



Strategic Plan 2015-2018

During the 2014-2015 fiscal year, the Frazer Center Board of Directors developed and approved a three-year strategic plan. Led by 2016-17 Board Chair Dana Hudson, a sub-committee spent several months evaluating internal and external trends and interviewing various stakeholders. Their findings were reported and discussed during an extended strategic planning meeting with the full board in January 2015. Following this meeting, board committees and staff leadership spent time developing strategies, goals, and a timeline for implementation which were presented to the Board and approved in May 2015. Over the summer of 2015 work continued on developing an FY16 Action Plan based on the 2015-18 Strategic Plan.

Below is a summary of the key strategic initiatives outlined in the strategic plan. If you would like to review a more detailed version of the strategic plan or operational plan, please contact Paige McKay Kubik at p.kubik@frazercenter.org or 404-377-3836.

Deliver quality programming that reflects our strengths as specialists in inclusion for people with disabilities

- **Children's Program:** Ensure all typically developing children meet or exceed school readiness criteria upon graduation from TFC's Pre-K. Ensure all children with special needs meet, exceed, or show significant progress toward achievement of school readiness criteria. For children who do not meet all criteria, build a Kindergarten transition plan.
- **Children's Program:** Maintain research-based enrollment ratios for inclusive education, with a target of 12-15% of total enrollment being children with a diagnosed disability, and an additional 15-20% of total enrollment being children with research-based risk factors for developmental delay.
- **Adult Program:** Move all adult participants toward greater inclusion and employment in the community, with a commitment to person-centered planning and Employment First principles.
- **Adult Program:** Define target populations best served by Frazer and align programs, policies, staff resources, and recruitment accordingly.
- **Management:** Strengthen marketing message regarding the value of inclusion and the role TFC plays, especially in the local community.
- **Management:** Establish and/or strengthen systems for ensuring all Frazer Center programs meet the highest quality standards in their field.

Reinforce our economic and operating stability

- **Children's Program:** Monitor and adapt the economics of the children's program to ensure sustainability, including covering administrative costs, generating a surplus toward building a reserve, and providing support for program enhancements and staff professional development and compensation.
- **Adult Program:** Reevaluate economics and funding supporting Adult Program as it transitions to more community-based services.
- **Management:** Enhance security systems and emergency procedures for preparedness in a variety of potential situations.
- **Management:** Implement a long range plan to build and fill the fundraising pipeline needed to sustain, enhance, and grow the Frazer Center.
- **Management:** Build tools and measurement systems that improve visibility into the factors that ultimately drive financial health and program quality.

Invest in talent recruitment and development

- **Children' Program:** Establish a clear faculty value proposition, including career paths and professional development schedule, to improve retention and program quality.
- **Adult Program:** Determine what mix of staff will best deliver quality programming, and develop faculty value proposition accordingly.
- **Management:** Enhance Board effectiveness by creating development plan for Board members and Board leadership prior to, during, and after their Board service.

Leverage our unique physical space to develop areas of programming distinction

- **Children's Program:** Leverage gardens and local partnerships to establish distinction in STEAM curriculum.
- **Children's Program:** Take a fresh look at the summer camp value proposition, tuition, and programming.
- **Adult Program:** Leverage The Frazer Center gardens and grounds as a means to assist Adult participants in achieving their employment objectives.
- **Management:** Upgrade facilities in ways that will allow monetary gain through additional rental clients, higher rental rates, and/or cost saving efficiencies.
- **Management:** Create the "Friends of Frazer Forest" volunteer program to strengthen community relationships.

Expand thoughtfully into new areas that resonate with our current strengths

- **Children's Program:** Develop and promote skills as early detection specialists, partnering with other programs and services for young children as appropriate.
- **Adult Program:** Create a ten-year vision for the Frazer Center Adult program that will produce meaningful outcomes for adult participants, and establish Frazer Center as a model of best practice. Monitor trends in the regulatory/funding arena to stay ahead of any impact to existing/planned TFC model.
- **Management:** Explore avenues for increasing income from rentals other than weddings (e.g., film shoots, corporate retreats.)