



Annual Plan

7/1/22-6/30/23

Mission Statement

Our mission is to provide youth, adults, and families with a foundation for healthy, lasting relationships by fostering positive changes within themselves through an environment of inclusion, compassion, and support.

Core Values

C – Communication: Communication is an essential tool in achieving productivity and maintaining strong, lasting working relationships. Summitview team members strive to approach every situation with good intentions, are receptive to new and diverse ideas, listens, cooperates and shares across the organization. All members of the team shall support a trusting environment by being genuine and transparent in actions and communications.

A – Accountability: Taking accountability builds trust in the workplace. Summitview team members will give and seek clear expectations, assist in finding solutions that contribute to desired results, make sound decisions from experience, and use good judgment. We will also take responsibility for our actions, risks, and results using the related outcomes non-judgmentally as learning opportunities.

R – Relationships: Summitview team members will value every person for their uniqueness, strengths, talents and contributions. Additionally, we will strive to treat every person with respect and kindness and stay present in the moment in order to actively listen and understand the nature of what is being presented. We will interact professionally at all times including being courteous, responsive, and thorough resulting in long-term, positive relationships within our organization, with our clients, and our community. Summitview team members will engage in all activities with an ethical, honest mindset and in a professional manner. We will honor commitments, keep promises, and build trusting relationships.

E – Effective: Having a working knowledge of the industry, clientele, and job duties and each individual taking responsibility for their duties makes for an effective work environment and service delivery.

S – Success: Successful leaders work cooperatively and effectively with others to achieve organizational goals, improve processes and procedures, and expand the mission. Summitview works toward exceeding stakeholders needs and expectations through multi-level collaboration, creativity, and teamwork.

Annual Planning Process

Creation:

Summitview leadership and Board of Directors utilizes its Mission Statement, Long-Term Strategic Plan, Performance and Quality Improvement Reports, Quarterly Risk Assessments, Feedback from Stakeholders, and needs of the community and population served to develop appropriate annual goals to strive to accomplish in the upcoming year. The agency’s Board of Directors participates in the development of, reviews, and approves the Long-Term Strategic Plan. In addition, the agency Board monitor progress towards achievement of the long-term goals by evaluating annual accomplishments of annual gains against goals via the Annual Plan.

Review:

Review and update of the Annual Plan is conducted by the Leadership Team on an annual basis. The Annual Plan is then presented to the Board of Directors for review.

SWOT Analysis

<p style="text-align: center;"><u>STRENGTHS</u></p> <ul style="list-style-type: none"> -Summitview is highly regarded among the community and stakeholders as providing a high quality of care. -Agency-wide commitment to a strong mission. -Dedicated and involved Board of Directors committed to the mission of the agency. -Transparent in operations and communication. -Sound financial foundation, procedures, and development. 	<p style="text-align: center;"><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> -Staff retention level is low, which can negatively impact program effectiveness. -Corporate office/Non-Public School facility is not ideal for the delivery of educational and mental health programs. -Fundraising program is non-existent. -Poor and inconsistent communication flow. -Low number of staff applying for agency frontline position jobs.
<p style="text-align: center;"><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> -High demand in state for youth and adult services. -Financial stability to purchase assets. -Inspire compassionate individuals to support the agency’s fundraising efforts. -Strengthen communication regarding policies & procedures resulting in staff retention by reducing client escalation and staff conflict. 	<p style="text-align: center;"><u>THREATS</u></p> <ul style="list-style-type: none"> -Increasing demand of hourly employees driving up the hourly rates in the region. -Potential lack of lending opportunities for corporate office. - Wage and hour lawsuits pending - Repercussions of staff misconduct

Long-Term Strategic Goals

OUR MISSION

To provide youth, adults, and families with a foundation for healthy, lasting relationships by fostering positive changes within themselves through an environment of inclusion, compassion, and support.

Long Term Goal #1:
PROGRAM GROWTH

Long Term Goal #2:
PROCEDURE
DEVELOPMENT

Long Term Goal #3:
PEOPLE INVESTMENT

Facilities

Policies and Procedures
Systems Development

Recruitment & Retention

Vacate leases and purchase replacement homes.

Evaluate addition of CSEC or Adult residential facility.

Procure alternate permanent corporate office location.

All current Policies and Procedures accessible to all on SharePoint

All current form templates accessible to all on SharePoint

Fully implement a robust online training platform

Implement a culture-based manager training system.

PROGRAM GROWTH

Long-Term Goal: Vacate leases and purchase replacement homes.

Annual Goal: Vacate Agape lease and relocate to an existing owned facility.

	S	M	A	R	T
	Specific	Measurable	Achievable	Relevant	Time-Bound
	<i>Who? What? When? Where? Why? Which?</i>	<i>How much? What percentage? (True/False, Yes/No, or Number)</i>	<i>Do we have the skills and tools needed? (ie: HR, training, IT, and budgetary needs)</i>	<i>Does it fit with overall organizational objectives? PQI driven?</i>	<i>Immediate and final deadlines</i>
Q1					
Q2					
Q3					
Q4					

PROGRAM GROWTH

Long-Term Goal: Evaluate addition of CSEC or Adult residential facility.

Annual Goal: Monitor housing market for appropriateness of purchasing facility.

	S	M	A	R	T
	Specific	Measurable	Achievable	Relevant	Time-Bound
	<i>Who? What? When? Where? Why? Which?</i>	<i>How much? What percentage? (True/False, Yes/No, or Number)</i>	<i>Do we have the skills and tools needed? (ie: HR, training, IT, and budgetary needs)</i>	<i>Does it fit with overall organizational objectives? PQI driven?</i>	<i>Immediate and final deadlines</i>
Q1					
Q2					
Q3					
Q4					

PROGRAM GROWTH

Long-Term Goal: Procure alternate permanent corporate office location.

Annual Goal: Complete evaluation of fundraising campaign for corporate office with Board of Directors.

	S	M	A	R	T
	Specific	Measurable	Achievable	Relevant	Time-Bound
	<i>Who? What? When? Where? Why? Which?</i>	<i>How much? What percentage?</i>	<i>Do we have the skills and tools needed? (ie: HR, training, IT, and budgetary needs)</i>	<i>Does it fit with overall organizational objectives? PQI driven?</i>	<i>Immediate and final deadlines</i>
Q1					
Q2					
Q3					
Q4					

PROCEDURE DEVELOPMENT

Long-Term Goal: All current Policies & Procedures accessible to all on SharePoint.

Annual Goal: Update and move all program's Policies & Procedures onto SharePoint.

	S	M	A	R	T
	Specific	Measurable	Achievable	Relevant	Time-Bound
	<i>Who? What? When? Where? Why? Which?</i>	<i>How much? What percentage?</i>	<i>Do we have the skills and tools needed? (ie: HR, training, IT, and budgetary needs)</i>	<i>Does it fit with overall organizational objectives? PQI driven?</i>	<i>Immediate and final deadlines</i>
Q1					
Q2					
Q3					
Q4					

PROCEDURE DEVELOPMENT

Long-Term Goal: All current Policies & Procedures accessible to all on SharePoint.

Annual Goal: Develop system for updates of Policies & Procedures and Handbooks on SharePoint.

	S	M	A	R	T
	Specific	Measurable	Achievable	Relevant	Time-Bound
	<i>Who? What? When? Where? Why? Which?</i>	<i>How much? What percentage?</i>	<i>Do we have the skills and tools needed? (ie: HR, training, IT, and budgetary needs)</i>	<i>Does it fit with overall organizational objectives? PQI driven?</i>	<i>Immediate and final deadlines</i>
Q1					
Q2					
Q3					
Q4					

PROCEDURE DEVELOPMENT

Long-Term Goal: All current Policies & Procedures accessible to all on SharePoint.

Annual Goal: Implement and execute annual process of reviewing and updating residential marketing/intake handbooks.

	S	M	A	R	T
	Specific	Measurable	Achievable	Relevant	Time-Bound
	<i>Who? What? When? Where? Why? Which?</i>	<i>How much? What percentage?</i>	<i>Do we have the skills and tools needed? (ie: HR, training, IT, and budgetary needs)</i>	<i>Does it fit with overall organizational objectives? PQI driven?</i>	<i>Immediate and final deadlines</i>
Q1					
Q2					
Q3					
Q4					

PEOPLE INVESTMENT

Long-Term Goal: Fully implement a robust online training platform.

Annual Goal: Complete recording of FY23 Youth Annual Trainings onto ADP Litmos/SharePoint.

	S	M	A	R	T
	Specific	Measurable	Achievable	Relevant	Time-Bound
	<i>Who? What? When? Where? Why? Which?</i>	<i>How much? What percentage?</i>	<i>Do we have the skills and tools needed? (ie: HR, training, IT, and budgetary needs)</i>	<i>Does it fit with overall organizational objectives? PQI driven?</i>	<i>Immediate and final deadlines</i>
Q1					
Q2					
Q3					
Q4					

PEOPLE INVESTMENT

Long-Term Goal: Implement a culture-based manager training system.

Annual Goal: Increase department involvement in recruitment and retention/formalize check-in process.

	S	M	A	R	T
	Specific	Measurable	Achievable	Relevant	Time-Bound
	<i>Who? What? When? Where? Why? Which?</i>	<i>How much? What percentage?</i>	<i>Do we have the skills and tools needed? (ie: HR, training, IT, and budgetary needs)</i>	<i>Does it fit with overall organizational objectives? PQI driven?</i>	<i>Immediate and final deadlines</i>
Q1					
Q2					
Q3					
Q4					

PEOPLE INVESTMENT

Long-Term Goal: Implement a culture-based manager training system.

Annual Goal: Directors: Develop and implement a department-specific training program via Litmos and/or outside training.

	S	M	A	R	T
	Specific	Measurable	Achievable	Relevant	Time-Bound
	<i>Who? What? When? Where? Why? Which?</i>	<i>How much? What percentage?</i>	<i>Do we have the skills and tools needed? (ie: HR, training, IT, and budgetary needs)</i>	<i>Does it fit with overall organizational objectives? PQI driven?</i>	<i>Immediate and final deadlines</i>
Q1					
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