

# STRATEGIC PLAN 2020-2023



Originated: 01/2020

Revised: 01/2021



## Purpose

The purpose of this plan is to guide future priorities and decisions for Flinthills Services, Inc. to focus their work during the years 2020-2023. The plan addresses three strategic focus areas: Grow and Diversify Revenue Sources, Ongoing Individualized Development for People Served, Develop and Retain Quality Workforce,

## Plan Format

**Strategic Focus Areas:** Based on themes derived from data and stakeholder input, these areas are the focus of planning efforts.

**Goals and Objectives:** Based on discussions of “what success would look like” for each focus area, goals represent an overall desired end-result and objectives provide specific results to be achieved.

**Performance Measures:** Methods to track desired changes in productivity, effectiveness, efficiency and/or resource acquisition.

**Strategies:** The general means or methods used to arrive at the desired goal. Deadlines are reflective of the timelines for initial action steps, not the completion of the strategy as a whole

**First Step Action Plans:** First steps to operationalize strategies, associated with champions to facilitate the change effort, and a proposed timeline for the activity.

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This is to encourage using what is learned to adopt, adapt, or abandon tactics over time.

**Champions:** For each strategy, the person(s) who will initiate steps, track progress, and engage others in ongoing strategic thinking and doing.

# From the Executive Director

**Kathy Walter**

*Flinthills Services, Inc.*

*Executive Director*

We at Flinthills Services, Inc. are firm in our commitment to help persons with intellectual and developmental disabilities (I/DD) live life with dignity and purpose. By treating people with respect, promoting independence, and advocating for creative solutions, Flinthills Services is having a greater impact on the persons with I/DD and their families in Butler County than ever before.

The board of directors, management, and staff at Flinthills Services Inc. takes its mission very seriously, and are constantly looking for ways to improve. This Strategic Plan provides a roadmap for us to identify goals and reach them. It is a broad framework that will help guide us and ensure that our impact on the community continues to grow, while being excellent stewards of the funds that are entrusted to us. As we developed our Strategic Plan, we consider the impact of many factors including: expectation of persons served and stakeholders, the competitive environment, financial opportunities and threats, the organizational capabilities, social determinants of health, the organization's relationship with external stakeholders, the regulator and legislative environments, the use of technology for efficient, effective service delivery, and information from the analysis of performance.

We are excited about the direction of the organization, and grateful for the opportunity to help improve the lives of the clients that we serve. This work could not be done without the support and good will of our community partners. We look forward to the future as we continue striving to provide the highest quality services for persons with I/DD in Butler County.

# Strategic Focus Area 1

## Grow & Diversify Revenue Sources

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### GOAL

Have effective, ongoing funding strategies and strong business strategies, taking into consideration financial opportunities, threats, our organizational capabilities, and the social determinants of health that impact persons served.

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### OBJECTIVES

- Increase financial stability while decreasing reliance on individual revenue sources
- Flinthills Services, Inc. has name recognition in the communities we are a part of.
- Flinthills Services, Inc. and our staff are known as experts and a resource to the community.
- Engage volunteers with skills that will help grow the organization

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### DASHBOARD MEASURES

- Increased donations
- Exceed projected revenue
- Increase in corporate and individual donors
- Added grants as a revenue source

- Increase revenue from business enterprise
- Increase number of volunteers
- Decrease reliance on paid staff
- Timeline for fund development plan is in place



## STRATEGY AND ACTION STEPS

### 1.1. Grow funding from grants

**[Deadline: December 2022]**

- 1.1.1. Identify Grant writing expertise needed. Including whether to use an individual or company, research and identify opportunities
- 1.1.2. Identify purpose(s) for which grants are sought
- 1.1.3. Reach out to other nonprofits for grant writing resources
- 1.1.4. Start search for grant writer

### 1.2. Engage in target marketing to reach both individual and corporate donors **[Deadline: Ongoing]**

- 1.2.1. Develop a list of potential donors, identify key contacts and team contacts
- 1.2.2. Develop messaging for specific targets
- 1.2.3. 1.2.3 Schedule meetings with potential donors

### 1.3. Complete logo, tagline, and website.

**[Deadline: June 2021]**

- 1.3.1. Complete all versions of new logo
- 1.3.2. Get website up and running
- 1.3.3. Complete marketing and fund development brochure

## Champions

1.1 Mary, Jeff, Helen

1.2 Bryan, Kathy.

1.3 Kathy

# Strategic Focus Area 2

## Ongoing Individualized Development for People Served

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### GOAL

Provide people served with a variety of activities and opportunities equip them to be engaged in their community and trained, skilled employees, taking into consideration expectations of our clients, our stakeholders, and demographics of our service area.

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### OBJECTIVE

- People served by Flinthills Services, Inc. are living as independently as possible and are able to fully experience their community.
- Flinthills is a well-known service provider and partner in the community. We are sought-out for volunteer, employment and donor opportunities.
- People we serve are able to explore more community engagement opportunities.

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### DASHBOARD MEASURES

- Increased internal and external job opportunities
- Increased space available for training in jobs

- Increased internal and external volunteer opportunities
- Increase in people completing job readiness program
- Increased person served volunteer hours
- Participation in living skills curriculum
- Increase in client employment and volunteering in the community
- Increased reported satisfaction among clients



**2.1** Implement specific job skills training area  
**[Deadline: Jan 2021]**

- 2.1.1** Create or obtain job skill training curriculum
- 2.1.2** Identify program capacity and participants
- 2.1.3** Specific job and volunteer shadowing
- 2.1.4** Employment / long term volunteer placement
- 2.1.5** Ongoing follow up with employers for satisfaction

**2.2** Establish relationships with local businesses to cultivate potential job and volunteer opportunities  
**[Deadline: Feb 2023]**

- 2.2.1** Determine skills available
- 2.2.2** Create a tool to communicate understanding of benefits to clients and organizations and businesses
- 2.2.3** Create a risk management plan
- 2.2.4** Plan program logistics and conduct outreach
- 2.2.5** Define success

**2.3** Implement specific daily living skills curriculum and training  
**[Deadline: Jan 2021]**

- 2.3.1** Review what we do now with staff and clients
- 2.3.2** Identify the things we keep, don't, and what we add

**STRATEGIES AND ACTION STEPS**

- 2.3.3 Identify what and who is needed to address issues
- 2.3.4 Communication skills/social skills
- 2.3.5 Find a way to implement them in a that is meaningful to persons served.

**2.4** Recognize and respond to trends in serving people with developmental disabilities  
**[Deadline: Ongoing]**

- 2.4.1 Add other resources for training, gaining information in addition to InterHab. Possibilities include WSU, ANCOR, ACCESS)
- 2.4.2 Participate in identified additional resources as appropriate
- 2.4.3 Analyze the impact of trends and how Flinthills Services, Inc. responds
- 2.4.4 Operationalize & communicate response within the organization

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## Champions

- 2.1 Mark L.
- 2.2 Mark L., Amy
- 2.4 Melissa, Sierra
- 2.4 Kathy



# Strategic Focus Area 3

## Develop and retain quality workforce

### GOAL

Flinthills employees are well-trained in specialized areas, they are empowered, engaged, and dedicated. Employee recruitment and onboarding processes are efficient and effective.

### OBJECTIVES

- Flinthills Services, Inc. is a coveted place to work.
- Staff know they are valued members of the organization.
- Staff are able to develop expertise in serving people with developmental disabilities

### DASHBOARD MEASURES

- Decrease overtime
- Increase employee satisfaction
- Increase staff survey response rate
- Increase agency reporting on how they are responding to feedback
- Increased retention rate
- Increase training opportunities

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## STRATEGIES AND ACTION STEPS

### 3.1

Utilize creative scheduling  
[Deadline: July 2020]

- 3.1.1 Collect input from staff on schedules
- 3.1.2 Staff rotation
- 3.1.3 Re-evaluate resident needs
- 3.1.4 More cross training between departments
- 3.1.5 Revisit second shift production
- 3.1.6 Collect input from residents
- 3.1.7 Explore alternative schedules
  - Part time day employment (college students, disabled, vet)
  - Flexible college student schedules

### 3.1

Seek staff input on new programs  
[Deadline: Ongoing]

- 3.2.1 Conduct surveys of staff for ideas and preferences
- 3.2.2 Add feedback opportunities to annual evaluations
- 3.2.3 Hold 1:1 meetings with supervisors or one up
- 3.2.4 Create an anonymous suggestion box
- 3.2.5 Respond to suggestions in suggestion box
- 3.2.6 Follow up with new hires/transfers in 90 & 180 days after they start, focus on training needs
- 3.2.7 Explore staff in-service opportunities with breakouts to learn more about specific topics.

### 3.3

Be creative with small, non-monetary incentives  
[Deadline: May 2020]

- 3.3.1 Management replies all to at least two people a week
- 3.3.2 Decide which incentives to implement and how:

- Travelling trophy, parking place, employee of the month, donuts for DSPs, extra breaks, birthday shout outs, t-shirts, gift cards, gold stars, and drawings.

**3.4** Explore new recruitment ideas  
**[Deadline: Feb 2021]**

**3.4.1** Conduct outreach to new potential sources to assist in recruitment including:

- Contact universities and community colleges re: foreign students and how to reach them
- Contact workforce center for recruitment assistance. Including foreign workers
- Connect to DCF to see if there are opportunities to recruit TANF or SNAP recipients who are needing work
- Senior workforce – senior Services

**3.1** Rachel

**3.2** Rachel, Mark L.

**3.3** Loagan

**3.4** Kathy

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**Champions**

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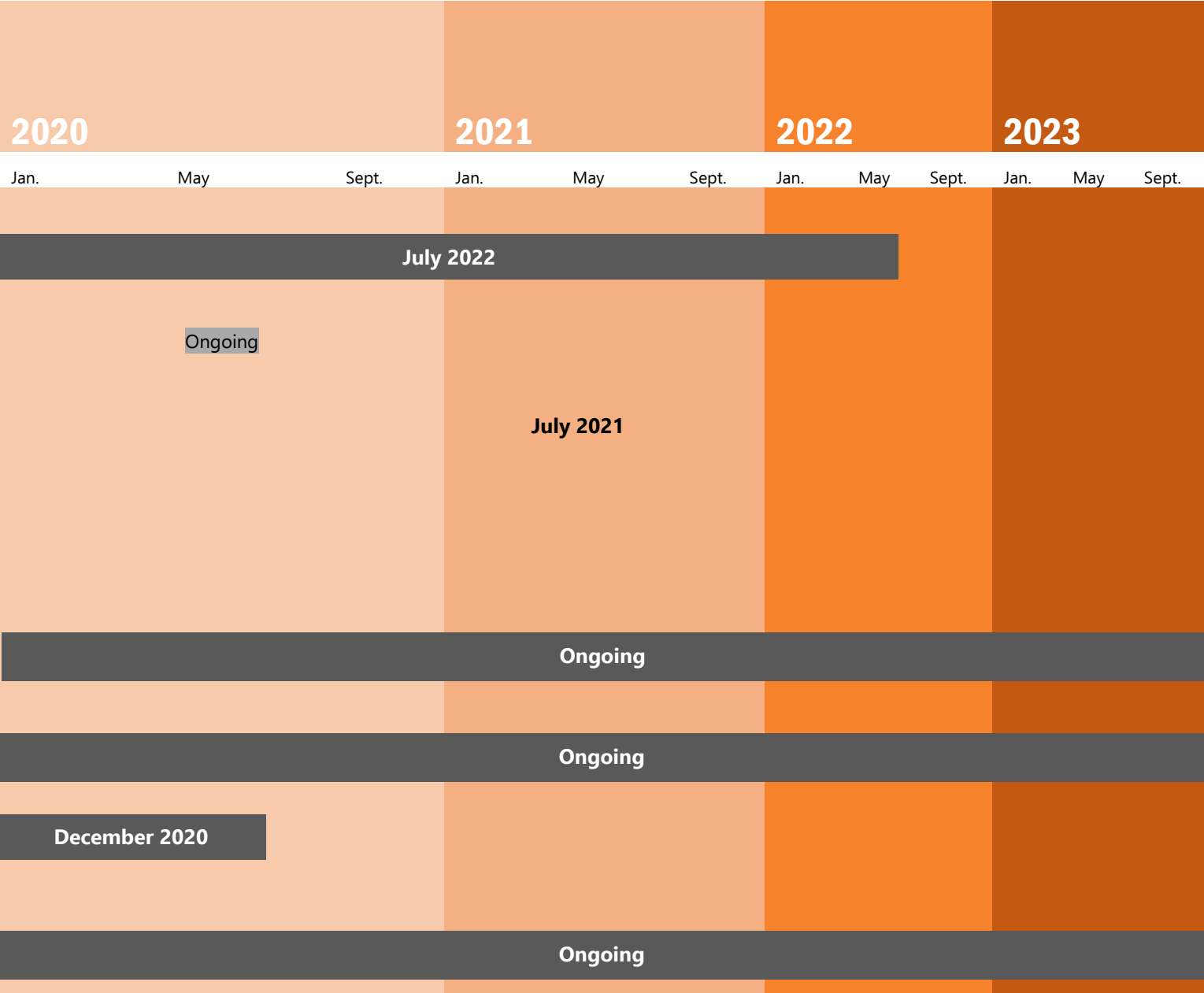
# Timeline

**Focus Area 1: Revenue**

- Strategy 1.1: Grow funding from grants
- Strategy 1.2: Engage in target marketing to individual and corporate donors.
- Strategy 1.3: Complete logo, tagline, and website

**Focus Area 2: Individualized Development**

- Strategy 2.1: Implement specific job skills training area
- Strategy 2.2: Establish relationships with local businesses to cultivate potential job and volunteer opportunities
- Strategy 2.3: Implement specific daily living skills curriculum and training
- Strategy 2.4: Recognize and respond to trends in serving people with developmental disabilities



**Focus Area 3: Workforce**

Strategy 3.1: Utilize creative scheduling

July 2020

Strategy 3.2: Seek staff input on new programs

Ongoing

Strategy 3.3: Be creative with small, non-monetary incentives

March 2020

Strategy 3.4: Explore new recruitment ideas

March 2020

# Moving Forward

This plan aligns with the mission of Flinthills Services, Inc. to provide the highest quality of supports to Kansans in Butler County with disabilities, accomplishing this through the efforts of choice, commitment, empowerment, individuality and growth. The strategic planning effort was informed by stakeholder input, as well as data related to trends, conditions, challenges, and opportunities.

A first and crucial step to ensuring a strategic plan's effectiveness is clearly communicating the roles of stakeholders. When they understand their roles, stakeholders actively work together to implement strategies, learn from their efforts, adapt, and continue to move forward until the desired outcomes are accomplished. During the planning process, champions were identified for each focus area strategy. These champions will not necessarily be the ones doing the work associated with their named strategy; instead, they will *facilitate* the work. Performance measures will be used to track changes in productivity, effectiveness, and/or efficiency. Over time, Flinthills Services, Inc. will be able to see progress towards objectives in each focus area, leading the organization to achieve their overall desired end-results.

**This strategic plan will be a living document.** Updates will constantly inform, and perhaps change, the course of the plan. Adaptability insures that the organization may stay attuned to the needs of their stakeholders—those they serve, staff, and volunteers. These recommended steps will help to insure Flinthills Services, Inc. makes progress toward stated goals and objectives:

- The Flinthills Services, Inc. board, serving in their governance capacity, should review, revise as needed, and approve the plans.
- Ongoing strategic 'thinking and doing' is required if any progress is to be made toward goals and objects. WSU has provided (separately) a 90-120 Day Strategic Thinking and Doing Worksheet. This tool can guide the work of leaders as they implement strategies, monitor progress, and adapt strategies based on what is learned.

*A design team, composed of board leadership and members from the Wichita State University Community Engagement Institute, facilitated this planning process*



**Flinthills Services, Inc**

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