

Mission Statement...

*Developing resources...
Investing in human potential.*

Envisioned Future 2002...

- Bouyed by a clearly defined, widely embraced, and broadly communicated sense of purpose, Audubon Area Community Services is recognized for a variety of well-integrated services that foster and nurture growth and self-sufficiency in individuals and families. It exerts a broad and positive influence on public attitudes, and is well regarded within the regional human service community as convener, partner, and collaborative leader.
- The agency's professional and volunteer leaders are bold in their pursuit of creative opportunities to involve an ever-broadening circle of diverse stakeholders. They ask often and listen carefully: *how can we best serve community needs?*
- Decision-making processes are open, participative, and easily understood. An obvious discipline characterizes the process by which programs and services are added, modified, or eliminated. The object, *to produce positive, demonstrable, measurable impact on individual lives*, remains clearly in focus. It is neither compromised nor obscured by institutional process.
- Highly motivated and committed employees are excited about their work. There is an open, accessible, and supportive environment led by a competent, interdependent senior management team. This is a culture where *everyone*, inside or outside the agency, is treated with respect and dignity.
- Effective human resource management is reflected in the attraction, retention, and deployment of skills and experience throughout the organization. High performance standards, communicated clearly and maintained consistently, are augmented by a strong development program which emphasizes both individual and team skills.
- Senior managers are creative in their use of a variety of human and financial resources. They actively seek cross-program opportunities to extend the agency's capacity to fulfill its mission. Technology is used creatively to strengthen all aspects of the agency's operation, and a growing mix of public and private funding sources is ensuring fiscal stability.

Mission Statement and Vision for 2002

Vision = ① Core Ideology + ② Envisioned Future

Core Ideology

Core Values + Core Purpose

Core Values

Fiscal accountability

Integrity

Pursuit of Excellence

Core Purpose

**To foster hope in individuals, family,
and community**

**To nurture — preserve, protect, promote —
individual dignity**



Audubon Area Community Services, Inc.

Serving 34 Western Kentucky Counties

Audubon Area Community Services, Inc.

Strategic Directions Initiative



Destination:

*Excellence, Higher Performance,
Exceptional Quality, Greater Service,
Community Relevance and Responsiveness*

Vision 2002

Goal 1

Board of Directors

Establish a board development program which helps ensure an active and informed board, committed to the organization's mission and vision, and unified in acceptance of its fiduciary and legal responsibilities.

Objective 1.1 Develop Board Leadership

- Establish an active Executive Committee to oversee "strategic management" issues and Board development.
- Develop Board-level committees to address remaining four strategic goals.

Objective 1.2 Improve Board Structure and Composition.

- Research and evaluate board composition — *structure, laws.*
- Identify Board needs: *skills, experience, representation.*
- Recommend By-laws and/or procedural changes to improve board nominating processes.
- Committee to assume Nominating Committee duties for 1997-98 (and subsequent) Board elections — including meetings with board appointers.

Objective 1.3 Improve Board Processes.

- Change board meeting logistics as needed to attract skills/experience.
- Provide new-member training/orientation.
- Establish a *working* committee system which includes Board members, staff, and outside volunteers.
- Establish an effective, on-going Board-training program.

Goal 2

Strategic Marketing — product definition

Develop a clearly understood and widely recognized *institutional* identity which unites and focuses agency resources on priority human service needs.

Objective 2.1 Clarify and communicate core mission and purpose.

- Create a new encompassing and empowering Mission Statement.
- Continually assess community and customer needs — and use other studies to help identify gaps in service and structure.

Objective 2.2 Align organizational structure with core mission and purpose — from a marketing perspective (See also Objective 4.3)

- Study "CAP" organization, background and structure — *examine and fully understand the advantages, benefits, and responsibilities of being a Community Action Agency.*
- Re-evaluate financial statements, audits, and program / annual reports to better (best) deploy all current resources.
- Study economic data and availability of financial resources — *government / non-government funding and entrepreneurial opportunities.*

The AACS *Strategic Directions Initiative* is "a work in progress." The agency has opted for a strategic *thinking* "process" not a strategic "plan" *per se*. Goal 1 was largely completed in 1997-98. Most Goal 2 through 5 items will be worked through the year 2000 and beyond. The goal is achievement of the "Envisioned Future 2002" by June 30, 2002.

Goal 3

Strategic Marketing — customer relationships

Develop an ongoing marketing and communications program which listens carefully to — and communicates clearly with — the diverse mix of stakeholders whose support is needed to accomplish the agency's mission and vision.

Objective 3.1 Improve understanding of stakeholder interests.

- Market agency interests and perceived stakeholder needs to current collaborative partners — and assess current and potential competitors for funding and services — *define the specific activity, resource exchanges, ongoing processes, specific roles, nature of partnerships and their duration.*
- List and determine demographics of target markets — customer/stakeholder groups — by order of priority and magnitude.

Objective 3.2 Improve agency communication tools and techniques.

- Audit current communication vehicles employed by the agency, assess their effectiveness, and evaluate new and improved marketing approaches and means.
- List *all* current staff and board marketing and communications roles and responsibilities.
- Develop and impement activities approved under the agency's Marketing Plan.

Goal 4

The Organizational Culture

Develop an open, accessible, and people-oriented environment which fosters trust, mutual support, and teamwork.

Objective 4.1 Establish the Senior Management Team as the cultural model.

- Achieve maximum effective use of Senior Staff meetings — *examine frequency, format,*

Thinking Strategically

The Audubon Area Community Services 1997-2002 *Strategic Directions Initiative* was adopted by the agency Board of Directors in response to perceived trends, conditions and developments which may be likely to impact the agency's ability to achieve its Vision and over which it may reasonably expect to exert some influence — most of which is internally directed. Thus, the *Strategic Directions Initiative* is largely about positioning the agency to be a more effective and relevant entity for the Twenty-First Century.

"Thinking and managing strategically requires a sort of organizational ambidexterity — the ability to maintain simultaneously two very different perspectives: one on the *current* reality, the other on the *envisioned future*. Disciplined and focused efforts are then required to exploit opportunities and/or eliminate obstacles which affect your ability to get from *here to there*." — Elizabeth H. Alexander, *Strategic Planning Consultant*

Goal 4 *continued*

purpose, and value — to effect desired performance-driven behaviors and customer-service attitudes throughout the agency culture.

Objective 4.2 Reinforce new cultural standards through an agency-wide employee development program.

- Baseline staff attitudes, validate employee development assumptions, select appropriate strategies, and measure progress.
- Survey and evaluate current management styles and their affect on the culture
- Study the agency's current performance appraisal system to understand how professional development is reinforced (or not).
- Analyze agency training history over the past 3-5 years for all from senior staff to front-line management; implement appropriate changes.

Objective 4.3 Align organizational structure with core mission and purpose. — much the same same as Objective. 2.2

- Redesign the organizational structure to effect desired attitudes and behavior throughout the agency culture.

Goal 5

Human Resources Management

Strengthen the management structure and processes in ways which ensure uniformly high performance standards and optimal resource deployment.

Objective 5.1 Establish agency-wide performance evaluation system which reinforces standards, ensures accountability, and rewards individual development.

- Continuous re-evaluation of Personnel Policies and Procedures' relevance and appropriateness in view of ever-changing "employee law" and recognized "best practice."
 - ◇ Hiring process — *advertising, recruiting, tests, interviews*
 - ◇ New-hires orientation program
 - ◇ Career laddering — *structured and/or informal opportunities for advancement within the organization.*
 - ◇ Performance evaluation system — *philosophy, policy, and management*
 - ◇ Termination process(es)
 - ◇ Compensation structure — *description and analysis of formal compensation program — include salaries and all benefits*
- Periodically compile and evaluate agency-wide demographics — *staff education, experience, gender, age, longevity, turnover.*

Objective 5.2 Develop new opportunities for cross-training and cross-utilization of all agency personnel.

- Periodic staff profiling — *education, experience, and level of responsibility.*
- Evaluate and improve employee training programs — *methods for identifying training needs — training opportunities described by category: program training versus technical training versus personal development— employee incentives for personal/professional development.*

The entire *Strategic Directions Initiative* plan, *ad hoc* strategic thinking groups' minutes, Board-related documents, and related marketing/organizational references are posted on the AACS *IntraNet* for staff retrieval as desired.