

Community Friendship Inc. - Organizational Plan 2011-2014
Developed May 2011

Our Vision

Full access to community life through achievement of one's potential and removal of barriers.

Our Mission

CFI is a nonprofit psychiatric rehabilitation organization that ensures a supportive community for adults with long term psychiatric disabilities so that they can develop living, learning, working, and social skills, and access the resources needed to lead successful and satisfying lives.

Our Values

Respect

We believe in unconditional positive regard for each person as a human being.

Choice

We believe consumers have the right to make decisions about the direction of their life and recovery process.

Hope

We believe all people have the ability to grow and reach their full potential.

Holistic Approach

We believe in working with the whole person, mind, body and spirit, not just their illness.

Knowledge

We believe gaining knowledge through education and experience is an empowering process, allowing people to grow, learn and make informed life decisions.

Integrity

We believe in high ethical standards that promote fiscal responsibility and services that reflect standards of excellence.

Our Goals

1. Be the primary nonprofit provider of services in the areas of housing, case management, and supportive employment for those that we serve.
2. Raise awareness in the community about our leadership role, and advocate for policy and societal changes that benefit those we serve.
3. Increase revenue by 1% per year through the end of fiscal year 2014.

Strategies to Accomplish our Goals

Goal 1: Be the primary nonprofit provider of services in the areas of housing, case management, and supportive employment for those that we serve.

<i>Strategy</i>	<i>Action</i>	<i>Timeframe</i>	<i>Responsibility</i>	<i>Resources Needed</i>
1.1. Further develop our alliances & partnerships in order to enhance our service offerings.	1.1.1. Develop a closer relationship with Grady, Emory, and Project Interconnections.			
	1.1.2. Provide primary care services on-site at CFI; continue to work with Mercy Care.			
1.2. Explore how best to maximize housing options, including additional partnerships.	1.2.1. Hire housing consultant to help us think through the details around housing, & how we can offer additional housing units to serve more people.			
1.3. Match our service offerings to the DOJ settlement and consider	1.3.1. Study the implications of expansion of services with state funding sources, and assure that the services we offer are in alignment with the DOJ settlement			

expansion throughout region 3.	priorities – and assure that our funding partners are aware of this.			
Strategy	Action	Timeframe	Responsibility	Resources Needed
1.4. Promote CFI as the already-in-place provider of supportive employment services.	1.4.1. Affiliate with other nonprofit & government agencies to co-locate to provide these services to those that they serve (in their existing space.)			
1.5. Review all areas of infrastructure and look for additional economies of scale.	1.5.1. Explore partnerships and alliances that will help us to be creative & efficient on the expense side, including with employee benefit offerings.			

Goal 2: Raise awareness in the community about our leadership role, and advocate for policy and societal changes that benefit those we serve.

Strategy	Action	Timeframe	Responsibility	Resources Needed
2.1. Inventory the key players within the DBHDD framework.	2.1.1. Identify key people that we need relationships with; then match that against our board/supporters who have those relationships. Determine in advance what we are seeking from each enhanced relationship. Meet with at least one relationship each month throughout the year to advance our cause.	Begin identification by 9/30/11; begin meetings by 10/31/11.		
2.2. Review our name and tagline to determine if enhancements would help to raise our profile.	2.2.1. Board members with expertise in marketing/ communications to provide assistance and/or pro bono assistance secured to help us with this discussion, and to determine the best approach.	Recommendation presented to the board by 3/1/12.		

<i>Strategy</i>	<i>Action</i>	<i>Timeframe</i>	<i>Responsibility</i>	<i>Resources Needed</i>
2.3. Identify our target audiences, and develop key messages for each.	2.3.1. Determine our top 5 target audiences, and the messages we would like them to know, and begin to meet with leaders from the identified 'audience groups' by 3/31/12.	By 3/31/12.		
2.4. Develop & lead a metro area planning group on serious mental illness & community based services.	2.4.1. Organize the effort by identifying those to be involved and convening a meeting of the group to identify the issues to be addressed during the metro-wide planning process. Determine timeframe for delivery of a metro-wide plan.	Begin effort 1/31/12; convene group no later than 3/31/12 to begin development of metro wide plan of action.		

Goal 3: Increase revenue by 1% per year through the end of fiscal year 2014.

<i>Strategy</i>	<i>Action</i>	<i>Timeframe</i>	<i>Responsibility</i>	<i>Resources Needed</i>
3.1. Develop a philanthropic fund raising plan.	3.1.1. Study the possibilities of an enhanced approach to individual donor prospects. Engage a fund raising consultant to make recommendations & develop a plan of approach.	Develop plan by 7/1/12.	Executive Committee	\$_____ to engage fund raising consultant to develop recommendations.
	3.1.2. Identify key consumers and families who can help us with this effort.	Identify supporters by 12/31/11; begin meetings by 1/31/12.	Fund Raising Committee & CEO	
3.2. Develop a year round approach to cities and counties.	3.2.1. Create a list of potential city/county supporters based on current & future service delivery territories. Develop a plan to meet &	Develop list & meeting schedule by 9/1/11. Meet with at least one rep each month throughout the	Fund Raising Committee	

	develop relationships with these sources.	year.		
<i>Strategy</i>	<i>Action</i>	<i>Timeframe</i>	<i>Responsibility</i>	<i>Resources Needed</i>
3.3. Maximize the existing third party payment mechanisms.	3.3.1. Explore ways in which to enhance billing through Medicaid, self-pay, and private insurance providers.	Research possibilities and develop plan of approach by 5/1/12.	CEO, Senior Staff	Time from staff to explore/study issues.
3.4. Review the new funding guidelines for United Way.	3.4.1. Meet with representatives of United Way, and determine what we need to have in place to apply for funds beginning in 2012-2013.	Meet with United Way representatives by 8/31/11, & prepare for future application process during fall 2011.	CEO, Fund Raising Committee	
3.5. Continue to seek grants & private foundation support for our programs.	3.5.1. Review and augment our grant seeking prospect list by 9/30/11; develop a grant seeking calendar for the year that begins with meetings with foundations, and culminates (for each prospect) in a proposal following that meeting.	Develop expanded list by 9/30/11. Begin meetings & proposal submissions by 10/31/11.	Fund Raising Committee	
3.6. Explore the development of a corporate roundtable, with emphasis on the hospitality industry.	3.6.1. Marry our employment program with our effort to secure support by developing a “corporate roundtable” of at least 10 members who can help us identify new placement locations for employment, and help us to identify new possibilities for financial support.	Develop potential list for corporate roundtable by 5/31/12; hold first roundtable session no later than 9/30/12. (Meet twice per year thereafter.)	Fund Raising Committee	
3.7. Consider the development of a special event to showcase our work &	3.7.1. Research the types of successful events of this nature, and make a recommendation to the board about how best to approach this,	By 1/31/13	Fund Raising Committee	

to honor a community member who has been supportive.	along with a fund raising goal for the initiative.			
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