



FrontLine
Service

Reaching out. Resolving crisis.

FrontLine Service Strategic Plan 2016-2020

2016 – 2020 Strategic Plan Content

- Mission
- Strategic Direction
- Values
- Strategies/Goal Statements
- Action Plan Summaries
- Measures of Success

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

2019-20 Strategies (1 of 2)

- **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.

2019-20 Strategies (2 of 2)

- **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 identify 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