



“Leveraging our Past; Creating our Future”

*Three-Year Strategic Plan
(FY2015* to FY2017)*

*vFinal, v2, Revised November 2015
Board Approved*

**FY2015 starts in July 2014 and ends in June 2015.*

Table of Content:

- I. Letter from the Chair
- II. Our Purpose: Empowering Youth Since 1945
- III. Outcome of Previous Strategic Plan (FY2012-FY2014)
- IV. Methodology for Current Strategic Plan (FY2015-FY2017)
- V. Our Challenges and Opportunities
- VI. Our Capacity
- VII. Call-to-Action
- VIII. Strategic Imperatives, Goals, and Objectives
- IX. Closing Letter from the CEO

I. Letter from the Chair



*Anthony (Tony) Llano, Deere & Company
Chair, Strategic Planning Committee*

As a member of Arrowhead Youth & Family Services' Board of Directors, and as chair of the Strategic Planning Committee, I am a dedicated steward of an organization with a meaningful and rich tradition of service and transformative impact since our inception in 1945. As a product of the inner-city of New York, and as a beneficiary of mentoring programs designed to afford me opportunities for success, I take this stewardship quite seriously. Arrowhead's purpose, as noted by our mission and promise statements, has had a direct and far-reaching influence across the many communities we have served for nearly 70 years. Like many others who volunteer for Arrowhead, I am genuinely proud of this dynamic and remarkable organization's heritage.

Arrowhead's legacy and traditions have, indeed, served us quite well for many years. We have a strong brand image and reputation, well-funded contingency, dedicated and passionate staff; committed external stakeholders and friends, loyal to Arrowhead's purpose; and well-defined processes for running an efficient and fully accredited residential, therapeutic, and educational agency. All of these strengths have sustained and enabled our organization. Nonetheless, challenges abound, and as we've embarked on this planning process, we've been quite mindful of the many external forces that will impact our organization's future. Therefore, in order to remain relevant and position Arrowhead for success, we must evolve while continuing to leverage our strengths.

This three-year strategic plan is a confluence of dynamic market research, internal assessment of processes and organizational capabilities, and a thorough analysis of wide-ranging external forces. As an organization, we're quite committed to our heritage, and we will continue to leverage our past while acknowledging the need to selectively abandon part of this past as we strive to create a viable future for Arrowhead. Thus, this is our clear challenge and call-to-action: *leverage our past while we strive to create a new, sustainable and thriving future.*

On behalf of our dedicated staff, our friends and supporters, and numerous youth-at-risk and families we've impacted over many years of committed community service, thank you sincerely for your loyalty to Arrowhead Youth & Family Services. With your support, we will continue our important work. *For Arrowhead, thank you!*

II. Our Purpose: Empowering Youth Since 1945

Mission

Arrowhead Youth & Family Services will 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.

Promise

Arrowhead Youth & Family Services will empower the youth and families we serve to achieve their greatest potential.

Values

The staff members, volunteers, and youth of Arrowhead Youth & Family Services are guided by our mission using a common set of core values.

Character

We instill morality and ethics into the personalities of our youth to enrich their lives and the lives of those around them.

Education

We provide enrichment into the lives of our youth through a variety of therapeutic and educational programs; and provide opportunities to develop a positive work ethic by practicing these skills through community involvement.

Empathy

We work together to create and maintain an empathic environment in order to understand each youth's needs and the diverse needs of their families.

Empowerment

We foster personal responsibility and accountability by empowering our youth to actualize their potential and productively contribute to society.

Respect

We create an atmosphere of mutual respect among staff and youth that is demonstrated through their actions and word.

Safety

We provide a safe environment free from physical or emotional harm, to enhance therapeutic and educational growth for the youth we serve and the staff we employ.

III. Outcome of Previous Strategic Plan (FY2012-FY2014)

Since 1945 Arrowhead has empowered youth and their families. The dynamics of our organization have changed over the years since our inception:

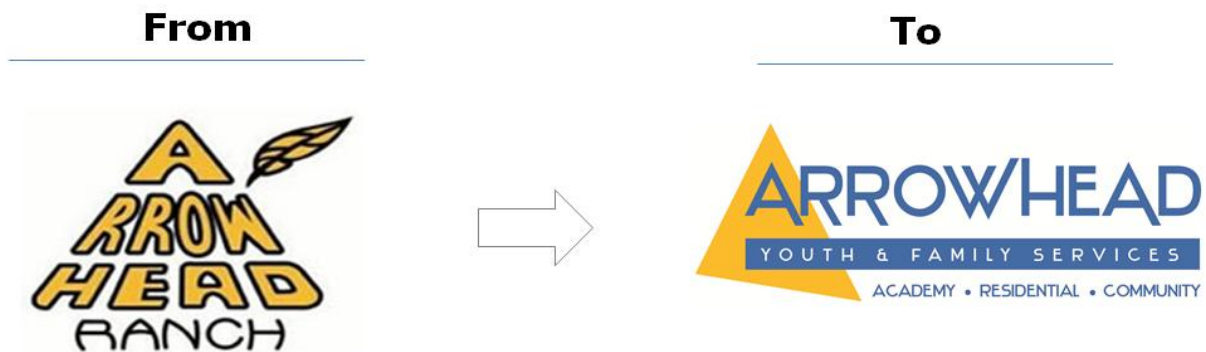
Rock Island County Farm Home & School for Boys (1945 to 1970)	Primarily focused on group home life
Arrowhead Ranch (1970 to 2013)	Primarily focused on institutional life; girls introduced, as well as non-public special education services
Arrowhead Youth & Family Services (2013 to present)	Primarily focused on clinical, individual, and family needs; community-based services introduced

We have evolved from a licensed Child Care Institution to a licensed Child Welfare Agency. This has afforded us the opportunity to provide more services, not just as a residential program, but also as an agency that provides services in the community, reaching and impacting more youth-at-risk and their families. We have become accredited by the Council on Accreditation, supporting our efforts to work with best practice standards. And, finally, we have opened our own school, Arrowhead Academy, and we are a certified private, non-public special education center. All of these activities are a direct result of the strategic planning processes over the years – and most specifically the last strategic planning process. Arrowhead’s Board of Directors and staff constantly look at ways to refine and validate our services to stay relevant and best meet our mission in an ever-changing economic and external environment.

In our previous strategic plan, we had three focus areas: (1) educate stakeholders through marketing and education; (2) develop community and residential services; and (3) broaden fundraising support. From our most recent strategic plan, we learned we must communicate to our stakeholders more effectively as to (a) how we’ve evolved as an organization and (b) our purpose. As we reflect on the three priorities from our previous strategic plan, we have learned some meaningful lessons.

Marketing and Education

Given our history, and to clearly communicate our purpose, we executed a rebranding process to redefine our agency. Working closely with experts in organizational branding, we leveraged focus groups and market research to create a new brand identity. Our new logo has given us a much needed facelift and has better defined our services through a more modern look. The new logo clearly communicates Arrowhead's purpose: Academy (or education), Residential, and Community. Arrowhead now has a marketing tool to clearly communicate to all stakeholders a current view of who we are and aspire to be, and what we actually do. The Arrowhead Brand—i.e., *that we are experts in the field of youth-at-risk*—has a new energy because of this rebranding process. As we execute this new strategic plan, we will continue to deploy our new brand identity to convey our actual impact in the community.



Community and Residential

Due to (a) the economic environment for child welfare agencies, (b) the downward trend of residential care, and (c) the need to provide services to a more diverse population, we wrote our previous strategic plan to account for the need for growth potential. Growth would mean diversifying our residential program to additional referral and funding sources, adding new community-based programs, and stabilizing a new school program. In the previous plan, one of the action steps was to create alliances with other agencies with similar missions. Although we were able to accomplish this at a small level, the connections were ultimately more tactical alliances vs. strategic, coordinated, and sustainable relationships. We will need to continue to work toward this strategic objective of partnering with other agencies in the community in order to continue to be relevant to our service population by growing program options, filling community service voids, and strengthening our position as an agency fully competent in our service delivery.

Fundraising

Our previous strategic plan's final strategic initiative was designed to explore new options of fund development. From this goal, we were able to modify our fundraising events and focus on targeting (a) different audiences of donors, (b) alternative events, and (c) grant funding. Because our agency has a strong financial foundation with our contingency, we did not evaluate the cost/benefit ratio of our fundraising events prior to the FY2012-FY2014 strategic plan, nor did we grow our grantor base. We have made great strides on this goal; however, we continue to rely too heavily on our contingency and need to focus our next strategic plan on including financial initiatives across all our strategic imperatives and objectives. This will be critically important for the long-term sustainability of Arrowhead.

IV. Methodology for Current Strategic Plan (FY2015-FY2017)

In FY2014 (from July 2013 to June 2014) we began a rebranding process. The rebranding approach was determined by the Marketing/Fund Development and the Strategic Planning committees (the team). Request-for-Proposals (RFPs) were executed, and we received five proposals. The team interviewed and fully vetted three of these suppliers. We ultimately decided to work with Mandle Design, a local expert in corporate branding and communications. Mandle Design led Arrowhead through this rebranding process.

The effort proved invaluable as a starting point for the development of this current strategic plan. Several focus groups were conducted with diverse audiences, including (a) administration & staff, (b) Board of Directors, (c) CEO, (d) clients, (e) donors, and (f) referral sources.

An online survey, including questions about our services, reputation, location, name, etc., was developed and sent to approximately 500 recipients. The survey questions were designed to help us develop a better understanding of our image and service delivery model. From this survey, several themes emerged:

- Different perceptions of communication exist internally and externally
- Incomplete or inaccurate knowledge about Arrowhead
- Improve the physical environment
- More outreach programs or after-care programs
- Overly dependent on government funding
- Vision for Arrowhead's future

From these themes, there was an overarching need for Arrowhead to have a “Big Hairy Audacious Goal”, something around which all constituents, including our financial supporters, could rally. Four additional aspirations emerged:

- Make Arrowhead the “go-to-place” for teen prevention services
- Serve more kids with more services
- More job and job-skills training for residential students
- Create opportunities for more family involvement

With the findings from the rebranding process, and taking into consideration outcomes and lessons learned from the previous strategic plan, we developed a strong foundation to begin our current strategic plan.

V. Our Challenges and Opportunities

Arrowhead Youth & Family Services has the opportunity to increase its service base while becoming more efficient and effective to meet our mission. Over the last 10 years we have been sufficiently flexible to develop programming that keeps us relevant in an economy with significant financial strain. We have opened new programs, introduced our own school, and branched out into the community. However, these activities are only the starting point of what we can accomplish. We believe Arrowhead’s financial and human capital can be utilized more efficiently to reach this strategic imperative.

Reliance on government funding and on our contingency fund to get us through the state’s financial crisis may prove to be a major challenge as we embark on program growth and development. We will need to pay close attention to declining residential care trends and assess competition of existing services in our community. The possibility of strong strategic relationships with other like-mission organizations will need to be carefully considered as a means of addressing service delivery and funding options.

Other external opportunities and threats have warranted close examination as we’ve developed this current strategic plan:

External Opportunities

- Enrollment in community-based services and expansion of existing services
- Partnerships with other similar organizations and schools
- Establish Arrowhead as a “go-to” organization for youth-at-risk
- Improve services by addressing clinical trends

External Threats

- Declining government funding
- Decrease in residential care
- More serious and dangerous behavior of youth in residential care
- Decrease in donor base

VI. Our Capacity

Arrowhead Youth & Family Services has enjoyed a long history of positive brand message and image. Our reputation as an expert in the field of adolescent care has sustained 65+ years of service to youth-at-risk and their families. We have strong community support, providing us with both volunteer commitment and financial success, resulting in a strong foundation for operation. Our financial capital has given us the ability to be proactive in modifying our service delivery and program opportunities to respond to evolving trends of the child welfare system. Our facilities have great potential to accommodate our current and future infrastructure needs; however, to meet current and emerging program demands, Arrowhead will need to modify and update our facilities. Seeking alternative funding sources will be a key factor in our success of meeting our agency's mission.

As we move forward, we will continue to leverage internal strengths while we seek to offset internal weaknesses:

Internal Strengths

- History (brand, image, reputation, credibility, etc.)
- Contingency fund and endowment
- Awareness/vision/forethought of understanding trends and being proactive to change
- Community involvement and support

Internal Weaknesses

- Current revenues for the residential program do not cover expenses
- Outdated building – facility image for residential needs to change
- Technology infrastructure
- Need for more programs and service expansion

VII. Call-to-Action

Arrowhead Youth & Family Services has enjoyed a long history of working with youth-at-risk. For the first 55 years we operated solely as a Child Care Institution serving adolescent males with juvenile delinquent behavior. Over the last 10 years we have seen a declining trend for residential placements while also witnessing an increase in mental health diagnoses for this population. In 1995 there were 5,200 youth in residential care in the State of Illinois; today there are approximately 1,200! This decrease has impacted Arrowhead significantly both financially and programmatically:

- We have gone from an average of 72 boys in the year 2000 to 58 boys in 2003, and today we have an average of 34 placements which now includes adolescent girls. Child Care Institutions alone would not survive if their core program had no other service delivery options.
- Our staff has become more specialized, and we have transitioned from Bachelor-degreed professionals to Master-degreed professionals in the field of human behavior, in both therapeutic treatment and special education.
- We have added community-based services and have become a Child Welfare Agency, as well as a Child Care Institution. We need to continue in this direction to become a full-service organization.

The State of Illinois has struggled for the last 10+ years to meet the needs of the kids most in need of prevention, intervention, and tertiary services; this does not appear to be changing any time soon. In fact, the Child Care Association of Illinois (CCAI) just completed its current strategic plan and has challenged member organizations, Arrowhead Youth & Family Services included, to consider the following points when completing our strategic planning efforts:

1. Institutional funders, e.g., managed care companies, third-party insurance, State departments, etc., will determine services being provided
2. Declining number of kids in substitute care; higher acuity level of kids and families; increased clinical capacity and Behavioral Health focus in Child Welfare service delivery
3. Move to home- and community-based services as well as wrap-around services, and
4. Social determinants of health and holistic family approach

Past and current trends indicate that a joint effort must take place to better meet the needs of our most precious assets, the youth in our communities. This can only

be done through planned and coordinated efforts at all levels, from the micro level, agency specific to the macro level, state specific.

Our strategic plan must include and consider several “big questions”:

- How do we best utilize our reputation, endowment, facilities, and leadership to empower youth and families to achieve their greatest potential?
- Where do we fit in the community, and how are we unique? What community needs can be greatly impacted by Arrowhead’s uniqueness?
- How do we structure our facilities to support program expansions and future vision of our organization?

VIII. Strategic Imperatives, Goals, and Objectives

As we considered (a) our history, (b) external challenges and opportunities, (c) internal strengths and weaknesses, (d) a clear call-to-action, and (e) 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.

Each of these strategic imperatives will be driven by clear action plans with milestone deliverables, 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.

Action Plans

Strategy #1: Arrowhead Youth & Family Services will expand its continuum of care by providing service options that meet each youth’s individual needs.

Goal #1: By June 2017, Arrowhead will maintain its core program of residential services.

- Objective #1: By April 2016, Arrowhead Administrative Team will evaluate the sustainability of the Girl’s Traditional Program.
- Objective #2: By February 2016, Arrowhead will develop and implement a marketing plan that includes all residential services as well as private placements.

Goal #2: By June 2016, Arrowhead will create and offer preventive and Outreach service options.

- Objective #1: By May 2016, the CEO and the Community Outreach Director will develop and implement the Multi-systemic Therapeutic model for outreach services.
- Objective #2: By June 2016, the Community Outreach Director and Fund Development Director will develop and implement a marketing strategy for the outreach services.

Goal #3: By January 2016, Arrowhead will offer programs that are funded by private insurance and Medicaid.

- Objective #1: By March 2016, the Quality Assurance Director, the Community Outreach Director, and the Finance Director will gain Medicaid eligibility for our outreach services.
- Objective #2: By January 2016, the CEO and Treatment Management Team will ensure Arrowhead can provide services billable to private Ins.

Goal #4: By June 2016, Arrowhead will develop key partnerships with other organizations with similar missions to increase Arrowhead's comprehensive services.

- Objective #1: By February 2016, the CEO and Arrowhead Board of Directors will hire a consultant to evaluate and make formal, fully vetted recommendations regarding future alliances/collaborations and/or mergers as appropriate.

Strategy #2: Arrowhead Youth & Family Services will expand and develop educational programs to include a broader scope of educational services.

Goal #5: By January 2017, Arrowhead Academy will enhance its residential education program services.

- Objective #1: By August 2016, the CEO and the Principal will partner with organizations that teach vocational skills to residents.
- Objective #2: By August 2016, the Principal will develop an educational transition protocol for post-secondary education or employment.
- Objective #3: By January 2016, the CEO, Principal, Placement Director, and Clinical Director will open a 45-day residential program as an alternative to expulsion.

Goal #6: By December 2016, Arrowhead Academy will enroll at least 10 nonresidential students in our education programs.

- Objective #1: By August 2016, the Principal and Placement Director will expand Arrowhead's special education geographic service area.
- Objective #2: By June 2016, the Principal will develop an educational transition protocol for non-residential students.
- Objective #3: By August 2016, the CEO and the Principal will develop a regular alternative education program.

Strategy #3: Arrowhead Youth & Family Services will focus marketing efforts to all stakeholders to drive understanding and awareness of our expanding comprehensive services.

Goal #7: By June 2017, Arrowhead will increase brand awareness by communicating its services to the professional community.

- Objective #1: By September 2016, the Placement Director, Fund Development Director, and Clinical Director will have scheduled, ongoing meetings with referral sources, at least one meeting per referral source per year.
- Objective #2: By September 2016, the treatment management team will hold a workshop for professionals, and a seminar for parents, on adolescent mental health.

Goal #8: By June 2017, Arrowhead will develop and implement strategies to capitalize on its new logo and rebranding opportunities.

- Objective #1: By August 2016, the Development Director will develop a marketing strategy to engage corporate sponsorships.
- Objective #2: By June 2017, the CEO and Finance Director will complete all legal processes for changing its incorporated name and logo.

Strategy #4: Arrowhead Youth & Family Services will develop facilities and infrastructure that support our service needs.

Goal #9: By March 2016, Arrowhead will expand and enhance its physical space, providing the most effective therapeutic environment.

- Objective #1: By July 2016, Arrowhead Outreach Director and Facilities Committee will determine an appropriate site for outreach programs.
- Objective #2: By September 2016, the Facilities Committee and Treatment Management Team will create a physical space that is more therapeutic and safe for its intensive population.
- Objective #3: By September 2016, the Principal will fully implement an updated and optimal space utilization plan.

- Objective #4: By July 2016, the Facilities Committee and Treatment Management Team will modify current facilities and use facilities more strategically.

Goal #10: By June 2017, Arrowhead will enhance its technology infrastructure to meet treatment and operational needs.

- Objective #1: By September 2017, the Treatment Management team and Rouse Consulting will develop a technology and computing performance improvement plan.
- Objective #2: By March 2017, the CEO, Quality Assurance Director, and Finance Director will create a technology infrastructure that is secure, Health Insurance Portability and Accountability (HIPAA) compliant, and can communicate between services (Academy, Residential, and Community).
- Objective #3: By June 2017, the Finance Director, Quality Assurance Director, Placement Director, and Clinical Director will assess technology needs to implement online therapeutic services.

Strategy #5: Leadership Structure

Goal #11: By June 2016, Arrowhead will evolve organization's leadership structure to meet agency transitional needs.

- Objective #1: By February 2016, Arrowhead Board of Directors will hire a new Executive Director and develop a transition plan.
- Objective #2: By March 2016, Arrowhead Executive Director will hire new Clinical Director.
- Objective #3: By January 2016, the Governance Committee will contract with legal counsel to conduct negotiations with employee association.
- Objective #4: By February 2016, the Strategic Plan Committee and Executive Committee will contract with a consultant to evaluate and make formal, fully vetted recommendations regarding future alliances/collaborations and/or mergers as appropriate.

IX. Closing Letter from the CEO



*Angela Moody, Arrowhead Youth & Family Services
Chief Executive Officer (CEO)*

In the late 1980s I was fortunate enough to start on my path of becoming a social worker with an internship at Arrowhead Youth & Family Services. The youth, the staff, the program and the mission spoke to me like no other since completing my education and beginning my career working in the human service world. Going back as the Clinical Director in 2000 and then becoming the CEO in 2004 was inevitable! In the 25 years I have been involved with Arrowhead I have seen the many changes that we have gone through to serve the youth-at-risk and their families to stay relevant in our community.

In this three-year strategic plan, Arrowhead has the opportunity to embark on continued growth and development to stay relevant to the community we serve and leverage more economy-of-scale to meet our mission. Arrowhead's financial position, human capital and expertise are key factors in the success of this plan. We will pay close attention to trends in child welfare and assess service gaps as we create a sustainable model agency. Diverse service delivery opportunities through strategic relationships and offering a broader continuum of care may provide alternative funding solutions vs. heavy reliance on government funding.

I am excited about the direction of this strategic plan and what it means to the future of Arrowhead and the people we serve, a path that started for me 25 years ago. The staff is committed to the priorities outlined in this strategic plan and motivated to see the success it offers. Together we are committed to use our collective experience and rich history of providing services to youth-at-risk to shape our future direction of today's young men and women.

For almost 70 years Arrowhead Youth & Family Services has enjoyed a strong relationship with the community, from long term dedicated staff to volunteers to community support. Thank you for your dedication to our mission to serve the people who need our programs the most to be successful in their lives. Over the next three years we will focus on leveraging our past while we strive to create a new, sustainable and thriving future.

