

Highfields, Inc.

Five Year Strategic Plan

2018 – 2023

Highfields Mission

To provide opportunities to children, youth and families to become more responsible for their own lives and to strengthen their relationships with others.

Highfields Vision

To create bright futures for children, their families and communities.



Highfields, Inc.

Five – Year Strategic Plan Summary

Background: In the summer of 2010, the Highfields board of Directors and the Senior Leadership Team identified the need for an updated five year plan. Every two-three years that plan is updated to reflect the current strategic goals and plans for attaining those goals.

Overall goals of the Five – Year Plan are to:

- Provide a clear and concise vision for the next five years
- Develop a plan to ensure the continued financial stability and growth of the agency
- Ensure continuity between the four major committees of the Board of Directors

Priorities of the Five – Year Plan:

- Program Committee
 - o 100% of Highfields Board members will be able to identify Highfields’ mission and the three core services areas (Community Services, Education, and Residential
 - o Facilitate a benchmarking/outcomes program that monitors the quality of the services provided and manages the growth in programming
- Fund Development
 - o Strengthen agency outreach and marketing
 - o Broaden and strengthen donor base
- Personnel and Finance
 - o To consistently rank in the upper quartile in the Michigan Federation annual salary and benefits survey for “employee retention.”
 - o To improve the Average Current Ratio Benchmark and to maintain the Profitability Rate
- Building and Sites
 - o Create and update annually a visionary master plan for the 140 acre Onondaga Campus
 - o Identify and complete a new project every two-three years from the master plan

PROGRAM COMMITTEE
FIVE YEAR STRATEGIC PLAN-Updated 7-19-2017

Goals	Objectives	Tasks	Timelines	Status/Who
1. 100% of Highfields Board members will be able to identify Highfields' mission and the three core services areas (Community Services, Education, and Residential	<p>a. Each member of the Program Committee will have an understanding of Highfields mission and three service areas.</p> <p>b. Through education, 1 board members will have a better understanding the range of services provided by Highfields.</p>	1. To increase the understanding of the scope of Highfields services the committee will discuss, develop and implement strategies to inform and educate board members (and the broader community) of the services provided and how they fit in our mission.	Ongoing	This is currently ongoing.
2. Facilitate a benchmarking/outcomes program that monitors the quality of the services provided and manages the growth in programming.	<p>a. Services provided by Highfields will adhere to COA, licensing and contractual guidelines.</p> <p>b. To evaluate services in terms of the success that children and families experience (both during and after service completion).</p> <p>c. To implement metrics (tracking and trending) that will enable a more systematic approach to program growth.</p>	<p>1. COA. Licensing and Contractual guidelines will be a standing agenda item for committee meetings.</p> <p>2. Outcomes of services will be a standing agenda item for program committee meetings.</p> <p>3. Identify the tools necessary to measure and present fact-based data by program.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>The Director of Quality and Education will prepare and maintain this information.</p> <p>The Director of Quality and Education will prepare and maintain this information.</p>
3. Infuse Evidence Based Practices into services to insure that Highfields' programming remains progressive and "state of the art".	<p>a. Committee (and board) members will develop an understanding of the EBP's Highfields currently provides.</p> <p>b. To implement additional EBP's as they are determined to fit and benefit services provided.</p>	<p>1. The committee will review current EBP's</p> <p>2. Additional EBP's will be presented and reviewed by the committee.</p>	<p>September 2017</p> <p>Ongoing</p>	<p>Vice President</p> <p>VP, DRS, DCS, DQE</p>

**FUND DEVELOPMENT COMMITTEE
FIVE YEAR STRATEGIC PLAN**

Goals	Objectives	Tasks	Measurement	Tasks/Who
1. Strengthen agency outreach and marketing	<ol style="list-style-type: none"> Ongoing identification of agency marketing needs and audiences Develop a plan and updated materials for each audience Develop Networking/Speakers Bureau 	<ol style="list-style-type: none"> Work with each program managers to identify needs and audiences i.e. Highlights, eblasts, videos Create and deliver plan Follow Up on plan 	<ol style="list-style-type: none"> Survey Monkey to identified audience(s) Increase likes, views, click throughs on emails and social media to target audiences by 20% Secure 6 speaking engagements and/or COEs 	CS, DD, CEO, Program managers
2. Broaden and strengthen donor base	<ol style="list-style-type: none"> Increase visibility and create donor centered communications Maintain and review donor portfolios with cultivation and solicitation strategies 	<ol style="list-style-type: none"> Create schedule of Social Media, Newsletters, Annual Report and press releases, speaking engagements, community outreach events, President's Connection Maintain portfolio of donors for Brian and Bev and Board as appropriate Create/deliver calendar of cultivation/stewardship activities for each donor – annual meeting, Donor reception, Pres. Luncheon, etc. Develop champions to introduce Highfields to new donors 	<ol style="list-style-type: none"> Increase likes. views and click throughs on social media by 20% Increase # of new and retained donors by 10% Increase the # of Society members by 10% or 3 	CS/DD, CEO, FDA, FDC, Board
3. Secure Planned Gifts	1. Further develop and Implement Planned Giving Program and timeline	<ol style="list-style-type: none"> Cultivate and solicit donors Determine new (if any) policies needed Identify and meet with Estate professionals (lawyers, advisors) 	<ol style="list-style-type: none"> FDC approves updated PG plan July 2017 10 prospects cultivated, 5 solicited, 3 gifts secured Review and create new policies if needed 	DD/CEO, FDC

**PERSONNEL AND FINANCE COMMITTEE
FIVE YEAR STRATEGIC PLAN**

Goals	Objectives	Tasks	Measurement	Status/Who
1. To consistently rank in the upper quartile in the Michigan Federation annual salary and benefits survey for <u>“employee retention.”</u>	a. Create a satisfied, diverse, competent and well trained workforce that has competitive wages and benefits. b. Decrease turnover and increase employee retention.	1. Evaluate our wage scales against the Federation and industry.	Bi-Annually	Human Resources
		2. Conduct an annual employee satisfaction survey.	Annually/Ongoing	Human Resources Human Resources
		3. Conduct an internal review of our wage/salary classifications.	Bi-Annually	HR/Senior Leadership
		4. Utilize data, to assess and implement structures to attract and retain a diverse workforce.	Annually /Ongoing	HR/Senior Leadership
2. To improve the Average Current Ratio Benchmarks. (ACR=Current Assets/Current Liabilities)	a. To increase the positive operating cash flow. b. Establish an operating reserve fund. c. Prepay mortgages (as we are able.)	1. Consistently review all programs to ensure that expenses match revenues at appropriate ratios.	Exceed 1.8	Finance Committee
3. To improve/maintain Highfields Profitability Rate. (Net Operating Income/Total Operating Revenue.)	a. To monthly review the Profitability Rate to sustain a financially healthy organization.	1. Monitoring expenses to revenues. 2. Report monthly to Personnel and Finance Committee.	Greater or equal to 5%.	Personnel and Finance Committee, Finance Director and President/CEO.

**BUILDING AND SITES COMMITTEE
FIVE YEAR STRATEGIC PLAN**

Goals	Objectives	Tasks	Timelines	Status/Who
1. Create a visionary master plan for the 140 acre Onondaga campus.	a. To allow for a planned and purposeful approach to campus development that would be all encompassing of future projects	<ol style="list-style-type: none"> 1. Update all information on current status of the Onondaga campus. 2. Utilize staff and board members to review the existing plan and update the vision for the Onondaga campus. 3. Create a large campus map of the Master Plan that can be shared with donors and key stakeholders. 	<ol style="list-style-type: none"> 1. Review the plan every April. 2. Update the campus map every two years. 	Annual review by the B & S Committee
2. Update the capital improvement plan on an annual basis.	a. To utilize the capital improvement plan to drive budgetary expenditures, keep people safe and provide staff the essential tools to complete their work	<ol style="list-style-type: none"> 1. Update the capital improvement plan on an annual basis. 2. Increase ownership of the Highfields Facilities team in supporting the long-range vision. 	<ol style="list-style-type: none"> 1. Completed by May Committee meeting. 2. Presented to the full board at the June board meeting. 	Highfields Facilities team and Building & Sites Committee
3. Identify a new project every 2-3 years from the existing master plan.	a. To help ensure that planned growth and renovation takes place in a timely manner.	<ol style="list-style-type: none"> 1. Accomplish the following three projects: <ol style="list-style-type: none"> a. Bradford House Conversion b. Complete Fiber Project c. Landscaping Master Plan for JSC Administration building, Bradford House and Malcolm Williams School d. Cabin Replacement Project (Three) 	<ol style="list-style-type: none"> 1. Bradford House - Work with builder and architect to complete by summer 2018 2. Work with Landscaping Architect to complete by Summer, 2018 3. Form a "Feasibility Group" to begin the discussion of the cabin replacement project by Summer, 2018. 	<ol style="list-style-type: none"> 1. Facilities Staff and B & S Committee. 2. CEO and Facilities Staff. 3. HF's CEO/B & S Committee and Facilities Team Leader.