

## Strategic Plan 2020 – 2023

Approved by the Board of Directors on June 27, 2019

<p><b>Our Vision</b></p>	<p>Persons with intellectual and/or developmental disabilities have access to programs, the community and resources that provide opportunities to live a meaningful and productive life.</p>
<p><b>Our Mission</b></p>	<p>To transform the lives of individuals with intellectual and/or developmental disabilities through social, vocational and educational connections to the community, while strengthening awareness and respect for individual abilities.</p>
<p><b>Who We Serve</b></p>	<p>STARability serves individuals 14 and older with an intellectual and/or development disability and we provide a community of support for their families and caregivers. Individuals and their families can become STARability members, whereby they have access to our programs, events and resources. STARability membership has surged 50% since 2016 and we now serve 280 individuals and their families. Our members come from Collier and South Lee Counties in Southwest Florida.</p>
<p><b>Our Programs &amp; Services</b></p>	<p>STARability accomplishes its mission in five ways:</p> <ul style="list-style-type: none"> <li>• Providing community-based social and recreational programs that focus on inclusion, teambuilding, healthy interaction, friendship and creative expression.</li> <li>• The pioneering Trailblazer Academy for daily community-based vocational training, self-directed employment opportunities, independent living skills education, health &amp; fitness and meaningful community engagement.</li> <li>• Advocating for inclusion through employment and community participation.</li> <li>• Providing opportunities for education and life-long learning.</li> <li>• Connecting individuals, families and caregivers with resources and support.</li> </ul>
<p><b>Our Goals 2020 – 2023</b></p>	<p>Our goals are classified in three strategic functional focus areas: Programs, Fundraising &amp; Development and Community Engagement &amp; Marketing.</p> <p><b>Programs:</b>  <b>The strategic focus is to refine and grow our existing programs and ensure their availability for current and future STARability members.</b></p> <ol style="list-style-type: none"> <li>1. <i>Identify options for facility expansion that can increase our physical space and grow participation in current and new programs.</i></li> <li>2. <i>Develop a staff surge capacity to respond to the demands of our staff-dependent programs and accommodate personnel tempo of arrivals, absences and departures.</i></li> <li>3. <i>Enhance the outcomes of the Trailblazer Academy and increase its seasonal capacity to serve more participants of varying ages and abilities.</i></li> <li>4. <i>Increase the inclusiveness and skills development of our programs as we provide more options for our members.</i></li> </ol>

## **Fundraising & Development:**

**The strategic focus is to ensure the sustainability of current STARability operations and establish a foundation for future growth and expansion.**

- 1. Raise a minimum of \$1 million annually at the Star Gala and widen the circle of major and corporate support, while positioning the event as a “must attend” function in the Naples charity event season.*
- 2. Create the capacity necessary for complex and comprehensive initiatives such as a capital campaign.*
- 3. Diversify revenue streams so that the Star Gala is no more than 50% of total revenue.*
- 4. Create a culture of philanthropy throughout all levels of the organization.*

## **Community Engagement & Marketing:**

**The strategic focus is to significantly expand awareness of STARability’s mission and work, demonstrate our impact in the community and build lasting partnerships.**

- 1. Build our credibility in the community with key leaders who can provide advocacy and support for the critical needs of our programs and services.*
- 2. Strengthen internal and external communications.*
- 3. Become the community leader for raising awareness and promoting respect for individuals with intellectual and/or developmental disabilities so that they can lead meaningful and productive lives.*

### Background and Context

STARability Foundation's roots date to 1982, when a group of parents formed a non-profit organization known for many years as the Foundation for the Developmentally Disabled (FDD). In 2018 we changed our name to reflect our focus on abilities, not disabilities. Our rebranding to STARability Foundation was bold and comprehensive and strengthened our focus on what people with intellectual and/or developmental disabilities can do. The rebranding was inspiring and was a catalyst for our growth and increasing recognition in Collier County. However, there is still much work to be done to bring attention to our mission and to refine our programs and services.

Our organization has experienced tremendous growth since 2016; membership has increased by over 40% in the past 3 years. More individuals and families are seeking our programs and services as the number of adults with intellectual and/or developmental disabilities in our community increases through relocation and aging-out of school-supported services. Our staff has grown from 2 full-time and one part-time employees, to 12 full-time and 2 part-time positions.

We have added a number of new programs, particularly the pioneering Trailblazer Academy (TBA), which is a full-time day program requiring substantial resources. It has gained respect and appreciation as an innovative solution that filled a void in the community, as its significant waitlist attests. Through the TBA we are providing access to job training, advocacy and opportunities for employment to people with intellectual and/or developmental disabilities who did not have them before, and the program participants have a fulfilling and meaningful way to spend their day. The TBA was ground-breaking for Collier County as a dynamic, community-based program. Our commitment to meeting the needs of the population we serve is giving our organization visibility and bringing awareness to the issues facing individuals with intellectual and/or developmental disabilities and their families. We are forming partnerships and facilitating access to resources that provide valuable information and assistance to our members and others in the community.

Funding from federal and state sources for disability services continues to be limited, causing many families to seek out private pay solutions. STARability is privately funded through donations, grants and program fees, and it is important that we focus on creating a long-lasting, sustainable organization so that the people who need us can count on our programs throughout their lives. We have distinguished ourselves with our professional, experienced, and compassionate staff that creates a safe, supportive and welcoming environment for the people we serve through our programs. Our programs are successful – the participants have found employment, increased their independence and social skills, improved their wellness and sense of belonging in the community, and much more.

We need to demonstrate that success through clearly defined measurements and metrics and by providing our staff with resources and certifications to enhance their capacity to serve our members and their families.

We must also strive for and maintain the utmost integrity and transparency in all that we do, with our members, staff, Board, donors and the community.

This plan is designed to build on our organizational strengths and successes so that we continue to fulfill the needs of our members while sustaining our day-to-day operations and also planning for future growth. This plan is also about striving to make strategic decisions that will have the greatest benefit for the people we serve and those in the community who will seek our services in the future.

## Future Opportunities

STARability Foundation recognizes the ongoing need for solutions to the wide-ranging challenges faced by individuals with intellectual and/or developmental disabilities in our community, and their families. This plan is purposefully flexible, so that we may quickly adapt to a rapidly changing environment. We realize that planning beyond 3 years is not practical for non-profit organizations in our contemporary era, so this plan is designed to address what we believe can be reasonably achieved in this short timeframe. However, we want to acknowledge the need for solutions and commit to supporting groups and individuals within our current resources.

To that end, we plan to facilitate discussions, participate in forums, provide meeting space, form committees and lend limited administrative support to individuals and groups working on issues such as housing, medical advocacy, and government funding. By supporting those efforts, we also underscore the critical need for our services and programs as we serve a growing and yet underserved population that is adjusting to changing attitudes and shifting levels of support.

### Program Goals: 2020 – 2023

**Goal 1:** *Identify options for facility expansion that can increase our physical space and grow participation in current and new programs.*

#### Strategies:

- a) Conduct a community-wide needs assessment to determine the potential demand for existing and future programs and other opportunities.
- b) Establish a Facilities Committee to explore options for land and/or buildings and identify sources of support to fund the construction and maintenance of a facility.
- c) Create a business plan for building a more spacious STARability center that will enable more programming and staff to serve more people of varying abilities.

**Goal 2:** *Develop a staff surge capacity to respond to the demands of our staff-dependent programs and accommodate personnel tempo of arrivals, absences and departures.*

#### Strategies:

- a) Establish relationships with local universities and technical colleges to recruit trained professionals.
- b) Increase professional education opportunities and personnel benefits for employees (i.e. tuition assistance, overtime pay).
- c) Outline future staffing needs and create job descriptions that can be implemented when required.
- d) Expand job advertisements to nationwide publications.

**Goal 3:** *Enhance the outcomes of the Trailblazer Academy and increase its seasonal capacity to serve more participants of varying ages and abilities.*

#### Strategies:

- a) Provide the staff with better tools to assess and report on measurable outcomes.
- b) Schedule additional 1:1 time for staff with participants that is person-centered to understand personal abilities, opportunities for growth/development, preferences, employment goals, interests and skills.
- c) Increase public recognition of vocational partners via STAR Awards to encourage more businesses to provide training and employment.

- d) Develop a business forum for networking and where we highlight the value and benefit of hiring people with intellectual and/or developmental disabilities.
- e) Submit grant proposals to NCEF to expand the Junior Trailblazer Academy for 14 to 21-year-olds.

**Goal 4:** *Increase the inclusiveness and skills development of our programs as we provide more options for our members.*

### Strategies:

- a) Enhance our volunteer recruitment, training and retention efforts so that we can have long-term program support and expansion.
- b) Develop a social enterprise program with existing art projects (photography) and expand the cement décor product line, providing creative & employment opportunities.
- c) Add additional social events that promote inclusiveness (night club model).
- d) Promote lifestyle fitness with a “gym club” or similar program offering.
- e) Add vocational training to life skills cooking (i.e., teach culinary skills).

## Fundraising & Development Goals: 2020 – 2023

**Goal 1:** *Raise a minimum of \$1 million annually at the Star Gala and widen the circle of major and corporate support, while positioning the event as a “must attend” function in the Naples charity event season.*

### Strategies:

- a) Recruit a Star Gala committee that includes more influential community members.
- b) Assign a targeted list of businesses for corporate sponsorship opportunities to committee members, Board and staff.
- c) Clearly articulate the case for support through the live auction appeal and ongoing event messaging.
- d) Create a professional event website, marketing materials and a digital communications plan.
- e) Produce a mission-based video to play before the Fund a Need appeal that reflects on what the revenue from the previous year’s Gala did for STARability to open hearts and inspire giving.
- f) Seek more media coverage pre- and post- the Gala.
- g) Develop new and ongoing relationships with sponsors and auction donors through offerings of corporate sponsorship programs and vocational partnerships.

**Goal 2:** *Create the capacity necessary for complex and comprehensive initiatives such as a capital campaign.*

### Strategies:

- a) Upgrade the organization's donor management system to include integration, enhanced communication features, wealth engine data and better donation tracking.
- b) Establish systems to track and manage donors and prospects relationships.
- c) Activate the Development Committee with a focus on major gifts and donor cultivation.
- d) Create an annual fundraising plan with buy-in from the Development Committee and the Board of Directors.
- e) Create a case for support for campaigns to fund the Trailblazer Academy, the STAR Store and the critical needs of our programs.
- f) Articulate a vision for a center that would result from a Capital Campaign by involving staff, the Board and the community in visioning sessions.

**Goal 3:** *Diversify revenue streams so that the Star Gala is no more than 50% of total revenue.*

### Strategies:

- a) Launch the Star Store Upscale Resale & Stellar Art, with a net revenue goal of \$54,000 in the first year of operations.
- b) Launch a Major Donor Gratitude campaign that targets our top 30 donors by assigning communication tasks to Board members and staff.
- c) Create and launch Planned Giving and Corporate Sponsorship programs.
- d) Actively pursue 3<sup>rd</sup> party beneficiary programs through Board connections.
- e) Evaluate fee structures and scholarship limits for the Trailblazer Academy.
- f) Maximize online revenue streams by using social media and email to educate and encourage participation in charitable giving opportunities that STARability is now positioned to receive and benefit from.
- g) Pursue more revenue from grants by identifying additional facets of need.

**Goal 4:** *Create a culture of philanthropy through all levels of the organization.*

### **Strategies:**

- a) Establish a Board giving policy that includes tracking the recruitment of donors to encourage more community outreach.
- b) Encourage staff to share stories about members that capture “shining light on ability.”
- c) Create monthly opportunities for giving in our messaging.
- d) Publish a quarterly article for our newsletter/website that acknowledges new corporate sponsors, partners and grants received.
- e) Create a template for ongoing social media posts that give donors/partners specific examples of what their funding/partnership has made possible.
- f) Recognize major donors on our website with stories about who they are and why they give that can be shared on social media and elsewhere.
- g) Encourage an attitude of gratitude among staff through an off-season staff appreciation reception.
- h) Educate families and the community on ways to give of time and talent as well as treasure.

## **Community Engagement & Marketing Goals: 2020 – 2023**

**Goal 1:** *Build our credibility in the community with key leaders who can provide advocacy and support for the critical needs of our programs and services.*

### **Strategies:**

- a) Increase our presence at community events through the Chamber of Commerce (Naples and Bonita Springs), Greater Naples Leadership, university alumni groups, Rotary Clubs, and other organizations.
- b) Publish annual reports by November 1.
- c) Meet with County and City government leaders to encourage passage of resolutions that designate Naples and Collier County as inclusive communities and to establish ongoing relationships.
- d) Leverage Board of Directors relationships with business and community leaders and actively create ongoing dialogues.
- e) Initiate a direct mail campaign to targeted key leaders to introduce them to STARability and add them to our quarterly newsletter email list.

**Goal 2:** *Strengthen internal and external communications.*

### Strategies:

- a) Integrate communications systems across all platforms for maximum efficiency and impact (website, donor database, email marketing, newsletter).
- b) Establish an evaluation process for new ideas that serves as a guideline for the Board and staff.
- c) Update the quarterly newsletter with a more modern design, layout and articles that focus on accomplishments/successes, partnerships, volunteerism and donor relations.
- d) Develop a communications plan with social media strategies, a calendar for press releases, blog posts and feature stories.
- e) Initiate quarterly all-staff meetings to share updates on organizational direction and welcome input.

**Goal 3:** *Become the community leader for raising awareness and promoting respect for individuals with intellectual and/or developmental disabilities so that they can lead meaningful and productive lives.*

### Strategies:

- a) Write editorials in NDN and other publications, and appear in radio, television, and streaming social media to raise awareness for issues ranging from employment, housing, inclusion and access to services.
- b) Nominate program staff for professional skills training, recognition and awards that demonstrate commitment to their profession and dedication to being change agents.
- c) Host quarterly Family Forums that educate the community on topics of interest/concern to our families and highlight the critical need for our programs and services.
- d) Collaborate with other organizations, to include the sharing of results and best practices, to promote a sense of common dedication to community concerns and avoid unnecessary duplication or overlap.
- e) Identify community events such as the Naples Christmas Parade that our members can participate in to enhance our visibility and promote inclusion.
- f) Celebrate inclusion with an annual STAR Fest that our members and staff help to organize where we present awards to community leaders & businesses that champion inclusion.