

2011-13

Strategic Plan

Autism Society Tidewater Virginia



AST
2011-13



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Autism Society Tidewater Strategic Plan

Executive Summary

*We are pleased to present the Autism Society Tidewater FY11-13 Strategic Plan. It represents a significant effort by the members of our Strategic Planning Working Group to help make our organization a resource of choice for our members and successful in the execution of its missions. Strategic Planning is an iterative process that identifies where an organization must focus (**mission**), where an organization would like to be (**vision**), and how it intends to get there (**core values, guiding principles, and goals**). The Strategic Planning Working Group will continue to work this year on the development of tasks to support the attainment of the goals listed below and associated action plans to accomplish them.*

This is the first comprehensive effort in some time to take a critical look at our operations and our current and expected environment in order to plan for our future. We intend to ensure that Strategic Planning will be a continuous process. On an annual basis we will review our Strategic Plan and update it as necessary based on the changes to our environment, missions, and resources.

We greatly appreciate the hard work and effort that all involved have put into this critical Strategic Planning process. We are sure that it will pay off for both our stakeholders and our members. Here are the resultant Vision, Mission, Core Values, Guiding Principles, and Goals for Autism Society Tidewater:

Mission:

Autism Society Tidewater Virginia serves the Tidewater community by promoting autism awareness and providing autism-related education, resources, and services.

Vision:

An organization that offers the most effective services to improve the quality of life for all individuals affected by Autism, by promoting awareness, offering education and training, and providing activities through a network of dedicated staff, volunteers, and professionals.

Core Values:

- *Integrity*
- *Volunteer Service*
- *Excellence*
- *Respect*

Guiding Principles:

- *Accountability for all actions at all times and ethical behavior in every aspect of our program*
- *Commitment and responsibility for the duties we accept*
- *To continually strive to improve performance and professionalism through responsible stewardship of our people and resources*
- *To treat each other with respect, fairness and dignity in all our interactions with our members and those we serve*

In order to achieve realization of the vision, Autism Society Tidewater has established three strategic goals. These goals are centered around three pillars of success for the organization.

Goals:

Improve Services Offerings to the Tidewater Community:

- Promote Autism Society Tidewater Autism Society Tidewater Branding
- Establish Effective Partnerships
- Increase Awareness
- Increase Funding

Develop and Retain a Dedicated Cadre of Volunteers :

- Increase Volunteer Recruitment Effort
- Increase Membership

Improve the Autism Society Tidewater:

- Improve the Autism Society Tidewater Facility

Autism Society Tidewater Strategic Plan

Overview of Strategic Planning

Strategic Plan Components

Autism Society Tidewater’s strategic planning process provides a structure that drives our organization from strategic priorities to tactical implementation (Figure 1). This approach sets the foundation for Autism Society Tidewater to build and implement a strategy based on a Vision and Mission, linked by Core Values, Guiding Principles and measured through a holistic framework.

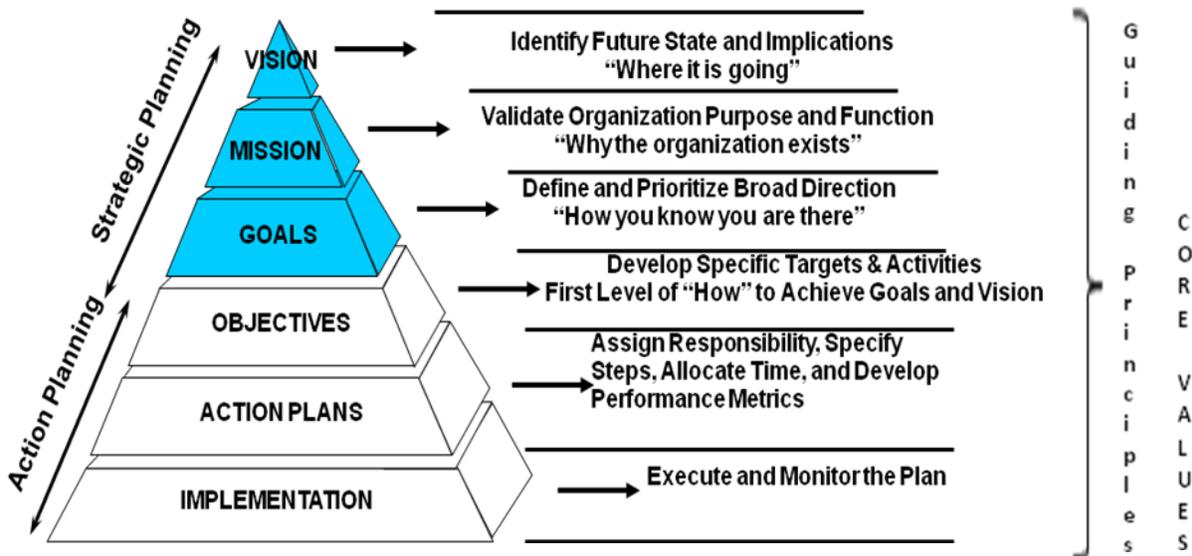


Figure 1: Strategic Plan Model

At the peak of the pyramid, the Vision expresses what the Autism Society Tidewater wants to be in the future – what the organization is trying to achieve. The Mission captures the purpose and enduring nature of the organization. Directly supporting the Mission are the Goals, which are broad statements of intent and strategic change that, when taken collectively, represent how the Mission and

Vision will be realized. The Objectives and Action Plans that will be developed by board members subsequent to the release of the Autism Society Tidewater FY11-13 Strategic Plan and will provide specificity about how the Goals will be accomplished. Guiding Principles and Core Values are the values and philosophy of an organization that guide the behavior of its members and provide a foundation for everything we do. While strategy is developed from the top of the pyramid and moves downward, execution of that strategy, including measurement and monitoring, starts at the bottom and moves upward.

Guiding Principles or Core Values are the values and philosophy of an organization that guide the behavior of its members and describe how people in the organization are expected to relate to each other and their stakeholders. Every organization should be guided by a set of values and beliefs. They provide an underlying framework for making decisions – part of the organization’s culture.

Values are often rooted in ethical themes, such as honesty, trust, integrity, respect, fairness. Values should be applicable across the entire organization and leaders need to commit to and model the behaviors. Values may be appropriate for certain best management practices – best in terms of quality, exceptional customer service, etc.

Strategic Planning Approach

The Autism Society Tidewater board members are implementing a comprehensive, actionable strategic planning approach as illustrated in Figure 2. The board members will conduct a document review to augment "first hand" information and ensure alignment with higher authority strategy and guidance. These core components will allow board members to analyze relevant strategic plans, gain a broad perspective on the current Autism Society environment, and identify challenges and enablers to execute the Autism Society Tidewater Vision and Mission.

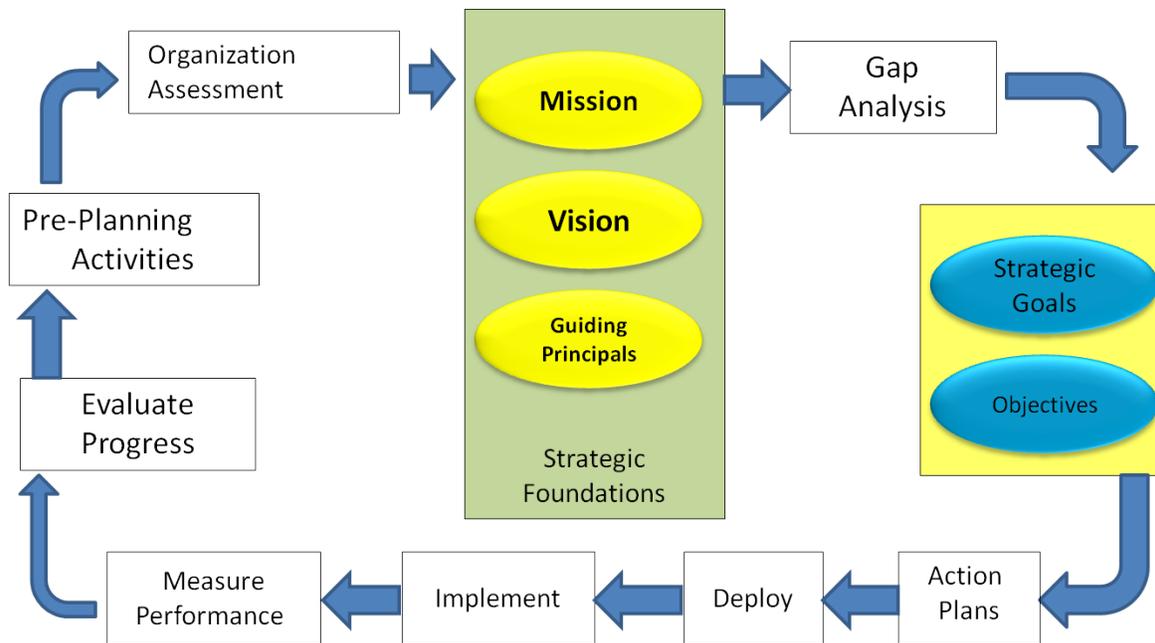


Figure 2: Autism Society Tidewater Strategic Planning Approach

In December of 2010, the board members convened to review and discuss the current environment as well as to develop the Vision, Mission, Goals, Guiding Principles and Core Values to guide Autism Society Tidewater Autism Society Tidewater for the next three years. The board will reconvene to develop supporting Objectives to reach the goals and an Action Plan that will enable execution of Autism Society Tidewater Strategic Plan. The Objectives and Action Plan will be implemented, monitored and revised as required. With a clear strategic direction and path to realize the Goals and Objectives, the Strategic Plan provides the framework for Autism Society Tidewater to make decisions and allocate resources to meet our priorities.

Governance

The board members will provide oversight and monitor the progress of implementing and periodically updating the Autism Society Tidewater Strategic Plan. The board president will serve as the overall champion for the Strategic Plan. Other designated board members will also oversee implementation of the Strategic Plan and leverage key leaders and stakeholders for support. When developed, each Objective supporting the Goals will have an assigned lead that will be responsible for execution of the Action Plan established to reach the Objective. Each Action Plan will detail the steps necessary for successful implementation and define “who does what by when” by assigning responsibility

for execution and by providing a timeline, against which, progress will be measured. The Objective Lead will report at a designated periodicity to the board president. The board will meet semi-annually to review implementation progress and make corrections as needed. At one of the meetings, the board will review the entire Strategic Plan for potential revisions. This comprehensive governance structure ensures the Strategic Plan will be a living, driving force guiding the direction of Autism Society Tidewater.



Autism Society Tidewater Strategic Plan

Vision

An organization that offers the most effective services to improve the quality of life for all individuals affected by Autism, by promoting awareness, offering education and training, and providing activities through a network of dedicated staff, volunteers, and professionals.

Autism Society Tidewater will be recognized as an organization of excellence and premier partner sought out by the community for all Autism related activities.

We will be a model to other organizations with respect to our education and training program, be recognized as educational experts through expansion and implementation of our internal and external education and training offerings and initiatives and we will serve as a basis of Autism awareness providing available, competent, enthusiastic volunteers to meet the situation when called upon.

We will actively recruit and train our members to meet their duties and responsibilities and we will continually evaluate the skills of our members and align our capabilities and resources appropriately with our vision. Our members will be strong beyond the basics and will possess the capabilities to excel in any task assigned.

We will be trusted by national Autism Society and by our community for our experience, knowledge, decision making, taking responsibility for our actions and serving as role models for other volunteer organizations that duplicate or mirror our mission set.

Our processes will be continuously improved, repeatable where required, and consistent to effectively and efficiently use our resources and ensure that we provide the best services and programs to our community. Our members will be held accountable for this effective and efficient use of our resources.

Autism Society Tidewater Strategic Plan

Mission

Autism Society Tidewater serves the Tidewater community by promoting autism awareness and providing autism-related education, resources, and services.

Our mission is, in essence to serve the Tidewater community as the premier component of Autism awareness and education. The Autism Society Tidewater will be positioned to meet our mission requirements while serving as strong stewards of funding dollars and other financial and material resources.

As members of Autism Society Tidewater, we owe it to our Commonwealth and our local community to dedicate our volunteer efforts to serve through the quality execution of our mission. By doing so, we also prepare ourselves to provide exceptional service to our region and the rest of our state.

We cannot support our national organization or perform our local goals appropriately without the help of dedicated and well trained volunteers. We recognize that our volunteers are our most important asset. We will be always mindful of this fact as we carry out our business and will strive to ensure that the valuable time they give to our organization is recognized and that we try to make our member's time worth their while in hopes that they attain personal satisfaction by being a member of Autism Society Tidewater.

Autism Society Tidewater Strategic Plan

Core Values

- Integrity
- Volunteer Service
- Excellence
- Respect

Autism Society Tidewater's core values reflect how we choose to act as an organization; it's a statement of how we choose to treat our fellow members, our community, and the public at large. They reflect our organization's institutional commitment – as well as our members' personal commitment to volunteer service. All members must demonstrate and model our core values in their personal behaviors, in their decision making and interpersonal interaction. The core values cannot be compromised.

Integrity - This is the very fiber of all core values; without it all other core values cannot prevail. It is the cornerstone for all that is moral and just in our community. It is more than simple honesty. It embraces other attributes such as courage, responsibility, accountability, justice, openness, self-respect, and humility. Lastly, this core value means Autism Society Tidewater members must practice the highest standards of self-discipline.

Volunteer Service: All Autism Society Tidewater volunteers willingly give of their time, energy, and personal resources. As a minimum, this core value implies a commitment on the part of all members to place the organization's purposes in high esteem. This process starts with the member's agreement to abide by our basic core values. In this regard, self-discipline is an absolute must.

Excellence: This core value reflects Autism Society Tidewater's continuous effort to be the very best, and to consistently improve its service to our community. From personal appearance to resource management, excellence must be the goal of all Autism Society Tidewater members.

Respect: Autism Society Tidewater members come from all walks of life. Therefore, it is extremely important that members treat each other with fairness and dignity and work together as a team. To do otherwise would seriously weaken Autism Society Tidewater's ability to accomplish the mission.

Autism Society Tidewater Strategic Plan

Guiding Principles

- *Accountability for all actions at all times and ethical behavior in every aspect of our program*
- *Commitment and responsibility for the duties we accept*
- *To continually strive to improve performance and professionalism through responsible stewardship of our people and resources*
- *To treat each other with respect, fairness and dignity in all our interactions with our members and those we serve*

Our Autism Society Tidewater Guiding Principles are part of our organizations culture and reflect our core values. They provide a broad philosophy that guides us through our dealings, irrespective of any changes in our goals, strategy, mission or leadership. They are our fundamental rules of action or conduct that provide a sense of the requirements and obligations of how we expect our members to conduct themselves.

There are other guiding principles that we, as members of Autism Society Tidewater adhere to that are not listed, for example - the principle that we will never sacrifice safety in anything we do.

Autism Society Tidewater Strategic Plan

Goal Improve Service Offerings

- Promote Autism Society Tidewater Autism Society Tidewater Branding
- Establish Effective Partnerships
- Increase Awareness
- Increase Funding



Strategic goals define what is required to move our organization toward its vision. They are long-range performance targets that are consistent with our organization’s mission, requiring a substantial commitment of resources and achievement of short-term and mid-term supporting plans. Achievement of strategic goals moves our organization closer to realizing our vision.

Objective: Promote Autism Society Tidewater Autism Society Tidewater Branding – We will realize this objective by: **Increasing Community Awareness of Autism Society Tidewater.**

To accomplish this we need to:

Task	POC	Due Date
1. Develop Autism Society Tidewater brochures to be distributed throughout the community.		
2. Prepare and distribute membership mailings on a monthly basis.		
3. Get better at networking by identifying key autism and disability related events, organizations or networking opportunities to attend or align ourselves with.		
4. Work to put a “personal” voice on Autism Society Tidewater by creating a video to use in presentations or online		
5. Expand media relations by identifying key television, radio, and print media partners to partner with		
6. Seek out advertising opportunities in various media outlets including online advertising		
7.		
8.		

Objective: Establish Effective Partnerships - We will realize this objective by: **Partnering with Local Schools.**

To accomplish this we need to:

Task	POC	Due Date
1. Develop an Autism Awareness/Autism Society Awareness school presentation to educate children and teachers about Autism, esp during autism awareness month.		

We will also realize this objective by: **Establishing an Outreach Program to the medical, university, military, pre-school, and daycare communities**

To accomplish this we will need to:

Task	POC	Due Date
1. Put together a “new parent” booklet to distribute at doctor’s offices.		
2. Develop an updated Autism training/awareness presentation to deliver to college students, pre-school and daycare workers, and other volunteer networks.		
3. Create a “military liaison” representative who will stay up-to-date with issues that face military families and the EFMP program.		
4. Continue with Project ACT		



EVMS Norfolk, VA

Objective: Increase Awareness within the legislative community - We will realize this objective by: **Establishing Partnerships/Relationships with Public Policy Experts.**

To accomplish this we will need to:

Task	POC	Due Date
1. Reach out to local and state legislators and lobbyists.		
2. Let our members know when an important Autism		

related bill is coming up.		
3. Get members through meetup.com to write down what they want to contribute to legislative concerns.		
4. Start lobbying for bills that affect people with Autism.		
5. Encourage a board member to join Partners in Policymaking Program training thru The Virginia Board For People With Disabilities		

Objective: Increase Fundraising - We will realize this objective by: **Locating Local National Companies that Donate Money.**

To accomplish this we will need to:

Task	POC	Due Date
1. Encourage local businesses and corporate entities to become a “proud sponsor” of the Autism Society		
2. Develop sponsorship program including a major presentation to potential corporate sponsors outlining the sponsorship levels, autism awareness information, and benefits for sponsoring The Autism Society		

We will also realize this objective by: **Writing a Successful Grant Request.**

To accomplish this we will also need to:

Task	POC	Due Date
1. Arrange for Grant Writing training.		
2. Identify available grant writing opportunities and attempt to write at least two grants before the end of the year.		

We will also realize this objective by: **Gaining board member commitment**

To accomplish this we will also need to:

Task	POC	Due Date
1. Gain board member financial commitment and allow board members to meet this goal by personal means or implementing their own fundraiser.		
2		

Autism Society Tidewater Strategic Plan

Goal Dedicated Cadre of Volunteers

- Increase Volunteer Recruitment Effort
- Increase Membership

Objective: Increase Volunteer Recruitment Efforts. - We will realize this objective by: **Increasing our Volunteer Base by Finding More Avenues.**

To accomplish this we will need to:

Task	POC	Due Date
1. Find out who our stakeholders are so that we can “beg” for involvement.		
2. Promote volunteering at schools - especially ones that have student community service requirements.		
3. Develop directory of collegiate level student volunteers		
4. Advertise volunteer opportunities on our website, meetup, and during monthly meetings.		
5. Advertise intern opportunities on our website, meetup, university serve lists, Craigs List, Facebook, and at Volunteer Hampton Roads		

We will also realize this objective by: **Holding Annual Volunteer Recognition Dinners.**

To accomplish this we will also need to:

Task	POC	Due Date
1. Determine when and where to hold volunteer recognition dinner.		

We will also realize this objective by: **Getting Volunteer Hampton Roads to Train Us on Volunteer Recruitment.**

To accomplish this we will also need to:

Task	POC	Due Date
1. Contact Volunteer Hampton Roads to determine when and where to hold Volunteer Recruitment Training.		

We will also realize this objective by: **Developing Virtual Education and Accessible Training to Members On A Website.**

To accomplish this we will also need to:

Task	POC	Due Date
1. Determine who will develop the website and by when.		

Objective: Increase Membership -

To accomplish this we will need to:

Task	POC	Due Date
1. Discuss membership at every meeting, every event		
2. Offer member-exclusive benefits.		

Objective: Improve Infrastructure: We will realize this objective by: **Conducting Quarterly Board Meetings.**

To accomplish this we will also need to:

Task	POC	Due Date
1. Clearly define staff responsibilities, written job descriptions, policy and procedure manual		
2. Give all board members generic Autism Society Tidewater business cards with our mission statement on it.		
3. Establish sub-committees		
4. Clearly define board responsibilities. – Board member application process, written statement of responsibilities		
5. Assign chairs to each activity throughout the year		
6. Have committee “meetings” either in person or via phone call or email.		
7..		
8.		

Autism Society Tidewater Strategic Plan

Goal
Improve AST Organization

- Improve the Autism Society Tidewater Facility

Objective: Improve the Autism Society Tidewater Facility - We will realize this objective by: **Establishing Negotiations with the Endependence Center for Building Signage Out Front.**

To accomplish this we will need to:

Task	POC	Due Date
1. Work to make facility more visible to the public from Virginia Beach Boulevard.		



Independence Center