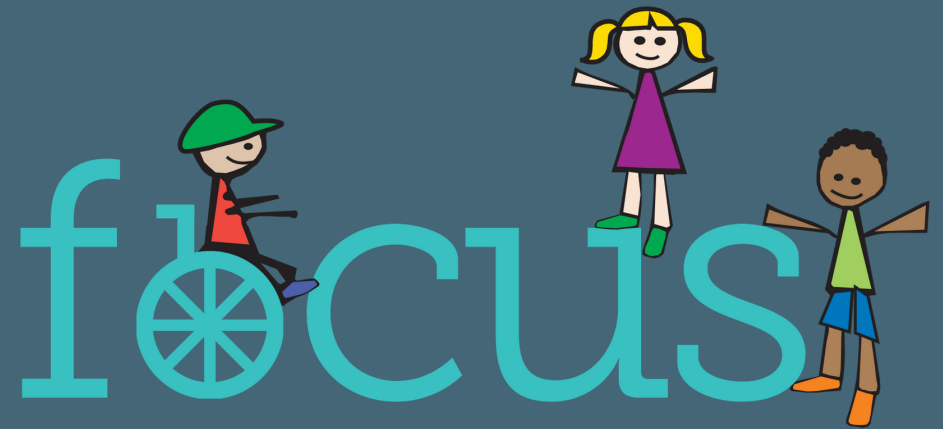
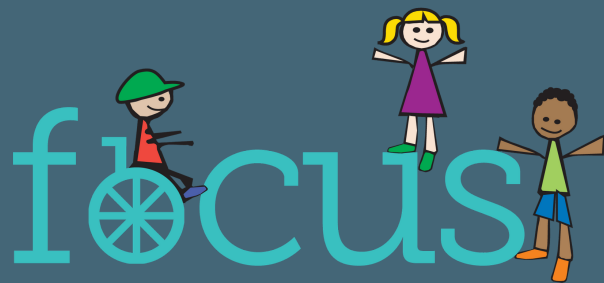


Strategic Plan 2021-2025





Strategic Plan Summary

2021-2025

Mission

To embrace and equip families of children with disabilities to make everyday life better.

Vision

Children with disabilities and their families will flourish.

..... GUIDING PRINCIPLES



FOCUS was founded by parents in 1983 and is a trusted provider for families of children with disabilities because we treat those we serve as our own.



FOCUS provides appropriate and innovative programs for children with significant developmental or physical disabilities.



FOCUS concentrates on our community's strengths and organizational messaging reflects the value that individuals with disabilities have.

Strategic Objectives



Ensure Programs are Appropriate and Effective

- Implement a mechanism for regular feedback (focus groups) at least once per year
- Develop evidence-based criteria for expanding, contracting, or eliminating programs
- Implement consistent after action reviews of all significant events
- Assess the expansion of service offerings to a specific geographic areas
- Develop objective criteria for equipment program qualification to target those most in need
- Assess the enhancement of the equipment lending program through partnerships and processes



Quantify and Communicate the Impact of Programs

- Enhance/expand the data collected on FOCUS families to strengthen metrics
- Develop key program metrics (outputs and outcomes) and regularly review & analyze
- Communicate key metrics consistently (Annual Report, donor communications, and marketing)



Enhance Strategic Relationships

- Explore opportunities to collaborate with strategic partners including CHOA, GA State Center for Leadership in Disability
- Develop a strategy to enter the individual (micro) advocacy space
- Develop a strategy to enter the systemic (macro) advocacy space



Enhance the Use of Technology

- Develop a social media calendar identifying events, campaigns, and narrative
- Improve the process of sending donor acknowledgements (to include possible automated communication capabilities)
- Create a cumulative donation record for donors at end of year
- Better leverage CRM functionality for client and donor management
- Establish data governance processes (to better organize data, improve data quality, and ensure appropriate privacy/security)
- Better leverage business intelligence and data analytics capabilities



Ensure the diversity of staff reflects those served

- Achieve 30% (or more) racial/ethnic diversity of year-round staff members
- Maintain 30% (or more) of year-round staff members with lived experience
- Hire at least one FOCUS staff member who has diverse spoken language fluency (priority: Spanish)
- Update recruitments and job descriptions to include diversity language



Ensure the diversity of leadership reflects those served

- Identify needed talents and skills for board members to ensure critical experience is maintained
- Achieve 30% (or more) racial/ethnic diversity of board members
- Explore the potential for an ambassador program to target young people with energy for the FOCUS mission. Implement if viable.
- Ensure the diversity of board members with regard to language, age, financial standing, and applicable talents/professional backgrounds



Improve Internal Infrastructure

- Revise board of directors policies
- Review and revise organizational bylaws
- Establish a process to track key metrics and data
- Review and revise current employee performance evaluation process



Enhance the Quality of Employee Experiences

- Review job descriptions and update responsibilities
- Conduct salary surveys relative to other similar Atlanta non-profits
- Establish an employee onboarding program
- Offer at least one training/professional development opportunity to each staff member per year



Improve Recruitment and Training Programs

- Create a strategy for the recruitment of volunteer nurses to expand the pool for activities
- Evaluate the training program for employees and volunteers at all stages



Strengthen Funding Sources

- Develop & review contingency plans for economic fluctuations
- Explore and add five new strategic funding streams
- Establish a benchmarking/tracking process for grant administration
- Re-establish board fundraising committee



Enhance Donor Relationships

- Expand online giving options to make it easier to donate to FOCUS
- Audit Constant Contact and Salesforce database for automated communication capabilities
- Establish a process to obtain endowments/ID large donors



Enhance External Communications

- Improve marketing reach by 15% via a robust marketing plan
- Audit and update website
- Research digital engagement opportunities (marketing, community updates, fundraising, VLOGs, etc.)
- Assess the development of a one-stop mobile app



Establish Ongoing Organizational Continuity and Progression Plan

- Develop continuity files for all critical positions