



Vision-based Strategic Plan

2019-2021

Presented by:

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PURPOSEFUL IMPACT

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CORE VALUES | VISION STATEMENT | MISSION STATEMENT | STRATEGIC PLAN VISION STATEMENT

Organizational culture reflects the values, beliefs, and behavioral norms that characterize an organization. It is a set of shared assumptions that guide what happens in an organization by defining appropriate beliefs and behaviors that are typical for the organization. Organizational culture is observable and a powerful force we must create and sustain in order to achieve our strategic initiatives. Our set of values, beliefs, and behaviors will not only impact the way we interact as a staff, but also in the way we are perceived and regarded by our communities. The values, vision, and mission statements will serve as the foundation for how we will drive our culture and strategic initiatives into action.

Core Values

- Integrity:** We are accountable, principled, professional, and honest. We do the right thing and lead through service.
- Empathy:** We embrace differences and similarities and treat one another through dignity by seeking first to understand.
- Excellence:** We perform at our highest potential and are willing to improve.
- Empowerment:** We believe empowerment is the catalyst for transformation leading to a higher life-balance.
- Celebration:** We honor and recognize our achievements and the privilege of serving others

Vision Statement

Individuals with disabilities and their families are unleashing new possibilities; and, individuals who experience incarceration are discovering a new sense of self.

Mission Statement

ICAN trains and places assistance dogs with individuals with disabilities and provides foundational life skills to inmates through their experiences as trainers.

Strategic Plan Vision Statement

In order to deepen our impact and establish a sustainable base for long-term organizational growth, ICAN will focus on the further refinement and delivery of its services throughout central Indiana (60-mile radius) to individuals with disabilities and inmates. Critical to deepening the organization's impact and establishing a sustainable base for long-term organizational growth will be the intentional balance of retaining a high level of quality throughout all levels of the organization, while also consistently striving to meet the ever-increasing needs of those we serve. ICAN will strive to accomplish this vision statement by:

FOUNDATIONAL PILLARS, STRATEGIC PRIORITIES, & OBJECTIVES

Foundational Pillar 1

Establish a sustainable operational base for long-term organizational impact and growth. ICAN leadership and staff will focus on the enhancement of its operational infrastructure and development and implementation of sustainable internal & external processes.

STRATEGIC PRIORITY 1.1

Evaluate and refine the process mapping of a lifecycle of a dog, for the purpose of creating efficiencies in the identification, training, and pairing of each dog.

STRATEGIC PRIORITY 1.2

Develop and implement an HR Plan that will support implementation of the Vision-based Strategic Plan. This may include consultant services and outsourcing and should take into consideration current and future states of the organization.

STRATEGIC PRIORITY 1.3

Evaluate and refine volunteer management processes, with a focus on furlough volunteers (ID, training, retention).

STRATEGIC PRIORITY 1.4

Develop and implement a consistent marketing and communications plan built on a consistent brand development case for support and messaging.

STRATEGIC PRIORITY 1.5

Review and refine board development policies and procedures.

STRATEGIC PRIORITY 1.6

Develop and implement a change management process.

Foundational Pillar 2

Evaluate, develop and implement expansion plan for training programs within, and potentially outside of, the traditional inmate-training model while maintaining excellence.

STRATEGIC PRIORITY 2.1

Explore and identify potential training model expansion opportunities within IDOC (Indiana Department of Correction).

STRATEGIC PRIORITY 2.2

Explore, develop, and implement potential training model expansion outside of current inmate training model (nontraditional training and current).

STRATEGIC PRIORITY 2.3

Explore and implement possible utilization of technology to expand training opportunities (online courses; delivery and curriculum).

STRATEGIC PRIORITY 2.4

Review, refine, and implement program evaluation processes resulting in continuous quality improvement plan (next accreditation is 2020).

Foundational Pillar 3

Support implementation of the Vision-based Strategic Plan, evaluate facilities utilization needs, and then develop and implement short-term and long-term facilities utilization plan.

STRATEGIC PRIORITY 3.1

Evaluate current and long-term space needs.

STRATEGIC PRIORITY 3.2

Evaluate potential partnership opportunities around facilities acquisition and utilization.

STRATEGIC PRIORITY 3.3

Evaluate finances and opportunity costs for alternative revenue streams.

STRATEGIC PRIORITY 3.4

Develop and implement short-term space utilization plan.

Foundational Pillar 4

Evaluate and develop sustainable enhancement of client engagement services plan.

STRATEGIC PRIORITY 4.1

Better understand and enhance the direct client experience. (identification, application process and timeline, training, on-going support).

STRATEGIC PRIORITY 4.2

Better engage existing clients and applicants to assist in the recruitment and promotion of ICAN.

Foundational Pillar 5

Establish a diversified revenue stream inclusive of philanthropy and earned revenue model that will support the successful implementation of the Vision-based Strategic Plan.

STRATEGIC PRIORITY 5.1

Develop an advancement plan that will enhance brand awareness, fundraising, and constituent engagement.

STRATEGIC PRIORITY 5.2

Evaluate and enhance current constituent's relationship management (CRM) system to effectively engage donors and constituents.

STRATEGIC PRIORITY 5.3

Evaluate proposed business/revenue streams and implement earned revenue opportunities.

STRATEGIC PRIORITY 5.4

Explore and engage alternative fundraising market opportunities. (E.g. peer to peer, social-media)

STRATEGIC PRIORITY 5.5

Review and evaluate the need for a capital campaign to support successful implementation of Vision-based Strategic Plan.