

STRATEGIC PLANNING GOALS

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A. Stakeholder Services
(A.1.a.)

1. Area: Board Governance

a. General: To organize the Board of Directors and recruit members who can make significant contributions to the work of the Board and organization's progress.

SMART FORMAT

Specific: Increase the size and representation on the Bost Board of Directors (within the required licensing ratios).

Measurable: The Board Roster will serve as the measurement tool.

Achievable: Yes

Relevant: Yes, relevant to the mission and areas served.

Time: Annual timelines below.

PERSON RESPONSIBLE TO COORDINATE COMPLETION OF THIS GOAL:
President of the Board of Directors with support from the Executive Director.

ANNUAL OBJECTIVES:

Ongoing - Ensure that licensing requirements for representation of consumers, parents/guardians and support organizations are maintained on an annual basis.

<u>Target Dates:</u>	<u>Measurable Objective</u>
June 30, 2010 members.	Increase the size of the Board to at least 10 Provide Board Training on the identification and recruitment of prospective Board members (Include in orientation or annual Board training thereafter).
June 30, 2011	Increase the size of the Board to at least 11 members with at least one member residing outside of Sebastian County
June 30, 2012	Increase the size of the Board to at least 12 members with at least two members residing outside of Sebastian County

A. Stakeholder Services

(A.1. b.)

1. Area: Board Governance

b. General: Determine, Monitor, and Strengthen the Organization's Programs and Services.

SMART FORMAT

Specific: To promote a more active awareness and understanding by each Board member of the Bost vision and services.

Measurable: Self Reporting Forms and Board Reports will be utilized

Achievable: Yes, depending on individual Board member availability and interest.

Relevant: Yes; one of the Board of Directors fundamental role begins with the question of whether current and proposed programs and services are consistent with the organization's stated mission and purposes.

Time: Annually to begin July 1, 2009.

PERSON RESPONSIBLE TO COORDINATE COMPLETION OF THIS GOAL:

President of the Bost Board of Directors, with support from the Executive Director.

OBJECTIVES:

1. Annually members of the Bost Board of Directors will spend at least two (2) hours individually in a Bost program of their choosing.
2. Annually at least one Board meeting will be held at a location other than the "Board Room" to promote understanding of Agency services and geographic area served.

A. Stakeholder Services
(A.1. c.)

1. Area: Board Governance

c. General: Manage the Resources of the Organization Effectively.

SMART FORMAT

Specific: Increase the Board's knowledge of Bost's financial condition and issues that threaten revenues and expenses.

Measurable: Key financial metrics will be developed for the entire Board to review.

Achievable: Yes, with the understanding this will be challenging within the current resources and other needs of the Bost Financial office, and time required of key Board Members.

Relevant: Yes, the full Board should be afforded the opportunity to review key Balance sheet metrics such as debt and cash flow with an eye to significant trends

Time: June 30, 2010

PERSON RESPONSIBLE TO COORDINATE COMPLETION OF THIS GOAL:

Treasurer of the Bost Board of Directors with support from senior Bost management

A. Stakeholder Services
(A.2. a.)

2. Area: General Marketing

a. General: Increase and improve general community awareness of Agency services, programs and needs on a local and regional level.

SMART FORMAT

Specific: Improve and increase signage for Agency assets

Measurable: Observed new or improved signage

Achievable: Yes, subject to budget constraints

Relevant: Yes, to increase accessibility to and knowledge of Agency.

Time: Subject to annual review

PERSON RESPONSIBLE TO COORDINATE COMPLETION OF THIS GOAL:

Kent C. Jones, Executive Director

A. Stakeholder Services
(A.2. b.)

2. Area: General Marketing

b. General: Increase and improve general community awareness of Agency services, programs and needs on a local and regional level.

SMART FORMAT

Specific: Improve website of Agency to increase interest and accessibility to interest area.

Measurable: Yes, by tracking web activity

Achievable: Yes, subject to budget constraints

Relevant: Yes, websites are growing in popularity.

Time: December 30, 2009 (or earlier)

PERSON RESPONSIBLE TO COORDINATE COMPLETION OF THIS GOAL:

Kent C. Jones, Executive Director

A. Stakeholder Services
(A.2. c.)

2. Area: General Marketing

c. General: Increase and improve general community awareness of Agency services, programs and needs on a local and regional level.

SMART FORMAT

Specific: Expand community luncheons to Western Arkansas regions.

Measurable: Yes, by record of events

Achievable: Yes

Relevant: Yes

Time:

PERSON RESPONSIBLE TO COORDINATE COMPLETION OF THIS GOAL:

Jeanne Montgomery, Executive Assistant with support from Executive Director

A. Stakeholder Services
(A.2. d.)

2. Area: General Marketing

d. General: Increase and improve general community awareness of Agency services, programs and needs on a local and regional level.

SMART FORMAT

Specific: Explore the possibilities of expanding traditional media exposure.

Measurable: Yes, by record of media placements

Achievable: Yes, subject to budget constraints

Relevant: Yes, continuation of past media strategies

Time: Annual Planning

PERSON RESPONSIBLE TO COORDINATE COMPLETION OF THIS GOAL:

Kent C. Jones, Executive Director with support from Jeanne Montgomery,
Executive Assistant.

Ideas:

Entertainment Fort Smith
Fort Smith Catalyst
UAFS – Student internship
Clear Channel

A. Stakeholder Services
(A.3. a.)

3. Area: Fundraising

a. General: Increase Community Awareness of Bost and Fund Raising Needs

SMART FORMAT

Specific: Continue Grape Escapes as the primary Agency Fund raiser and Community Awareness Event.

Measurable: Media and advertising reports.

Achievable: Yes, as demonstrated in prior years

Relevant: Yes, many community individuals are not aware or familiar with Bost.

Time: Annually

PERSON RESPONSIBLE TO COORDINATE COMPLETION OF THIS GOAL:

Foundation Events Coordinator: Shannon Fawcett

A. Stakeholder Services
(A.3. b.)

3. Area: Fundraising

b. General: Increase Level of Foundation Fund.

SMART FORMAT

Specific: Plan and implement a capital campaign with a goal of \$1million to raise funds for the Foundation Fund.

Measurable: Through progress reports and net amount of campaign funds raised.

Achievable: Yes, with leadership support of the Foundation Trustees and Bost Board of Directors.

Relevant: Yes, to increase support of Foundation Funds.

Time: To be determined, but no later than December 2011.

PERSON/PARTY RESPONSIBLE TO COORDINATE COMPLETION OF THIS GOAL:

Foundation Trustees with support from Foundation Executive Director and Event Coordinator.

A. Stakeholder Services
(A.3. c.)

3. Area: Fundraising

c. General: Increase Level of Foundation Fund.

SMART FORMAT

Specific: Plan and implement an Agency planned giving program.

Measurable: Minutes of planning meetings, progress reports and net amount of campaign funds raised.

Achievable: Yes, with leadership support of the Foundation Trustees and Bost Board of Directors Leadership.

Relevant: Yes.

Time: To be determined, but after the capital campaign for Foundation Fund increase is concluded.

PERSON/PARTY RESPONSIBLE TO COORDINATE COMPLETION OF THIS GOAL:

Executive Director with support from Events Coordinator.

B. Employee Services
(B.1. a.)

1. Area: Human Resources

a. General: Improve retention and lower turnover, resulting in reducing turnover cost, increasing revenue available to the agency and improving supervisor skills.

SMART FORMAT

Specific: Reduce turnover 2%

Measurable: By monthly turnover reports and employee feedback from supervisor training.

Achievable: Yes, see below

Relevant: Employees leave supervisors, not companies, by improving quality of supervisor training, we will provide supervisors the tools they need to be successful, byproduct will be increased retention/lower turnover cost.

Time: See below

PERSON RESPONSIBLE TO COORDINATE COMPLETION OF THIS GOAL:

Jim Harris, Director of HR, and the Strategic Planning Committee.

ANNUAL OBJECTIVES:

	<u>Target Dates:</u>	<u>Measurable Objective</u>
Year 1:	June 30, 2009	25% of supervisors (12) complete Supervisor Vital Learning Series or equivalent. All new employees complete orientation, CPR/First Aid, and all required department training "PRIOR" to starting work. Implement revised "Drivers Training" Revamp quarterly supervisor training. Explore Arkansas career readiness certificate program as a means of seeking qualified, motivated employees. All trainers complete train-the-trainer certification.
Year 2:	June 30, 2010	25% of supervisors (12) complete Supervisor Vital Learning Series or equivalent. All trainers complete Dale Carnegie training.
Year 3:	June 30, 2011	25% of supervisors (12) complete Supervisor Vital Learning Series or equivalent. Develop Webcast capability for satellite offices.
Year 4:	June 30, 2012	25% of supervisors (12) complete Supervisor

Vital Learning Series or equivalent.

C. Consumer Services
(C.1. a.)

1. Area: Program Systems

a. General: To develop and implement paperless system for program services.

SMART FORMAT

Specific: Develop and implement paperless system through obtaining new software and upgrading current IT equipment.

Measurable: Reduction and/or elimination of paper files.

Attainable: Yes.

Relevant: Reduces paper costs, labor costs and increases accuracy and efficiency in consumer file management.

Time: To be measured on an annual basis through January 2012.

PERSON(S) RESPONSIBLE TO COORDINATE COMPLETION OF THIS GOAL:
Jeff Lambert, Sharon DeWitt & Katie Raines

ANNUAL OBJECTIVES:

	Target Dates	Measurable Objectives
Year 1	January 1, 2010	Explore the cost of upgrading server and current IT equipment to support paperless system. Visit paperless providers, ICM and First Step.
Year 2	January 1, 2011	Develop policies and procedures and set up files.
Year 3	January 1, 2012	Implement paperless system

C. Consumer Services
(C.2. a.)

2. Area: Geographic Service Area

a. General: Expansion of current services in the Garland County/Hot Springs area.

SMART FORMAT

Specific: Establish Bost, Inc. satellite office in Hot Springs.

Measurable: Establish office and clientele.

Attainable: Yes.

Relevant: To increase quality of services and obtain greater market share.

Time: To be measured on an annual basis through January 2012.

PERSON(S) RESPONSIBLE TO COORDINATE COMPLETION OF THIS GOAL:
Jeff Lambert, Sharon DeWitt & Katie Raines

ANNUAL OBJECTIVES:

	Target Dates	Measurable Objectives
Year 1	January 1, 2010	Conduct Market analysis on Garland County / Hot Springs
Year 2	January 1, 2011	Locate and look at potential sights and complete a budget proposal.
Year 3	January 1, 2012	Open Satellite Office

D. Agency Operations
(D.1.a.)

1. Area: Financial

a. General: Increased Accuracy and Timeliness of Financial Information and Analysis for Management.

SMART FORMAT

Specific: Facilitate and improve Financial Reporting Processes by: a) developing and implementing improved integration between Medicaid billing and General Ledger utilizing the Lytec Billing System, and by b) Interfacing with Great Plains (GP) Software, or c) by identifying other software to accomplish improved integration.

Measurable: Yes, by successful integration of Lytec and Great Plains to the GL, an improved and shorten monthly closing cycle, and updated policies and procedures.

Achievable: Yes, over time - this is not a "Band Aid", this is process change.

Relevant: Yes, addresses known process weaknesses, provides staff with appropriate tools, improves accuracy (and possibly timeliness) of information available to management for decision making. Improves efficiencies and processes, and thereby reduces risk of errors and/or adverse audit findings. Provides appropriate means to support both the current business and help achieve growth of the Agency.

Time Bound: June 30, 2011

Person responsible to coordinate completion of this Goal:

Mike Kelly, Director of Finance, and the Strategic Planning Committee

ANNUAL OBJECTIVES:

	<u>Target Dates</u>	<u>Measurable Objectives</u>
Year 1:		
	Continuous	Modify and improve on existing reports/checks and balances while pursuing direct Lytec to GP interface. Reduce reliance on manually prepared schedules and Excel worksheets, and manual data input.
	2/28/09	Implement appropriate checks and balances over Lytec and GP input (manual operations) to address immediate needs.
	4/25/09	Develop and implement appropriate system generated reports and input controls to better monitor Medicaid activity and ensure Lytec and GP accuracy/correctness.

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Final Goals

Year 2:

9/30/09

Have a usable, tested and proven system that directly imports Medicaid A/R from Lytec to the GP financial system, and provides staff with timely and informative reports with which to monitor the billing and collection processes. Fine tune process as necessary.

6/30/10

System improvements are proven reliable, in place and functional - resulting in Improved Medicaid Billing and Payroll Interface with Waiver Services.

Year 3:

6/30/11

Review, assess and update critical financial and accounting policies and procedures.

D. Agency Operations
(D.2.a.)

2. Area: Risk Analysis & Management

a. General: To Create a Comprehensive Risk Management Plan to ensure the manageability of risk, reduce the severity of a potential loss, and increase the protection of the Agency's Assets, Employees and Consumers.

SMART FORMAT

Specific: To create a Comprehensive Risk Management Plan to increase the Agency's protection in all possible areas of risk.

Measurable: With implementation of a comprehensive risk management plan.

Achievable: Yes

Relevant: Protects the agency from potential risk.

Time bound: June 30, 2011

PERSON RESPONSIBLE TO COORDINATE COMPLETION OF THIS GOAL-
Susan Steffens and the Risk Management Strategic Planning Committee

ANNUAL OBJECTIVES:

Year 1:

Dec 31, 2008	Develop a Comprehensive Risk Management Plan, to include: 1. Identification of loss exposures. 2. Evaluation and analysis of loss exposures. 3. Identification of how to rectify identified exposures. 4. Implementation of actions to reduce risk. 5. Monitoring of actions to reduce risk. 6. Reporting results of actions taken to reduce risks. 7. Inclusion of risk reduction in performance improvement activities.
Mar 31, 2009	Analyze and Complete Governance and HR
June 31, 2009	Analyze and Complete Programs and Services
Sept 30, 2009	Analyze and Complete Client Safety
Dec 31, 2009	Analyze and Complete Financial Management and Facility/Site Safety and Security

Year 2:

Mar 31, 2010	Analyze and Complete Technology and Information Management
June 30, 2010	Analyze and Complete Transportation

Bost, Inc. Strategic Planning
Final Goals

Sept 31, 2010	Analyze and Complete Crisis Management and Volunteer Management
Dec 31, 2010	Analyze and Complete the Insurance Program
Year 3: Mar 30, 2011	Evaluate all portions of the plan to Ensure completeness.

D. Agency Operations
(D.3.a)

3. Area: Manufacturing

a. General: To create an on-going self sustaining manufacturing setting that enables people with a wide range of developmental disabilities to obtain job skills and continual employment.

SMART FORMAT

Specific: Provide continual manufacturing jobs for 145 clients and employees and manufacturing will perform at a minimum break even level of profitability.

Measurable: Will provide 145 jobs for Bost clients and employees measured by human resource records. Manufacturing will achieve a break-even level of profitability as measured by financial statements.

Achievable: Yes

Relevant: This goal will provide job opportunities for clients and employees and will improve Bost financial performance consistent with the mission and goal.

Time bound: June 30, 2011 and interim years.

PERSON RESPONSIBLE TO COORDINATE COMPLETION OF THIS GOAL-

Dick Adler and Mike Burdick and the Strategic Planning Committee

ANNUAL OBJECTIVES:

	<u>Date</u>	<u>Process</u>
Year 1:	6/30/09	Finish evaluation of trash can liner bag production.
	6/30/09	Explore entry into service business
Year 2:	6/30/10	Explore entry into two additional businesses
Year 3:	6/30/11	Explore entry into two additional businesses