

AUBERLE STRATEGIC PLAN

2022 - 2025

BOARD APPROVED

November 3, 2022

Identity

Auberle is a Faith Based Catholic Agency

Mission

Auberle Helps Build Strong Individuals, Families and Communities

Vision

To be the Premier Agency in the Nation providing Positive Outcomes for All those We Serve

Core Values

Mission Commitment

Performance Driven

Supportive Work

Environment

Creativity and Innovation

Employee Empowerment

Customer Focused and Responsive

Strategic Goals

01 PROGRAMMING INITIATIVE

Deliver innovative, impactful, holistic services to individuals, families, and communities

02 HUMAN CAPITAL INITIATIVE

Ensure that our greatest asset, our human capital, is recruited, trained, supported, and rewarded for the work necessary to help Auberle achieve its mission and vision

03 OPERATIONS INITIATIVE

Develop and implement tools and processes to drive and support program quality, operations, sustainability, and impact

04 BOARD OF DIRECTORS INITIATIVE

Strengthen our board functions to embrace its leadership role

Executive Summary

The Auberle Strategic Plan for 2018-2021 was overwhelmingly achieved despite the unimaginable world pandemic that hit the US with a vengeance in Spring of 2020. We were able to pivot as needed, quickly evaluate priorities, and ultimately achieve strategic objectives that weren't even on the radar. It was a bold, ambitious plan with 60 Strategic Objectives in four key areas: Programs; People; Tools and Processes; and Operations and Sustainability. We are proud to report that despite all of the hurdles and curves thrown our way by the Covid pandemic over the last 2 years we achieved 92% of the objectives. At Auberle, our staff continues to focus on not just surviving but thriving.

The sense of stability that seemed to emerge in late 2021 allowed us to begin thinking about developing a new plan, one that in part will seek to make the numerous positive Covid innovations part of our operating DNA, while helping us adapt to a very changed environment.

This strategic plan followed the same bottom-up approach that we have used for the last two plans. We gathered input from front line staff, managers, directors, and board directors. In addition to these internal groups, we also collected insights from regional and national best practices. We worked closely with Allegheny County Department of Human Services (ACDHS) and analyzed data collected by their "Data Analysis, Research and Evaluation" (DARE) team in addition to our data collected through our Continuous Quality Improvement (CQI) process.

The plan sets out four areas of emphasis: Services, Human Capital, Operations and Sustainability, and Board. In each of the major areas, we have agreed upon the Strategic Initiative and the priority goals that need to be accomplished or explored more deeply. In keeping with nonprofit best practices, the strategic plan will continue to serve as a living document that will be regularly and purposefully monitored, evaluated, and revised as necessary to most effectively advance Auberle's mission.

Current Strategic Plan Process

Agency Directors reviewed the planning process protocol in January 2022 to prepare for launch. All staff then participated in a kick-off celebration and breakfast. We shared accomplishments from the previous plan and set the tone for developing this plan.

We assembled a team of rising leaders from across the agency who have demonstrated big picture thinking, creativity, and a commitment to achieving outcomes and a passion for Auberle's mission. Directors paired with a "Rising Star" to meet with every team across the agency. The initial team meetings were aimed at getting the conversation started, talking to the teams about their challenges and opportunities as well as their initial ideas on what Auberle is doing well and what we could be doing better. Several weeks later, the same Director and Rising Star went back to the team to continue the conversation. All this

information was compiled into shared notes and “themes” were identified to establish the objectives herein. This process has a tremendously positive impact on the agency, the up-and-coming leaders known as Rising Stars, and ultimately the content and creativity in the plan.

The Auberle management team had a special session to ask the critical questions and review the strategic ideas that were created during the team meetings. The management team also looked at the external operating environment, trends, what is on the horizon, and helped refine the strategic ideas that came from the teams across the agency.

The Director Team met to review the overarching themes from the team meetings and to provide their input for the new strategic plan. The COO and CEO identified readings, collaboratives, and opportunities to learn about the Human Services landscape in a “sort of post pandemic world”

Our annual Board Retreat included a presentation from the newly appointed Director of the Allegheny County Department of Human Services (ACDHS), Ms. Erin Dalton. Her presentation painted a picture of what the county is seeking to implement in the coming years and what is important to them.

For the Board meeting in June 2022, Directors were asked to think about “What they feel is the most important issue their board committee should be addressing in the coming months and years”. The Board broke into groups and discussed their answers to this question and feedback was incorporated into the plan. In the fall, each Board Committee was asked to review the Plan and provide additional input.

Ad Hoc Committees are convened throughout the planning process and while the plan is being implemented. The plan is not stagnant and evolves according to identified needs.

The issue of Community Violence came up in many team discussions, the management discussion, and the staff director discussion. In response to the increased gun violence and community shootings over the past two years, community violence became forefront in everyone’s thinking. A “front-line” committee and a “leadership” committee were convened and gave input.

The staffing crisis we are experiencing led to the creation of a Recruitment and Retention Ad Hoc. What better way to brainstorm creative ways to recruit and retain our staff than with our own staff thinking it through with us? We expect to convene Ad Hoc Committees throughout the life of the Plan. It is a great way to give voice to our staff and to encourage new ideas. We will regularly address with the Boards any needs revisions or adds to the Plan throughout its life.

Auberle’s 2022-2025 Strategic Plan

The following four Initiatives and their Goals form the Auberle 2022-2025 strategic plan.

Strategic Initiative 1: Deliver innovative, impactful holistic services to individuals, families, and communities

PROGRAMMING INITIATIVES OVERALL:



- Focus on outcomes and benchmark ourselves nationally including client satisfaction
- Convert our programming to explore research and evidence-based models whenever possible
- Identify and reduce barriers to participating in Auberle programs (childcare, transportation, criminal backgrounds, etc.)
- Explore mentoring programs/models as appropriate in every department
- Regularly assess evolving community needs
- Identify, foster and support connections to community initiatives

BEHAVIORAL HEALTH:



- Expand capacity to serve Auberle programs and community
- Increase revenue in the system to recruit and retain an adequate number of Therapists and break even
- Expand School Based Services
- Advocate for system change with longer term goal of increasing client access, effectiveness and increased funding

ECONOMIC STABILITY & IMPROVEMENT:



- Increase network of regional employment pipelines and create training leading to those opportunities
- Geographically expand EI services according to workforce needs
- Focus on increased access to EI services for people served in other Auberle programs
- Standardize and formalize the EI Model to allow replication with fidelity

FOSTER CARE:



- Increase number of foster families of all compositions
- Develop mentors for young foster people
- Create mentoring program for foster families

HOUSING SOLUTIONS:



- Analyze unmet community housing needs and develop programs accordingly
- Increase housing resources
- Increase creative housing solutions
- Create adequate moving resources
- Remove barriers to create more efficient pathways to permanent housing
- Increase number of people finding and keeping permanent housing

YOUNG ADULT SERVICES:



- Expand Youth Zone programming to additional counties
- Create virtual and varied ways to reach all eligible participants
- Constantly re-evaluate client needs and create services to meet them including new partners
- Build vibrant SIL programs with adequate funding

Strategic Initiative 2: Ensure that our greatest asset, our human capital, is recruited, trained, supported, and rewarded for the work necessary to help Auberle achieve its mission and vision

RECRUITMENT & RETENTION:



- Build sustainable practices to increase compensation, incentives and benefits
- Build a strategy to address the crisis in workforce across the agency
- Create mentorship opportunities for staff and managers
- Define and promote Auberle community and culture to increase satisfaction and wellness
- Define the pathway to leadership and succession planning with development training at front line, manager, and Director

TRAINING, DEVELOPMENT AND WELLNESS SUPPORT:



- Provide world class training and development for all departments to improve program outcomes
- Provide internal and external training opportunities to maintain and increase employee engagement
- Provide more incentives for and encouragement of continuing education
- Develop supportive onboarding by department to reduce premature employee separations
- Expand wellness initiatives to address job satisfaction and increase length of service


DIVERSITY, EQUITY & INCLUSION:




- Attract and retain superior, diverse workforce and leadership
- Diversity in recruitment and retention

Strategic Initiative 3: Develop and implement tools and processes to drive and support program quality, operations, sustainability, and impact


PROCESS IMPROVEMENT & TECHNOLOGY:

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- Upgrade technology systems to support departments (HR, Training, Finance, EHR) communicate and share data efficiently
 - Develop comprehensive Tech Plan
 - Upgrade Wi-Fi
 - Upgrade virtual services and communication to clients
 - Use tech to promote efficiency and ease of data entry and access for staff
 - Connectivity for all devices
 - Develop Facility Plan addressing
 - Safety & security
 - Access
 - Programming needs
 - Staffing needs
 - Sustainability

COMMUNICATION & MARKETING:

- 
- Emphasize Auberle impact on building strong communities
 - Develop Auberle's "Brand" and market it to all communities and key audiences
 - Design and implement a comprehensive Marketing Plan to key audiences
 - Upgrade agency website to be more comprehensive, appealing, and interactive
 - Each Department will develop targets and measure impact on building strong communities
 - Foster employee connections at all levels with each other

FUNDING:

- 
- Adopt forward thinking financial/business strategies focused on robust future revenue streams
 - Expand our efforts to efficiently mix government, corporate, foundation, and donated funds to ensure sustainable program funding.
 - Develop the finance department/committee to be a highly qualified partner focused on executing business strategies
 - Develop and execute multi-year fundraising plans that focus on increased unrestricted revenue with Board support
 - Execute a multi-year comprehensive campaign that raises millions of dollars and hundreds of new donors
 - Create a working capital budget plan that prioritizes, and funds needs

Strategic Initiative 4: Strengthen our board functions to embrace its leadership role

BOARD ROLES:



- The Boards and its Committees will be diverse in people and skill sets necessary to meet its governance role
- The Boards will embrace and practice generative governance at the Board and Committee levels to lead the agencies as a full partner with staff
- The Board Directors will function as enthusiastic Ambassadors for the agencies drawing people to serve as volunteers, donors, advocates, and supporters
- The Board Directors will be engaging Advocates for changes to benefit those we serve and allow our work to be efficient and impactful