget by the end of 2019** |  |  |  |  |  |
| **Strategy** | **Responsible Person** | **Start Date** | **Complete Date** | **Result** | **Completed** |
| * Have 1st Call Program operating on a statewide basis, to include the Hispanic population. * Database issues resolved. | Contractor  Christina | 5/15/2019  4/15/19 | 6/15/2019  9/1/19  ~~6/15/2019~~ | Updated information.  Usable data, maintained by staff. | Completed |
| **Goal: Branded as a Statewide Organization** |  |  |  |  |  |
| **Strategy** | **Responsible Person** | **Start Date** | **Complete Date** | **Result** |  |
| * New space serving all needs. * Select new name to reflect Statewide organization which will enable TDSN to position itself for increased funding opportunities. * Update Handbook for distribution to all hospitals and doctor’s offices. * Conduct a parent/mentor training program. | Blake & Relocation Committee, Lana  TDSN Board  Lana, Aysha  TDSN Staff led by Christina, Aysha | 4/1/2019  4/15/19  6/1/2019  4/12/2019 | 2/28/2020  4/15/19  8/1/2019  4/14/2019 | Functional space to accommodate the operation.  TDSN can be recognized as a Statewide organization.  Handbooks translated into Spanish. Both English and Spanish books to include stories, pictures and new design graphics.  More trained individuals to be a resource and support for families. | Completed  Completed |
| **Goal: Review and streamline current activities.** |  |  |  |  |  |
| **Strategy** | **Responsible Person** | **Start Date** | **Complete Date** | **Result** |  |
| * Place emphasis on fewer activities vs. multiple activities | Christina and Finance Committee | 5/1/19 | ~~6/30/19~~  9/30/19 | Stronger results with an increased emphasis on more successful activities/events. |  |
| **Goal: Hire additional staff for better efficiency.** |  |  |  |  |  |
| **Strategy** | **Responsible Person** | **Start Date** | **Complete Date** | **Result** |  |
| * Create a plan to recruit, maintain, and engage volunteers. | Blake, Aysha, Volunteer Coordinator | 5/1/2019 | 7/1/2019 | A stable and sustainable volunteer pool. | Completed |
| **Goal: Increase Resource availability in Hospitals** |  |  |  |  |  |
| **Strategy** | **Responsible Person** | **Start Date** | **Complete Date** | **Result** |  |
| * Medical outreach thru delivery of 250-500 packets to hospital social workers. * Identify funding/resources for translation of all documents into Spanish. (BCBS Grant and Pat Nathan Proposal) * Translate and print all materials in Spanish. | Christina, Aysha and Volunteers  Doug, Robin  Identified Vendor | 3/15/2019  3/15/2019  8/1/2019 | 12/31/2019  4/1/2019  12/31/2019 | Increased awareness and resources for parents and families.  Expands footprint to reach the increasing Spanish population.  All materials/resources in English and Spanish. | Completed |
| **Goal: Financial Sustainability thru diversification of funding sources** |  |  |  |  |  |
| **Strategy** | **Responsible Person** | **Start Date** | **Complete Date** | **Result** |  |
| * Establish a Financial Oversight Committee * Partner with UNC Public Health to verify data of incidence of Down Syndrome in NC. * Review existing fundraising events to rank ROI for each. Discontinue those with low or non-existent ROI’s. (Improve online presence, i.e. Facebook) * Check with NC Center for Non-Profits to review Corporate donors. | Bruce, Amber, Doug,  ~~Eric~~  Bruce  Kristen and Robin | 3/9/2019  3/11/2019  4/1/2019  4/1/2019 | 3/9/2019  ~~6/30/2019~~  Tabled  9/30/2019  9/30/2019 | Improved fiscal oversight, financial checks and balances, setting a realistic and attainable budget, the establishment of financial policies and procedures, and increased government funding.  Ability to gather data for funding purposes.  Maintain fundraising events that have high ROI and make room for new fundraising events with high ROI.  Expand donor base. | Completed  Tabled |
| **Goal: Improve Staff Sustainability** |  |  |  |  |  |
| **Strategy** | **Responsible Person** | **Start Date** | **Complete Date** | **Result** |  |
| * Create a baseline by having each employee track their time. * Audit workload of current staff, performance. * Shift focus from hiring a Communications Assistant to hiring a Volunteer Coordinator. (Create job description for Volunteer Coordinator) | Christina  Christina  Christina, Linda | 4/1/2019  11/1/2019  3/11/2019 | 9/30/2019  12/31/2019  4/30/19 | Gather data on what staff spend the majority of their time doing which should assist in assessing staff efficiency and additional staffing needs.  Calculate net staff output to determine the number of FTE’s needed for the office.  Maximize staff efficiency and recruitment pool. | Hired |
| **Goal: Branding as a Statewide resource** |  |  |  |  |  |
| **Strategy** | **Responsible Person** | **Start Date** | **Complete Date** | **Result** |  |
| * Establish a name that will open up additional state and federal funding opportunities. (Search URL and social media sites for name options) * Increase visibility, participation and awareness of TDSN events in the Triangle. (List events and prioritize top 5; create a plan for each event to include social media) * Each Board member be an advocate among their individual networks. | Lana  Lana, Kristen and staff.  Entire Board | 3/9/2019  3/18/2019  3/9/2019 | 4/1/2019  ~~6/30/2019~~  8/1/19  Ongoing | Increased recognition as a leader as well as additional state and federal funding opportunities.  Increased exposure for TDSN.  Increased exposure for TDSN. | Completed  Ongoing |
| **Goal: Transition to new brand for TDSN** |  |  |  |  |  |
| **Strategy** | **Responsible Person** | **Start Date** | **Complete Date** | **Result** |  |
| * Decide on a Business Model – Membership or Community * Educate Board and staff on the model that is chosen and voted on by the Board. Announce external community stakeholders. * Identify /establish “best practice”. * Execute the plan and track progress. | Blake, Bruce  Lana  Lana  Lana, Christina, staff | 4/1/2019  7/1/2019  9/1/2019  11/1/2019 | ~~6/30/2019~~  8/1/19  10/31/2019  10/31/2019  Ongoing | Provides clarity regarding membership vs. service  Buy in on the model from the staff and Board and education for external stakeholders.  Ensure the business model is current with Down Syndrome advancements and legislation.  Monitor success and areas of improvement or plan adjustments. |  |