FrontLine Service
Strategic Plan
2016-2020
2016 – 2020 Strategic Plan Content

- Mission
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Mission Statement

Reaching out to adults and children in Northeast Ohio to end homelessness, prevent suicide, resolve behavioral health crises, and overcome trauma.
2026 Strategic Direction

- FrontLine Service (“FrontLine”) will identify and respond to community needs and social issues to produce a measurable impact on the community’s wellbeing. We will collaborate with our partners to provide trauma-informed, client-centered services.
- FrontLine will be highly regarded nationally for our development and implementation of evidence-based practices and will be a leader in our advocacy and education endeavors.
- As an employer of choice whose effective recruitment and retention programs result in an engaged workforce, FrontLine will be a financially vibrant organization and a trusted steward of community resources.
Values

Our values as a non-profit, charitable organization are to promote the well-being of the common good through:

• Belief in the capacity of clients to direct their recovery
• Cultural diversity and cultural competence standards
• Use of services and treatments having evidence of effectiveness
• Protection of client rights
• Community collaboration to achieve continuity of care
• Principled leadership
• Sound governance
• Financial accountability, and responsible use of resources
• Systematic collection, reporting analysis, and use of outcome data
• Adherence to professionally qualified standards of service
• Complying with all applicable federal and state laws
2019-2020 Strategies*

- Outcome-Driven Practice
- Financial Performance
- Fund-Raising
- Growth/Thought Leadership
- Human Resources

*extended and modified original 2016 – 2018 Strategic Plan
• **Outcome-Driven Practice**
  – Collect, analyze and use agency-wide information to improve agency performance and client and community outcomes.

• **Financial Performance**
  – Make sound collaborative operational business decisions that support our mission by providing leadership with timely, meaningful, financial information.

• **Fundraising**
  – Develop and implement development strategies that diversify funding sources, create and deepen relationships with donors, increase revenue, and improve financial sustainability.
• **Growth/Thought Leadership**
  – Leverage our thought leadership position to grow in response to community needs, collaborate with other organizations, and influence practice on a national and local basis.

• **Human Resources**
  – Expand our infrastructure to support our recruitment and retention activities in order to secure and engage a dynamic workforce.
Action Plan Summaries
Outcome-Driven Practice

- Evaluate agency and program goals, current data collected and current reporting tools to determine if these remain relevant to agency/program needs and identify gaps in data collection; revise goals and data collection tools if necessary.
- Develop system to collect and use consumer feedback on a more frequent basis.
- Develop infrastructure and processes to collect, disseminate, review and use data to improve agency, client and community outcomes.
- Develop system to regularly communicate outcomes to funders and the community to demonstrate effectiveness and return on investment.
Financial Performance

- Collaborate with agency leadership to develop the annual budget, train leadership on agency finances, and provide relevant monthly reports.
- Develop models and processes to analyze financial performance of existing programs and opportunities and risks of potential programs.
- Perform environmental scans to identify emerging funding and other financial risks to the agency.
- Collaborate with Development staff to understand grant requirements and timelines.
- Address general ledger functionality.
- Adopt best practices for managing human resources expenditure information.
Fundraising

• Create and implement annual development plan that will identifying goals and action steps to diversify and increase agency funding and donor base.

• Achieve 100% board engagement in development activities, including annual review of participation and completion of development activity commitment form.

• Create monthly fiscal reconciliation reports and semi-annual review of fiscal gaps in services and fundraising needs.

• Quarterly review of foundation contributions and opportunities. Incorporate foundation support in the fundraising strategy and the development plan.
Growth/Thought Leadership

- **Growth**: Conduct on-going external environmental scans to identify opportunities and threats, gaps in services/prevention/education, trends and emerging best practices which are aligned with agency mission.

- **Growth**: Conduct on-going internal evaluations to ensure opportunities for growth are consistent with the agency mission, infrastructure sensitive and evaluate short and long term financial opportunities and implications.

- **Partnerships**: Explore, develop and strengthen partnerships consistent with agency mission. Partnerships will be considered based on addressing gaps and improving care for clients, political or funding environmental impact and financial opportunities.

- **Thought Leadership**: Evaluate current impact of consulting, training and advocacy in terms of cost, revenue and effectiveness.

- **Thought Leadership**: Conduct scan of opportunities to expand consulting, training and advocacy.

- **Thought Leadership**: Transform our agency culture through initiatives: Racial Equity, Harm Reduction, Zero Suicide and continuing Trauma Informed Care.
Human Resources

• Create and implement a human resources recruitment plan.
• Conduct an employee satisfaction survey with external assistance, and develop and implement a plan based on the results.
• Continue to solidify the agency’s culture around resiliency; identify leaders through a succession planning process to sustain the program.
• Evaluate our culture competency plan to identify education and activities on this topic.
Measures of Success

OUTCOME-DRIVEN PRACTICE

• Client satisfaction
• Homelessness: % of Permanent Supportive Housing clients return to homelessness
• Crisis: Average time to begin crisis assessment from determination that assessment is needed
• Integrated care: Number served
• Integrated care: Number of medical visits
• Trauma: % of referrals who are “engaged” in services

FINANCIAL PERFORMANCE

• Operating margin
• Fee for service days in accounts receivable
• Debt
Measures of Success

**FUNDRAISING**
- Individual donor retention percentage
- Number of new donors
- Percent of donors increasing their gifts

**GROWTH/PARTNERSHIPS**
- Annual report regarding growth
- Annual report regarding partnerships

**HUMAN RESOURCES**
- Turnover percentage
- Employee satisfaction
- Racial/ethnic diversity