ASPIRE COUNSELING
STRATEGIC PLAN 2014-2019

GOAL 1: Build and maintain diverse and effective programs to meet community needs

OBJECTIVE 1
Demonstrate high quality services (7/15+)

STRATEGY 1: Develop and implement a quality assurance plan
♦ Tactic 1: Monitor positive outcomes and satisfaction
♦ Tactic 2: Staff training

STRATEGY 2: Provide staff training

OBJECTIVE 2
Create financially sustainable and community responsive programs (7/15+)

STRATEGY 1: Monitor program utilization
♦ Tactic 1: Increase billable visits
♦ Tactic 2: Explore, develop and/or maintain community partnerships
♦ Tactic 3: Explore new offerings

STRATEGY 2: Expand current and develop new programs to meet community needs

OBJECTIVE 3
Offer consistently high quality programs for professional/providers (2015+)

STRATEGY: Explore expanding continuing education programs for professionals
♦ Tactic 1: Develop and/or maintain community partnerships to assess needs
♦ Tactic 2: Collect feedback from current continuing education program participants

GOAL 2: Provide Client-Centered welcoming and responsive environment

OBJECTIVE 1
Demonstrate consistently high quality and effective services (7/15+)

STRATEGY 1: Ensure client satisfaction
♦ Tactic: Implement client satisfaction survey

STRATEGY 2: Develop Quality Assurance plan (see above)
♦ Tactic: Monitor outcomes

OBJECTIVE 2
Create client-centered experience in all interactions with Aspire (1/15+)

STRATEGY: Respond to clients’ needs
♦ Tactic 1: Provide comfortable offices and waiting areas
♦ Tactic 2: Increase numbers of clients seen for initial appointments
ASPIRE COUNSELING
STRATEGIC PLAN 2014-2019

GOAL 3: Maintain and retain a high quality staff

OBJECTIVE 1
Ensure clinical and administrative staff competence (7/15+)

STRATEGY: Increase staff capabilities
- Tactic 1: Use Quality Assurance plan to promote strong staff performance outcomes
- Tactic 2: Provide training opportunities

OBJECTIVE 2
Improve clinical staff compensation (1/15+)

STRATEGY 1: Enhance revenues
- Tactic 1: Increase number of visits
- Tactic 2: Expand mental health and wellness services

OBJECTIVE 3
Ensure staff accountability (1/15+)

STRATEGY: Monitor performance expectations
- Tactic: Enforce performance expectations

GOAL 4: Ensure financial and organizational health

OBJECTIVE 1
Balance operating budget for community and office practice (7/15+)

STRATEGY 1: Enhance revenues
- Tactic 1: Increase billable sessions
- Tactic 2: Diversity revenue sources
- Tactic 3: Expand program offerings
- Tactic 4: Increase fundraising

OBJECTIVE 2
Establish organizational efficiencies (10/15+)

STRATEGY 1: Increase use of technology
- Tactic: Improve timelines of payments and collections

STRATEGY 2: Ensure staff accountability
- Tactic: Monitor and enforce performance expectations
ASPIRE COUNSELING
STRATEGIC PLAN 2014-2019

GOAL 5: Increase awareness of and referrals to organization

OBJECTIVE 1
Develop a robust communications program

<table>
<thead>
<tr>
<th>STRATEGY 1: Maintain high quality marketing tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>♦ Tactic 1: Maintain website and electronic presence</td>
</tr>
<tr>
<td>♦ Tactic 2: Maintain current marketing materials</td>
</tr>
</tbody>
</table>

OBJECTIVE 2
Increase community partnerships

<table>
<thead>
<tr>
<th>STRATEGY 1: Increase visibility with local government decision makers</th>
</tr>
</thead>
<tbody>
<tr>
<td>♦ Tactic 1: Continue to work with community organizations, providers and/or government agencies</td>
</tr>
<tr>
<td>♦ Tactic 2: Seek and maintain relationships with important community resources</td>
</tr>
</tbody>
</table>

OBJECTIVE 3
Increase referrals from community providers

<table>
<thead>
<tr>
<th>STRATEGY: Expand continuing education programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>♦ Tactic: Consider developing and implementing comprehensive training programs, possibly in areas of specialty program expertise</td>
</tr>
</tbody>
</table>

GOAL 6: Ensure an effective and engaged board

OBJECTIVE 1
Develop well balanced board

<table>
<thead>
<tr>
<th>STRATEGY 1: Create an independent Governance Committee to oversee board development</th>
</tr>
</thead>
<tbody>
<tr>
<td>♦ Tactic 1: Define roles and responsibilities of board</td>
</tr>
<tr>
<td>♦ Tactic 2: Develop board member job descriptions</td>
</tr>
<tr>
<td>♦ Tactic 3: Identify current board composition, identifying gaps in expertise</td>
</tr>
<tr>
<td>♦ Tactic 4: Determine recruitment needs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STRATEGY 2: Recruit new board members</th>
</tr>
</thead>
<tbody>
<tr>
<td>♦ Tactic 1: Create and implement plan for recruiting new members, including targeting needed areas of expertise</td>
</tr>
<tr>
<td>♦ Tactic 2: Develop a process for interviewing and selecting new members, including established of criteria</td>
</tr>
<tr>
<td>♦ Tactic 3: Select new board members</td>
</tr>
</tbody>
</table>
ASPIRE COUNSELING
STRATEGIC PLAN 2014-2019

OBJECTIVE 2
Create a well-functioning board

STRATEGY 1: Ensure that all board members understand the board’s and their own roles
  ♦ Tactic 1: Develop a board member orientation program
  ♦ Tactic 2: Develop a board book for each member containing specific materials about the board that can be updated at each board meeting

STRATEGY 2: Develop a board structure
  ♦ Tactic 1: Determine officer structure including current officers and future candidates
  ♦ Tactic 2: Decide what committees are necessary; these might include:
    • Finance
    • Development/Fundraising
    • Clinical and Quality Assurance
    • Program Oversight
  ♦ Tactic 3: Determine size, composition (including staff representation), responsibilities and accountabilities of each committee

STRATEGY 3: Evaluate board performance
  ♦ Tactic 1: Perform an annual self-assessment
  ♦ Tactic 2: Create an annual succession plan for officers and member involving terms of service

OBJECTIVE 3
Employ a new executive director

STRATEGY 1: Create an executive director search committee to develop and oversee selection process
  ♦ Tactic 1: Recruit members including representation from the Board and staff with clinical, financial, public-facing and administrative expertise
  ♦ Tactic 2: Develop a job description including salary, a 2-3 year contract and annual review process
  ♦ Tactic 3: Define and implement a selection process including:
    • Interview questions and process (how many interview, how many rounds)
    • Selection Criteria
    • Decision process
STRAEGY 2: Recruit candidates
- Tactic 1: Design and implement recruitment strategy
- Tactic 2: Identify potential candidates and set up interviews

STRAEGY 3: Hire new executive director
- Tactic 1: Interview candidates
- Tactic 2: Recommend finalists to board
- Tactic 3: Select finalist and make offer
- Tactic 4: Executive contract

OBJECTIVE 4
Facilitate enhanced relationship between board, management and staff (9/14+)

STRAEGY 1: Develop and monitor a communications plan
- Tactic 1: Select a small committee to develop the plan
- Tactic 2: Determine the information needed to flow in all directions
- Tactic 3: Develop a draft to bring to the whole board and staff
- Tactic 4: Agree upon and implement the plan
- Tactic 5: Evaluate effectiveness annually