

Blue Water Developmental Housing, Inc.

Achieving The Promise:

**ORGANIZATIONAL STRATEGIC PLAN
2009-2011**

Board approved: March 11, 2009



Blue Water Developmental Housing

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ORGANIZATIONAL STRATEGIC PLAN JANUARY 2009 – DECEMBER 2011

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I.

COMMUNICATION
FROM THE
EXECUTIVE DIRECTOR

January 2009

Dear Board Members;

Recently you received a Strategic Plan Status Report which addressed the degree of completion for goals we had in 2008.

Enclosed is the next edition of our three year plan which takes us out through 2011. As you know, we approach planning as a process, not an outcome. We are always identifying potential opportunities or risks – many of which may not have been anticipated in our plan.

The plan serves to guide our efforts over the short and longer term, but is not so inflexible that we can't make mid-course adjustments as might be necessary.

Please review the document and feel free to provide any recommendations for change. We will be revisiting the document frequently throughout the year as we continue our pursuit of excellence.

Thank you for the leadership and support you provide to help fulfill the Vision and Mission of Blue Water Developmental Housing, Inc.

Sincerely,

Kathleen M. Swantek
Executive Director

BLUE WATER DEVELOPMENTAL HOUSING, INC.

MISSION STATEMENT

We will provide the highest quality housing services and supports to people with special needs and those involved in their lives.

BLUE WATER DEVELOPMENTAL HOUSING, INC.

VISION STATEMENT

In an effort to fulfill its Vision, Blue Water Developmental Housing, Inc. will:

- Be recognized as the provider of choice for housing, respite, and community-based support services for people with special needs.
- Employ and develop staff members who support the vision of the organization, are dedicated to achieving excellence, and who reflect and represent the values of Blue Water Developmental Housing.
- Establish and maintain relationships with other service providers, community service groups, funding sources, advocacy groups, and other organizations necessary to advance and enhance the Vision and Mission of Blue Water Developmental Housing.
- Continuously improve the quality of services based upon input from the stakeholders and the individuals served by the organization.

BLUE WATER DEVELOPMENTAL HOUSING, INC.

BLUE WATER DEVELOPMENTAL HOUSING, INC.

~ Organizational Values and Guiding Principles~

Blue Water Developmental Housing has organized the development and delivery of its services around some core values. These values are designed to help establish and maintain the highest degree of professionalism and service to consumers.

Respect for Individuals

Blue Water Developmental Housing cannot succeed without people. It is people who give this organization its meaning and it is people who will make it work. Blue Water Developmental Housing believes in the idea that treating people well – with dignity, respect, and with expectations of growth and development – is fundamental to the achievement of a satisfying work experience and essential to assuring consumers are treated with respect.

The Importance of Innovation

Blue Water Developmental Housing believes that it can demonstrate new, creative, and innovative ways of supporting, serving, and assisting people. Innovation, creativity, and inherent risks involved in doing things differently, but responsibly, are the hallmark values of Blue Water Developmental Housing.

The Importance of Teamwork

Despite the requirements of running an organization with various levels and lines of authority, those connected to Blue Water Developmental Housing believe that everyone affiliated with the organization can offer perspective, insight, and input into improving what we do, how we serve and support people, and the quality of our efforts. To that end, important and creative ideas may originate at any level within the organization.

Continuous Improvement

BLUE WATER DEVELOPMENTAL HOUSING, INC.

The aspiration of excellence is also an important value. Excellence is grounded in the quality of our efforts to serve, support, encourage, and recognize one another as important contributors to the overall success of Blue Water Developmental Housing. Improvement requires continual work in monitoring and, as necessary, modifying our policies, procedures, and practices.

Community Commitment

Blue Water Developmental Housing sees itself as a valued and integral part of the communities it serves. Blue Water Developmental Housing seeks meaningful ways to provide human services in response to under-met or unmet community needs. Blue Water Developmental Housing believes that accountability to and responsibility for the local community is essential.

Summary

These values will define the character of Blue Water Developmental Housing only if we put them into practice. Putting them into practice offers a challenge to all of us. Putting values into practice helps position Blue Water Developmental Housing for durability and competitiveness in a rapidly changing human services environment.

- These values must fuel the work of Blue Water Developmental Housing, its activities, services, and programs.
- They should guide our interactions with one another.
- They should guide our staff development and training programs.
- They offer a way to evaluate the services, supports, and opportunities which are offered to our consumers.
- They serve as a means of holding ourselves accountable.

ORGANIZATIONAL STRATEGIC PLAN
2009 – 2011

SECTION A: ORGANIZATIONAL CAPACITY
 EMPHASIS AREA 1: ORGANIZATIONAL STRUCTURE

GOAL	LEAD	PARTICIPANTS AND RESOURCES	COMPLETE BY	COMMENTS
1) CONDUCT AN ASSESSMENT OF ADMINISTRATIVE SUPPORT STRUCTURE AND MAKE RECOMMENDATIONS REGARDING RESPONSIBILITIES, TASK ASSIGNMENTS, TRAINING NEEDS, AND/OR STAFF CAPACITY	EXECUTIVE DIRECTOR	DIVISION DIRECTOR FOR PROGRAM SERVICES ADMINISTRATIVE SUPPORT CONSULTANT	MAY 2009	
2) CONDUCT AN ASSESSMENT OF ADMINISTRATIVE STRUCTURE REGARDING ANY REASSIGNMENT OF TASKS OR RESPONSIBILITIES IN ORDER TO DEPLOY PERSONNEL IN THE MOST EFFECTIVE AND EFFICIENT MANNER	EXECUTIVE DIRECTOR	DIVISION DIRECTOR FOR PROGRAM SERVICES ADMINISTRATIVE SUPPORT CONSULTANT	JULY 2009	

ORGANIZATIONAL STRATEGIC PLAN
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SECTION A: ORGANIZATIONAL CAPACITY
EMPHASIS AREA 2: MEDIA AND COMMUNITY RELATIONS

GOAL	LEAD	PARTICIPANTS AND RESOURCES	COMPLETE BY	COMMENTS
1) DEVELOP A MEDIA AND COMMUNITY RELATIONS PLAN	DIVISION DIRECTOR FOR PROGRAM SERVICES	EXECUTIVE ASSISTANT PROGRAM SUPERVISORS EXECUTIVE DIRECTOR CONSULTANT	APRIL 2009	THIS MAY INCLUDE USING THE LOCAL NEWSPAPER TO PROMOTE COMMUNITY AWARENESS OF THE ORGANIZATION AND PRESENTING TO COMMUNITY SERVICE CLUBS. PAUL MILLER RADIO PROGRAM WILL INTERVIEW ORGANIZATION REPRESENTATIVES OF INTEREST
2) PRESENT PLAN TO THE BOARD FOR REVIEW	EXECUTIVE DIRECTOR	BOARD	MAY 2009	
3) IMPLEMENT MEDIA AND COMMUNITY RELATIONS PLAN	EXECUTIVE ASSISTANT	ADMINISTRATIVE SUPPORT PROGRAM SUPERVISORS	JUNE 2009	

*ORGANIZATIONAL STRATEGIC PLAN
2009 – 2011*

SECTION A: ORGANIZATIONAL CAPACITY
EMPHASIS AREA 3: EMERGING TRENDS AND OPPORTUNITIES

GOAL	LEAD	PARTICIPANTS AND RESOURCES	COMPLETE BY	COMMENTS
1) CONDUCT A COMPREHENSIVE ENVIRONMENTAL SCAN TO ASSESS ORGANIZATION RISKS AND OPPORTUNITIES	EXECUTIVE DIRECTOR	CONSULTANT	SEPTEMBER 2009	ANALYSIS OF ORGANIZATION'S STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (S.W.O.T.)
2) EXAMINE OPPORTUNITIES FOR COLLABORATION AND COOPERATION WITH OTHER ENTITIES AS A MEANS TO MEET UNMET OR UNDERMET COMMUNITY NEEDS	EXECUTIVE DIRECTOR	DIVISION DIRECTOR EXECUTIVE ASSISTANT CONSULTANT	JANUARY 2010	MAY INCLUDE CONSIDERATION OF ADDITIONAL PROGRAM ACQUISITIONS, SHARED TRANSPORTATION, OR TRAINING, ETC.
3) INVOLVE GUARDIANS AND THOSE WE SERVE IN FOCUS GROUPS TO IDENTIFY IMPROVEMENT OPPORTUNITIES	DIVISION DIRECTOR PROGRAM SERVICES	EXECUTIVE ASSISTANT PROGRAM SUPERVISORS ADMINISTRATIVE SUPPORT	JANUARY 2010	
4) CONDUCT EMPLOYEE SURVEY TO IDENTIFY TRAINING NEEDS AND OPPORTUNITIES TO IMPROVE WORKPLACE CULTURE	EXECUTIVE ASSISTANT	ADMINISTRATIVE SUPPORT PROGRAM SUPERVISORS	MARCH 2010	MAY INCLUDE CONSIDERATION OF GENTLE TEACHING, TRAINING TOOL BOX, ONLINE TRAINING

*ORGANIZATIONAL STRATEGIC PLAN
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SECTION A: ORGANIZATIONAL CAPACITY
EMPHASIS AREA 4: SUCCESSION PLANNING

GOAL	LEAD	PARTICIPANTS AND RESOURCES	COMPLETE BY	COMMENTS
1) RESEARCH SUCCESSION PLANNING STRATEGIES AND DEVELOP POLICY RELATED TO SUCCESSION	EXECUTIVE DIRECTOR	BOARD CONSULTANT	JANUARY 2010	
2) PRESENT POLICY TO BOARD FOR ACTION	EXECUTIVE DIRECTOR	BOARD	FEBRUARY 2010	
3) IMPLEMENT POLICY FOR ADMINISTRATIVE SUCCESSION	EXECUTIVE DIRECTOR	BOARD	MARCH 2010	
4) MONITOR SUCCESSION STRATEGIES FOR EFFECTIVENESS	EXECUTIVE DIRECTOR	BOARD	DECEMBER 2011	

ORGANIZATIONAL STRATEGIC PLAN
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SECTION A: ORGANIZATIONAL CAPACITY
 EMPHASIS AREA 5: FUNDING SOURCE DIVERSIFICATION

GOAL	LEAD	PARTICIPANTS AND RESOURCES	COMPLETE BY	COMMENTS
1) PROVIDE MANAGEMENT SERVICES TO SOUTH EAST MICHIGAN NON PROFIT FOR MSHDA SENIOR HOUSING PROJECT	DIVISION DIRECTOR FOR PROGRAM SERVICES	EXECUTIVE ASSISTANT ADMINISTRATIVE SUPPORT	DECEMBER 2010	
2) PROVIDE MANAGEMENT SERVICES TO SANBORN GRATIOT MEMORIAL HOME CAPITAL CAMPAIGN	DIVISION DIRECTOR FOR PROGRAM SERVICES	EXECUTIVE ASSISTANT ADMINISTRATIVE SUPPORT BLUE RIBBON COMMITTEE CONSULTANT	DECEMBER 2011	

ORGANIZATIONAL STRATEGIC PLAN
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SECTION B: PERSONNEL DEVELOPMENT
EMPHASIS AREA 1: HIRING AND RETENTION

GOAL	LEAD	PARTICIPANTS AND RESOURCES	COMPLETE BY	COMMENTS
1) COMPLETE AN ANALYSIS OF EMPLOYEE RETENTION TRENDS BY PROGRAM	EXECUTIVE ASSISTANT	PROGRAM SUPERVISORS ADMINISTRATIVE SUPPORT CONSULTANT	SEPTEMBER 2009	
2) IDENTIFY AND IMPLEMENT TRAINING AND/OR SUPPORT SERVICES NECESSARY TO STRENGTHEN RETENTION CAPABILITIES	EXECUTIVE ASSISTANT	PROGRAM SUPERVISORS ADMINISTRATIVE SUPPORT CONSULTANT	JANUARY 2010	

ORGANIZATIONAL STRATEGIC PLAN
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SECTION B: PERSONNEL DEVELOPMENT
EMPHASIS AREA 2: MANAGEMENT TRAINING

GOAL	LEAD	PARTICIPANTS AND RESOURCES	COMPLETE BY	COMMENTS
1) DESIGN A MANAGEMENT TRAINING CALENDAR TO ADDRESS DEVELOPMENT NEEDS AND INTERESTS OF MANAGEMENT STAFF	DIVISION DIRECTOR OF PROGRAM SERVICES	PROGRAM SUPERVISORS EXECUTIVE ASSISTANT ADMINISTRATIVE SUPPORT CONSULTANT	APRIL 2009	THE SUPERVISORS INPUT WAS SOUGHT TO DEVELOP A TRAINING CALENDAR. NINE TRAININGS WERE OFFERED TO THE MANAGEMENT TEAM.
2) DEVELOP AND IMPLEMENT A STRATEGY TO INCORPORATE AND PROMOTE AGENCY VALUES WITHIN THE ORGANIZATION	EXECUTIVE DIRECTOR	DIVISION DIRECTOR OF PROGRAM SERVICES EXECUTIVE ASSISTANT PROGRAM SUPERVISORS ADMINISTRATIVE SUPPORT CONSULTANT	JUNE 2009	THE AGENCY VALUES WERE REVIEWED BY THE MANAGEMENT TEAM OCTOBER THRU FEBRUARY OF 2009 WITH THE ASSISTANCE OF THE CONSULTANT.
3) IMPLEMENT QUARTERLY MANAGEMENT DEVELOPMENT ACTIVITY	DIVISION DIRECTOR OF PROGRAM SERVICES	PROGRAM SUPERVISORS CONSULTANT	JUNE 2009	TRAININGS WERE PROVIDED TO THE MANAGEMENT TEAM STARTING IN FEBRUARY 2009 WITH THE CURRENT CYCLE ENDING IN OCTOBER OF 2009. THE TRAININGS FOCUSED ON MANAGEMENT ACTIVITIES SUCH AS TECHNIQUES FOR TEAMBUILDING, MANAGING MULTIPLE PRIORITIES, EMPLOYEE DISCIPLINE. THERE WILL BE A NEW CALENDAR DEVELOPED FOR 2010 FISCALYEAR.

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SECTION B: PERSONNEL DEVELOPMENT
EMPHASIS AREA 3: EMPLOYEE RECOGNITION

GOAL	LEAD	PARTICIPANTS AND RESOURCES	COMPLETE BY	STATUS
1) ASSESS EXISTING EMPLOYEE RECOGNITION PROGRAM AND MAKE ENHANCEMENTS AS IDENTIFIED	DIVISION DIRECTOR FOR PROGRAM SERVICES	PROGRAM SUPERVISORS EXECUTIVE ASSISTANT CONSULTANT	JANUARY 2010	
2) SUPPORT AND PARTNER WITH OTHER ORGANIZATIONS TO ADVANCE WORKFORCE DEVELOPMENT IN TERMS OF WAGES, BENEFITS, RECOGNITION, PROFESSIONAL DEVELOPMENT AND PROFESSIONAL STANDING	DIVISION DIRECTOR FOR PROGRAM SERVICES	PROGRAM SUPERVISORS EXECUTIVE ASSISTANT EXECUTIVE DIRECTOR	MARCH 2010	

ORGANIZATIONAL STRATEGIC PLAN
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SECTION B: PERSONNEL DEVELOPMENT
EMPHASIS AREA 4: COMMUNICATION

GOAL	LEAD	PARTICIPANTS AND RESOURCES	COMPLETE BY	COMMENTS
1) CONDUCT ASSESSMENT IDENTIFYING BARRIERS TO EFFECTIVE COMMUNICATION WITHIN THE ORGANIZATION	EXECUTIVE DIRECTOR	DIVISION DIRECTOR FOR PROGRAM SERVICES EXECUTIVE ASSISTANT ADMINISTRATIVE SUPPORT PROGRAM SUPERVISORS CONSULTANT	MAY 2009	
2) DESIGN AND IMPLEMENT PROCEDURES AIMED AT STRENGTHENING ORGANIZATIONAL COMMUNICATION	DIVISION DIRECTOR FOR PROGRAM SERVICES	PROGRAM SUPERVISORS EXECUTIVE ASSISTANT ADMINISTRATIVE SUPPORT CONSULTANT	JULY 2009	
3) PROVIDE TRAINING WITH REGARD TO PREFERRED OR REQUIRED METHODS OF COMMUNICATION WITHIN THE ORGANIZATION	DIVISION DIRECTOR FOR PROGRAM SERVICES	EXECUTIVE ASSISTANT ADMINISTRATIVE SUPPORT PROGRAM SUPERVISORS DIRECT CARE EMPLOYEES	OCTOBER 2009	