



ATLANTIC STREET CENTER

Bringing hope and strength to the mind and heart of a child.

INTEGRATED VISION AND STRATEGY

AUGUST 2008

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?
STRATEGIC PLAN	MISSION	What is the purpose of the agency that drives everything else?	Executive Committee and Executive Director's direct reports.	Board of Directors
	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
	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
	GOALS	Specific annual target accomplishments, linked to the strategies, often quantitative, and identical to deliverables for which the Executive Director holds Management Team responsible.	In most cases, Management Team members responsible for supporting corresponding strategies. In cases of Strategic Plan and policies, Board standing committees.	Executive Director and Board of Directors Standing Committees
OPERATING PLAN	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

Atlantic Street Center will be an effective, mission-driven, culturally relevant, and well funded catalyst to the social, emotional, and educational wellbeing of low-income children and families.

- *Major Community Impact*
 1. ASC programs significantly elevate the educational, social, and emotional well-being of low-income children and families.
 2. ASC programs are responsive to current social problems and changing demographics of the low-income community.
 3. ASC is recognized as the leading social service agency in the greater Seattle area, known for collaborative partnerships with governmental, educational, and social service organizations.
 4. ASC provides leadership in advocacy for children and low-income families, and models the changes in attitudes it wishes to see in the community
 5. ASC programs are highly effective and efficient in providing services to children and families.

- *Strategy & Funding*
 6. ASC will be strategically driven in its policy and management.
 7. ASC has adequate financial resources to support the programs that support its mission.

- *People*
 8. ACS's diverse team of staff, Board members, and other volunteers are knowledgeable, forward-thinking, energetic, committed, and effective contributors.
 9. ASC has a reputation as a non-profit employer of choice in the Seattle area.

- *Infrastructure & Business Process*
 10. ASC's facilities are adequate and appropriate for the mission of the agency
 11. ASC's fiscal management and risk management practices are responsible and prudent

12. 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
13. ASC's business processes and information technology are progressive and well-suited to the work of the agency.

**ATLANTIC STREET CENTER STRATEGIC PLAN
STRATEGIES AND RESPONSIBILITIES**

VISION	STRATEGIES TO REACH THE VISION	RESPONSIBLE STAFF	RESPONSIBLE BOARD COMMITTEE
<i>1. ASC programs significantly elevate the educational, social, and emotional well-being of low-income children and families</i>	1.1. ASC 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.	Edith Elion, Program Mangers	Program and Social Advocacy
<i>2. ASC programs are responsive to current social problems and changing demographics of the low-income community.</i>	2.1. ASC maintains an awareness of and responds to the expressed and assessed needs of our communities with services that are culturally relevant, participant-driven, and strength-based.	Edith Elion, Program Managers	Program and Social Advocacy
<i>3. ASC is recognized as the leading social service agency in the greater Seattle area, known for collaborative partnerships with governmental, educational, and social service organizations</i>	3.1. ASC maintains active communication and develops collaborative partnerships with governmental, educational, and social services organizations whose services complement the ASC mission.	Program	Program and Social Advocacy

VISION	STRATEGIES TO REACH THE VISION	RESPONSIBLE STAFF	RESPONSIBLE BOARD COMMITTEE
<i>4. ASC provides leadership in advocacy for children and low-income families, and models the changes in attitudes it wishes to see in the community</i>	4.1 ASC will participate actively in the political process as an advocate for social justice.	Edith Elion, Program Managers	Program and Social Advocacy
	4.2. 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.	Edith Elion, Program Mangers	Program and Social Advocacy
<i>5. ASC programs are highly effective and efficient in providing services to children and families</i>	5.1. ASC measures the effectiveness and efficiency of its programs through evaluations that are based on information from clients, participants, partners and stakeholders.	Edith Elion, Dan Yuly, Program Managers	Program and Social Advocacy
	5.2. ASC will adequately staff and fund all committed programs.	Edith Elion, All Managers,	Program and Social Advocacy Personnel Resource Development

VISION	STRATEGIES TO REACH THE VISION	RESPONSIBLE STAFF	RESPONSIBLE BOARD COMMITTEE
<i>6.ASC will be strategically driven in its policy and management</i>	6.1. 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
	6.2. The goals that support each strategy of the strategic plan will <i>incorporate the goals for which the Executive Director and the Management Team are responsible.</i>	Edith Elion	Executive Committee
	6.3. The Board of Directors will review the progress made in implementing each strategy on a semi-annual basis.	Edith Elion	Executive Committee
<i>7. ASC has adequate financial resources to support the programs that accomplish its mission.</i>	7.1. ASC revenues consist of an appropriate balance of: (1) contracts for specific services; (2) grants, gifts and bequests from United Way, charitable foundations, business organizations, and individuals; (3) income earned on investments.		Finance; Resource Development; Program
	7.2. Establish specific revenue target levels for each revenue source category – i.e., individuals, churches, businesses, charitable foundations, government agencies, United Way	Edith Elion, Dan Yuly, Lynda Greene	Finance; Resource Development; Program
	7.3 Develop and implement realistic action plans to reach each target, including specific fund-raising efforts (i.e., direct appeals, fund-raising events, grant writing, and contract proposals) for each revenue source.	Edith Elion	Finance; Resource Development; Program

VISION	STRATEGIES TO REACH THE VISION	RESPONSIBLE STAFF	RESPONSIBLE BOARD COMMITTEE
<i>7. ASC has adequate financial resources to support the programs that accomplish its mission.</i>	7.4. Develop and implement thank-you and recognition plans for all contributors and volunteers, appropriate to the level of contributions.	Lynda Greene	Resource Development
	7.5. Aggressively pursue major donors through the establishment and operation of an Advisory (or Foundation) Board.	Edith Elion	Resource Development
	7.6. ASC will maintain donor software that adequately supports the current and future needs of ASC.	Lynda Greene	Resource Development
	7.7 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.	Edith Elion, Lynda Greene	Resource Development
	7.8. ASC's fund-raising strategy will include fund-raising events (e.g., Big League Dreams), direct appeal to previous and potential donors.	Edith Elion, Lynda Greene	Resource Development
	7.9 ASC's Board of Directors and staff will support ASC outreach and fund-raising efforts.	Board, Staff	Resource Development; Board Development

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<i>8. ACS's diverse team of staff, Board members, and other volunteers are knowledgeable, forward-thinking, energetic, committed, and effective contributors</i>	8.1. ASC hires and retains staff with expertise to service adults within client families and ensure linkages to adult services within ASC and the community.	Edith Elion, Program Managers	Personnel
	8.2. ASC continues to increase management and staff diversity and cultural relevance to reflect communities served.	Edith Elion, All Managers	Personnel
	8.3. 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 expertise, interests, race, community representation, gender, and strike a productive balance between Board experience and fresh ideas.	Edith Elion	Board Development
	8.4. 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.	Lynda Greene	Resource Development

VISION	STRATEGIES TO REACH THE VISION	RESPONSIBLE STAFF	RESPONSIBLE BOARD COMMITTEE
<i>9. ASC has a reputation as a non-profit employer of choice in the Seattle area</i>	9.1. ASC attracts and retains the most talented and skilled management and staff members by rewarding employees through engagement, rewards, and recognition, including generous compensation and benefits, professional development opportunities, and a positive and culturally-competent working environment.	Edith Elion, All Managers	Personnel
	9.2. ASC understands and supports employees' need to balance their work and personal lives.		Personnel
	9.3. ASC will increase opportunities to ensure professional competency and development.		Personnel
	9.4. ASC's organizational structure and management philosophies emphasize productivity, empowerment, accountability, and the satisfaction of recognized contribution.		Personnel
	9.5 ASC will promote staff and management career development through an annual succession plan process.	Edith Elion, All Managers	Personnel

VISION	STRATEGIES TO REACH THE VISION	RESPONSIBLE STAFF	RESPONSIBLE BOARD COMMITTEE
<i>10 ASC's facilities are adequate and appropriate for the mission of the agency</i>	10.1. 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
	10.2. 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.	Edith Elion, All Managers, Dan Yuly,	Property and Risk Management
	10.3. 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	Property and Risk Management

VISION	STRATEGIES TO REACH THE VISION	RESPONSIBLE STAFF	RESPONSIBLE BOARD COMMITTEE
<i>11. ASC's fiscal management and risk management practices are responsible and prudent</i>	11.1. ASC will operate with an operating cash flow surplus adequate to cover depreciation of capital assets other than real estate property	Finance Committee Dan Yuly Edith Elion, All Managers, Dan Yuly	Finance
	11.2. ASC will establish and maintain a Property Fund for future major maintenance and replacement of facilities and other capital equipment.	Edith Elion, Dan Yuly	Finance
	11.3. 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.	Edith Elion, Dan Yuly	Finance
	11.4 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	Edith Elion, Dan Yuly	Property and Risk Management

VISION	STRATEGIES TO REACH THE VISION	RESPONSIBLE STAFF	RESPONSIBLE BOARD COMMITTEE
<i>12. 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</i>	12.1. 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.	Edith Elion, Dan Yuly	Finance
	12.2. 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	Dan Yuly, Lynda Greene	Finance
	12.3 ASC will develop and implement a financial reporting system that supports oversight of its financial strategies and is clearly linked with ASC organizational financial responsibilities.		Finance
	12.4 ASC will engage in multi-year strategic financial planning to better reflect the nature and timing of ASC's funding sources, and to be prepared for financial challenges and opportunities.	Edith Elion, Dan Yuly	Finance
<i>13. ASC's business processes and information technology are progressive and well-suited to the work of the agency</i>	13.1. 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		