

STRATEGIC PLAN THEMES, OBJECTIVES, ACTIVITIES---January 2018 update

Developed March 2016

Themes and Strategies	Responsibility	Time Frame	Evaluation	Challenges & Successes	Future Forecast
<p><i>Strategic Theme One: Program; Recognition & Influence: High quality, impactful work</i></p>					
<p><i>Objective 1.1:</i> Expand physical presence in the southern and eastern parts of the state.</p> <p><i>Activities for Objective 1.1:</i></p> <ul style="list-style-type: none"> (a) Rotate staff schedules (b) Seek increased grant funding to cover increased staff time in S/E VT. (c) Share staff person with existing partners (example, Winston Prouty) (d) Grow volunteer base 	M-Team	18 months ongoing	Double the # of families served in S/E VT.	We have been seeking funding to expand services to SE Vermont. DDC grant of 15K was received for 6 mo. workscope in FY17 . Families First and Winston Prouty contributed in-kind to DDC proposal. 2017 VT Leadership Series, participants from Brattleboro and Peacham.Lost staff in the South w/ AOE \$ loss.	Had expected further DDC funding; they have decided to wait while a FY18 VFF SEEDS grant in the South proceeds. Need to grow partnerships w/ Families First and Winston Prouty, as well as VFF and DLP. Need to find new moneys.
<p><i>Objective 1.2:</i> Deepen our presence, expand volunteer network</p> <p><i>Activities for Objective 1.2:</i></p> <ul style="list-style-type: none"> (a) Add staff person & Board Committee to manage volunteers (b) Research other organizations currently doing this well (c) Utilize Family Leaders more effectively 	M-Team	18 months ongoing	Stable volunteer pool, with evidence of utilization	No capacity for volunteer management. December 2016, hired Marketing and Events Coordinator who has expertise. Trained Benevon (B) Team, executing w/ engagement of staff and Board.	Using Claire’s skill/insight to develop volunteer capacity, esp. w/ regard to fundraising and program support. B-Team is the focus. Fam. Leaders engaged in Fam. Faculty and advocacy efforts.
<p><i>Objective 1.3.</i> Expand our influence at a systems level.</p> <p><i>Activities for Objective 1.3:</i></p> <ul style="list-style-type: none"> (a) Staff person to track policy & legislative events/planks (b) Research organizations experienced in advocacy (c) Organize testimony/catalog parents&/or leaders willing to testify. 	M-Team	18 months ongoing	<ul style="list-style-type: none"> (1) Quick access to people willing to testify (2) Survey of volunteers & advocates indicate they feel “heard” 	Pam, Lisa, Karen and Rachel staffed advocacy work. No capacity for dedicated staff person. Provided public comment on Medicaid Pathways and DD Act proposed changes, DS State System of Care Plan; provided	Active engagement in issues that affect the people we serve, connecting more family and youth voices with advocacy. Continuing presence in multiple Boards and Advisories.

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				testimony on Special Education issues and did VPR interviews. Karen P supported a family leader in her testimony before the VT Poverty Council and in testimony to Senate Ed. Advocated for restoration of proposed \$1M cut to CIS for FY18 and onward. Consistent participation in DS Standing Committee, MEAB, SEAC, SF Leadership Team, VCDR, VECA, etc.	Pam M vice-chair of VCDR and on Alliance Steering Committee--- these coalitions are tracking our issues and engaging us for testimony. See attached list to see how VFN is being represented/by whom.
<p><i>Strategic Theme Two: Management: Well-run non-profit with needed protocols in place (Infrastructure, Organizational Culture, Staff capacity)</i></p> <p><i>Objective 2.1:</i> Foster a culture that stresses trust, partnership, collaboration, learning & cross-organizational thinking.</p> <p><i>Activities for Objective 2.1:</i></p> <p>(a) Promote collaboration between Board and staff and across departments</p> <p>(b) Enhance focus on developing a cross-organizational mindset</p>	M-Team	2016 & ongoing	(1) Survey of staff and Board indicates connection and collaboration (2) Board and staff are working together in accord w/ defined roles and org. goals	Worked on reinforcing norms and developing a culture of philanthropy. Board/staff participating in new Benevon work. Three "buckets" were met with enthusiasm. Incorporating 5 Languages of Appreciation at Work, and have a strong Wellness Committee. Engaged Dr Quintilliani to do mindfulness work with staff and leadership.	Continue to build partnership across teams and across Board/M-Team/staff, esp. w/ regard to Benevon work and learning opportunities. Restructure FS to better support the growing diversity/decreasing funds for core work.

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<p><i>Objective 2.2:</i> Organizational norms are the foundation of our culture. All staff and Board will be held accountable for adhering to and modeling cultural norms.</p> <p><i>Activities for Objective 2.2:</i></p> <ul style="list-style-type: none"> (a) Annual review/discussion of norms with Board, M-Team, and staff (b) Training of new employees in norms (c) Incorporate organizational norms into annual performance evaluations. 	M-Team, Staff, Board	2016 & ongoing	Documented reviews of VFN norms in meeting minutes, employee orientation checklist, annual reviews of VFN staff, and Board member orientation.	<p>Produced VFN video w/ Alison Segar that captures the impact of FS and CIS-EI work with families. CIS-EI and FS have shared professional development opportunities. PiE has joined us after a year of transition planning, and is a great addition. Board and staff orientations include VFN norms.</p> <p>Norms have been referred to in staff meetings. We have not been consistent about doing this. We have added norms to the New Employee Orientation.</p>	Norms/5 Languages to be incorporated into annual reviews and more consistently referred to in staff and team meetings. Plan to update Annual Review process.

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<p><i>Objective 2.3:</i> Increase staff capacity to support high-quality, effective achievement of organizational goals.</p> <p><i>Activities for Objective 2.3:</i></p> <ul style="list-style-type: none"> (a) Develop protocol for fee for service. (b) Develop volunteers and parent leadership. (c) Review program priorities, funding, organizational structure, & staff capacity. (d) Increase administrative support for Board to leverage increased Board volunteer time 	M-Team, Board (especially Board experts), Staff	2016 & ongoing	<ul style="list-style-type: none"> (1)Increase fee for service agreements (2)Increase # of VFN volunteers and family leaders; increase their engagement in VFN efforts (3)Document reviews of 2.3(c) and associated actions 	<p>Protocols for fee for service have been created and are being utilized in grant negotiations. Family Faculty has increased. We have trained over 100 family leaders since 2016. A number of Leadership Series grads report using their new expertise in actual boards, advisories, etc. Succession planning for people who are leaving key roles. Periodic reviews of program priorities, funding, org structure, and staff capacity. Claire and Pam supported increased Board time in resource development. Loss of AOE funding created reductions in staff and services. Hiring new Finance Manager. Sarah W-B transitioning into Director of Ops. Progress in CIS \$ advocacy. PiE came on as VFN program.</p>	<p>Increase fee for service to expand services beyond what current resources support. Continue to grow effectiveness of Board workgroups with support from Claire, Pam, and Ellen. Continue to grow parent leadership opportunities, esp. through Family Faculty and the Family Leadership Series. Restructure to create better infrastructure to support VFN's multifaceted work. Stay abreast of threats to existing Federal and state grants, given new Administration. Position VFN for opportunities associated with All-Payer, ACO, and ESSA.</p>

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<i>Strategic Theme Three: Resources needed to achieve our goals</i>					
<i>Objective 3.1: Diversify funding.</i>					
<i>Activities for Objective 3.1:</i>					
<ul style="list-style-type: none"> (a) Examine partnerships for leverage. (b) Examine fee-for-service (including segmentation analysis) & membership; find people who want to pay what we have to offer (c) Monitor & pursue grant opportunities. 	M-team Program Directors Claire	1-3 years	Add 2-3 new funding streams	We have expanded our health-related grants, thanks to relationships built by FS Director. VR partnership is growing, thanks to Martha and Karen P. We have applied for foundation grants that we hadn't previously, no \$, but relationships built. PiE and VFN working to leverage their donors for the benefit of all. Received individual 5K donation, Flutie renewed with increase this year. New fundraising activities. Continue to seek new resources.	Pursue and receive 2-3 new grants in 2018. Continue to expand upon fee for service work. Continue to pursue new grant and donor opportunities while growing the Benevon model for a successful Nov. \$ event. Explore deeper partnership w/ VFF through AI process. Capitalize on relationships.
<i>Objective 3.2: Revisit development, advancement, & communications capacity</i>					
<i>Activities for Objective 3.2:</i>					
<ul style="list-style-type: none"> (a) Perform cost/benefit analysis of different models of increasing development (b) Consult/network with development professionals to identify strategies that may fit with VFN (c) Determine what we need to bring Board to a level that would support "high-flyer" board members 	Board Executive & Finance Comms. Board Executive & Develop. Comms. Board Develop. & Laurie	10 months ongoing	(1)Clear plan and timelines for development activities that utilize Board skills and interests. (2) Dedicated resources established for effective fundraising (3) Readiness of VFN Board for	Pam, Claire and Board have reviewed past Development Plans; prioritized strategies for this year's fundraising events and activities, including PiE in discussions. Hired Marketing and Events Coordinator with fundraising experience and interest last year.	Move Development Plan activities forward, esp. Benevon. Analysis of Board composition and diversity; recruit and train for optimal inclusion of "high flyers" in the next year when new Board Governance and Development Committee convenes.

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<p><i>Objective 3.3:</i> Increase public recognition & influence of VFN as a primary resource for families of children with special needs</p> <p><i>Activities for Objective 3.3:</i></p> <ul style="list-style-type: none"> (a) Increase staff & board capacity to support families in leadership & advocacy. (b) Monitor opportunities for systems advocacy. (c) Inventory experience among Board, staff, & families for advocacy 	Board, M-Team, staff, parent leaders	FY17 and ongoing	<p>effective inclusion of “high flyer” members.</p> <p>(1)Increased demand for VFN /family leaders to be “at the table”</p> <p>(2)Increase in # of family leaders on boards and advisories, etc.</p> <p>(3) Increase in # of Board, staff, families in the community trained in effective advocacy (increase in experienced family advocates “at the ready”)</p> <p>(4)Increase in # of advocacy opportunities where VFN-connected family voices are leading/</p>	<p>Claire seeking input from successful fundraisers; working with Board to advance identified strategies. Benevon training/launch has occurred! Board workgroups have been dissolved to focus on Benevon.</p> <p>VFN was asked to participate in a number of “family engagement” efforts, recognizing our organization’s expertise in this area. VFN was specifically asked to support development of a Youth Advisory for VR, a Patient/Family Advisory for CSHN, and a Children’s /DS Standing Committee We are actively engaged in school governance and systems-change conversations.</p> <p>Lisa Maynes is Co-Chair of the AMCHP Committee on Family and Youth Leadership. Benevon tours are educating people about</p>	<p>Update the inventory of advocacy expertise/interest across VFN Board and staff and family leaders annually; mobilize them effectively according to our legislative platform and any emergent issues for families of individuals with disabilities.</p> <p>Promote VFN as a credible resource for families of children with special needs statewide.</p> <p>Continue to actively participate in VCDR and the Alliance and be appropriately present.</p>

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			participating	what we do re: Family Voice. Family Faculty continues to be held up as a “gold standard” internationally. Challenges: Many policymakers speak of the importance of “family engagement,” but there is little funding directed to its advancement. VFN does not have a dedicated Policy and Advocacy position. It is challenging to spread this work and also keep the “dots” connected.	