



ATLANTIC STREET CENTER
INTEGRATED VISION AND STRATEGY
SEPTEMBER 2006

Definitions and Roles for ASC Strategic Vision and Plan

	WHAT IS IT?	WHO IS RESPONSIBLE FOR DEVELOPMENT?	WHO IS RESPONSIBLE FOR APPROVAL OF PLAN AND OVERSIGHT OF OUTCOMES?
MISSION	What is the purpose of the agency that drives everything else?	Executive Committee and Executive Director's direct reports.	Board of Directors and Executive Director
VISION	Where we want to be in 5 years. Broad statements that describe the major descriptors of ASC by the time of the Centennial in 2010.	Proposed by Board committees and Management Team members. Integrated by Strategic Plan Task Force of Executive Committee.	Board of Directors and Executive Director
STRATEGY	The big-picture multi-year efforts that will help us to reach our vision.	Proposed by Board committees and Management Team members. Integrated by Strategic Plan Task Force of Executive Committee.	Board of Directors and Executive Director
GOALS	Specific annual target accomplishments, linked to the strategies, often quantitative, and identical to deliverables for which the Executive Director holds Management Team responsible.	Management Team members responsible for supporting corresponding strategies.	Executive Director and Board of Directors standing committees
TACTICS	Specific steps designed to accomplish goals, including schedule milestones	Management Team members responsible for accomplishing goals.	Executive Director

ATLANTIC STREET CENTER

MISSION STATEMENT

**Atlantic Street Center is a non-profit, social service agency.
Our mission is to help families and communities raise
healthy, successful children and youth.**

**We achieve our mission by providing counseling,
educational, social, and recreational programs for children,
youth, and their families. We serve primarily low-income
families residing in central and southeast Seattle, who are
African-American and other communities of color.**

ATLANTIC STREET CENTER

CENTENNIAL VISION

1. ASC **programs** ensure that our children are healthy, and our families and communities are strong
2. ASC provides leadership in **advocacy** for children and low-income families, and models the changes in attitudes it wishes to see in the community.
3. ASC programs are highly **effective and efficient** in providing services to children and families.
4. ASC's diverse team of **staff, Board members, and other volunteers** are knowledgeable, forward-thinking, and effective contributors
5. ASC has a reputation as a non-profit **employer of choice** in the Seattle area
6. ASC's **business processes and information technology** are state of the art and progressive.
7. ASC's **facilities** are adequate and appropriate for the mission of the agency
8. ASC's **fiscal management** and **risk management** practices are responsible and prudent.
9. ASC's **financial management and reporting systems** are customer oriented, fully automated, and provide timely, accurate, and adequate information for effective management of the agency and reporting to ASC's sources of revenue.
10. ASC has adequate **financial resources** to support the programs that support the mission.
11. ASC will be **strategically-driven** in its policy and management.

ATLANTIC STREET CENTER

VISION AND SUPPORTING STRATEGIES.

VISION	SUPPORTING STRATEGIES	RESPONSIBLE MANAGER	RESPONSIBLE BOARD COMMITTEE
1. ASC programs ensure that our children are healthy, and our families and communities are strong.	1.1 ASC, together with a diverse network of collaborators, provides a wide array of mental health, parenting, education, family support, youth and child development services that are comprehensive, outcome-focused, and follow the best practices model for human services.	Hermann Berlin	Program and Social Advocacy
	1.2 ASC responds to the expressed and assessed needs of our communities with services that are culturally relevant, participant-driven, and strength-based.	Hermann Berlin	Program and Social Advocacy
2. ASC provides leadership in advocacy for children and low-income families, and models the changes in attitudes it wishes to see in the community.	2.1 ASC will participate actively in the political process as an advocate for social justice.	Edith Elion	Program and Social Advocacy
	2.2. ASC engages with all our community partners (the individuals and families we serve, our spiritual and school communities, and the business and professional community) to advocate for and to raise public awareness on social justice and diversity issues.	Hermann Berlin	Program and Social Advocacy

VISION	SUPPORTING STRATEGIES	RESPONSIBLE MANAGER	RESPONSIBLE BOARD COMMITTEE
<p>3. ASC programs are highly effective and efficient in providing services to children and families.</p>	<p>3.1. ASC measures the effectiveness and efficiency of its programs through evaluations that are based on information from clients, participants, partners and stakeholders.</p>	<p>Hermann Berlin</p>	<p>Program and Social Advocacy</p>
	<p>3.2. ASC will adequately staff and fund all committed programs.</p>	<p>Hermann Berlin, Debborah McWilliams Edith Elion</p>	<p>Program and Social Advocacy Personnel Resource Development</p>
<p>4. ASC's diverse team of staff, Board members, and other volunteers are knowledgeable, forward-thinking, and effective contributors.</p>	<p>4.1. ASC hires staff with expertise to service adults within client families and ensure linkages to adult services within ASC and the community.</p>	<p>Debborah McWilliams</p>	<p>Program</p>
	<p>4.2. ASC continues to increase staff diversity and cultural relevance to reflect communities served.</p>	<p>Debborah McWilliams</p>	<p>Personnel</p>
	<p>4.3. ASC will strategically recruit and retain Board Members with the time, talent, resources, connections, cultural competency, and passion to provide energy and leadership to Board committees and to the overall ASC effort. Board membership will reflect diversity of race, community representation, gender, and strike a productive balance between Board experience and fresh ideas.</p>	<p>Edith Elion</p>	<p>Board Development</p>
	<p>4.4. ASC will enhance volunteer recruitment and level and quality of support through expanded opportunities, training, and recognition for volunteers. Volunteers will be matched to programs and roles based on their interests and abilities.</p>	<p>Edith Elion and Lynda Greene</p>	<p>Resource Development</p>

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5. ASC has a reputation as a non-profit employer of choice in the Seattle area.	5.1. ASC attracts and retains the most talented and skilled staff members by rewarding employees through compensation, benefits, professional development opportunities, and a positive and culturally-competent working environment.	Edith Elion and Debborah McWilliams	Personnel
	5.2. ASC understands and supports employees' need to balance their work and personal lives.	Debborah McWilliams	Personnel
	5.3. ASC will increase opportunities to ensure professional competency and development.	Debborah McWilliams	Personnel
6. ASC's business processes and information technology are state of the art and progressive.	6.1. ASC's information processing tools and communication links provide accurate, timely, and efficient information and communication both within ASC and between ASC and its external stakeholders	Edith Elion	Finance Committee
7. ASC's facilities are adequate and appropriate for the mission of the agency.	7.1. ASC will operate in facilities owned by the General Board of Global Ministries and used on a full-time basis by ASC, and supplement these with loaded or leased space where appropriate for ASC programs.	Edith Elion	Property and Risk Management
	7.2. ASC facilities will be accessible and inviting for clients, participants, and staff, and will be well-maintained to ensure safety and emergency-preparedness, and to minimize the need for major maintenance and replacement.	Kristen Beckett and Debborah McWilliams	Property and Risk Management
	7.3. ASC will develop and implement a long-term facilities plan with consideration given to future ASC programs, geographic distribution of clientele, and location and condition of current facilities	Edith Elion and Hermann Berlin	Property and Risk Management

VISION	SUPPORTING STRATEGIES	RESPONSIBLE MANAGER	RESPONSIBLE BOARD COMMITTEE
<p>8. ASC's fiscal management and risk management practices are responsible and prudent.</p>	<p>8.1. ASC will operate with an operating cash flow surplus adequate to cover depreciation of capital assets other than real estate property</p>	<p>Edith Elion and Hermann Berlin</p>	<p>Finance</p>
	<p>8.2. ASC will establish and maintain a Property Fund for future major maintenance and replacement of facilities and other capital equipment.</p>	<p>Edith Elion</p>	<p>Finance</p>
	<p>8.3. ASC will establish a Centennial Endowment Fund from funds not needed for current-year operations. This fund will be augmented by bequests, special Centennial Fund donations, and other large gifts. The fund will be professionally managed to maximize income at reasonable risk, with income to be used for both ASC program operation and growth of the fund.</p>	<p>Edith Elion</p>	<p>Finance</p>
	<p>8.4. ASC will mitigate legal and financial risks by a combination of insurance protection, legal advice, and careful surveillance of agency practices. This effort will include consideration of relationships with employees, volunteers, clients, suppliers of goods and services, contracting agencies, donors, government entities and financial institutions</p>	<p>Edith Elion and Debborah McWilliams</p>	<p>Property and Risk Management</p>
<p>9. ASC's financial management and reporting systems are customer oriented, fully automated, and provide timely, accurate, and adequate information for effective management of the agency and reporting to ASC's sources of revenue.</p>	<p>9.1. ASC will engage its employees in its budgeting process, and continue to make the agency budget and financial status available to employees and Board members.</p>	<p>Edith Elion Management Team</p>	<p>Finance</p>
	<p>9.2. ASC will proactively provide financial reports to United Way, government contracting agencies, foundations, and other donors in a manner that conforms to the needs of these organizations</p>	<p>Hermann Berlin, Lynda Greene</p>	<p>Finance</p>

VISION	SUPPORTING STRATEGIES	RESPONSIBLE MANAGER	RESPONSIBLE BOARD COMMITTEE
<p>10. ASC has adequate financial resources to support the programs that support the mission.</p>	<p>10.1. ASC revenues consist of an appropriate balance of: (1) contracts for specific services; (2) grants, gifts and bequests from United Way, foundations, business enterprises, and individuals; (3) income earned on invested endowments. ASC will have a specific revenue strategy that includes target levels for each combination of (1) revenue source category – i.e., Board members, other individuals, churches, foundations, businesses enterprises, government agencies – and (2) fund-raising effort – i.e., direct appeals, fund-raising events, grant writing, and contract proposals.</p>	<p>Edith Elion, Lynda Greene, Hermann Berlin</p>	<p>Finance; Resource Development; Program</p>
	<p>10.2 Develop and implement realistic action plans to reach each target, including customized fund-raising, recognition, and thank-you plans for each donor group and subgroup – e.g., Board members, major donors, other individuals, and family foundations, churches, business enterprises, corporate foundations.</p>	<p>Edith Elion, Lynda Greene</p>	<p>Resource Development</p>
	<p>10.3. Major donors will be specifically recognized with appropriate recognition and status (e.g., Kids' First Club).</p>	<p>Edith Elion</p>	<p>Resource Development</p>
	<p>10.4. ASC will maintain donor software that adequately supports the current and future needs of ASC.</p>	<p>Lynda Greene</p>	<p>Resource Development</p>

VISION	SUPPORTING STRATEGIES	RESPONSIBLE MANAGER	RESPONSIBLE BOARD COMMITTEE
10. ASC has adequate financial resources to support the programs that support the mission. (continued)	10.5 ASC will publicize its programs and accomplishments via its website, news releases to the media, Annual Dinner, presentations to community organizations, and educational and outreach opportunities, and mailings to previous and potential donors.	Lynda Greene	Resource Development
	10.6. ASC's fund-raising strategy will include fund-raising events (e.g., Big League Dreams), direct appeal to previous and potential donors.	Lynda Greene	Resource Development
	10.7 ASC's Board of Directors and staff will support ASC outreach and fund-raising efforts.	Edith Elion, Lynda Greene	Resource Development
11. ASC will be strategically-driven in its policy and management.	11.1. The Board of Directors will update the strategic plan on an annual basis, recognizing the changing nature of the ASC environment and the practical lessons learned.	Edith Elion	Executive Committee
	11.2. The goals that support each strategy of the strategic plan will be the goals for which the Executive Director holds the Management Team responsible.	Edith Elion	Executive Committee
	11.3. The Board of Directors will review the progress made in implementing each strategy on a semi-annual basis.	Edith Elion	Executive Committee