



“Leveraging Our Past; Creating our Future”
Three Year Strategic Plan
FY2015 to FY2017

EXECUTIVE SUMMARY

For over 65 years Arrowhead Youth & Family Services has enjoyed a long history of working with youth at-risk in a residential setting. We have been successful with the adolescent population and their families in this community and have a positive reputation as the experts in this field. In the last 15 years we have continued to grow our services by adding licensure, accreditation, and ultimately expand our programs to go beyond residential and into education and community-based services. This three year strategic plan proposes how Arrowhead will leverage our past and our experience, and create a future that will best fill the mission of our agency: *to motivate youth at-risk to become productive and responsible young men and women by providing the highest quality counseling, education and social services to youth and their families.*

In the last 15 years we have seen a decline in access to services and funding sources (both private and public) for many social service agencies in our state. Family needs have changed, technology needs have changed and the general attitude on service delivery has changed. Arrowhead has been able to modify our programs and services to fit the needs of the families we serve because we have appreciated a sound financial basis, strong community support and an awareness of the trends affecting how we operate. Our past experiences and financial structure have afforded us the ability to face the positive and negative influences of our environment and develop a strategic plan that will carry us into the future.

As we considered our history, external challenges and opportunities, internal strengths and weaknesses, a clear call-to-action and several “big questions”, our current strategic plan will focus on four imperatives to help Arrowhead serve optimally youth at-risk and their families for many years to come:

- Expand our continuum of care by providing service options that meet each youth’s individual needs
- Expand and develop educational programs to include a broader scope of educational services
- Focus marketing efforts to all stakeholders to drive understanding and awareness of our expanding comprehensive services
- Develop facilities and infrastructure that support our service needs

Each of these strategic imperatives will be driven by clear action plans with milestone deliverable, fully vetted and monitored to drive impact and outcomes. The CEO and staff will ultimately be responsible for delivering these goals and objectives, and the Board of Directors will monitor and ensure forward momentum.