

**Free Will Baptist Family Ministries, Inc.**  
**Strategic Plan 2017-2022**

**Executive Summary**

The Strategic Plan that follows this summary is driven by a short statement in our Vision Statement that reads, “To be nationally recognized as a model of excellence in faith-based family, adult, adolescent, senior and child care services”. This cannot be achieved without a good plan and dedicated people to strive for this vision.

This was developed as a collaborative effort with primary stakeholder direct involvement through management, administrators, corporate support staff and information gathered through client surveys, family meetings, and government agency meetings all with the objective of the best interest of the clients and residents we serve.

Our Strategic Plan is based on a 4-pillar approach, with the simple concept that all 4 pillars are required to hold up and support the mission and vision of Free Will Baptist Family Ministries. The 4 pillars are, 1. Quality, 2. People, 3. Growth, and 4. Financial, each having individual goals, but all relying on the other for strong support needed to achieve the vision.

- **Quality Pillar Statement**

Deliver measurably excellent care and experience that consistently leads to the best outcomes every time for our clients, families, stakeholders, co-workers and communities.

- **People Pillar Statement**

Attract and retain the best talent, work ethic, and heart needed to meet our goal of providing quality, Christian services to all of our clients.

- **Growth Pillar Statement**

Be the provider of choice through targeted and focused efforts resulting in additional market capture.

- **Financial Pillar Statement**

Achieve stable financial viability by managing costs effectively and improving

revenue stream.

**Goals in the Quality pillar** were set to improve the technological application in order to enhance our current procedures of care for residents and clients. They were also set to develop measurable scorecards for each program to rank our outputs against ourselves and industry standards to quickly recognize and target weaknesses for improvement.

**Goals in the People Pillar** focused on staff recruitment, retention and workload. By properly evaluating mid-managers and corporate workload it can be determined when additional employees are required and prevent burnout of a good employee. Also comparing our salaries to regional salary surveys will keep us in the market for the best and brightest employees and keep a competitor from stealing away from us. This is a good method in reducing turnover ratio as well. Finally offering an education coop program to help offset high tuition costs is a goal that if done correctly can pay off to both the employee and employer.

**Goals in the Growth Pillar** centered on capturing more market share throughout our ministry with all our diverse program offerings with a number of objectives. Completing capital projects for the operations of additional children's residences, senior living opportunities and a maternity home, while also focusing on strengthening and growing census in our current programs and facilities in order to serve a larger client base while utilizing existing resources and assets.

**Goals for the Financial Pillar** focused on maintaining loan leverage ratios so as not to over leverage or weaken the Ministry's cash flow. Setting proper Profit/Loss benchmarks of industry targets to be measured monthly with each program. And lastly to always be conscience of our charges to ensure competitiveness and fairness as well as ensuring we cover our expenses with our charges.

By developing and sharing this strategic plan it gives direction to managers and non-managerial employees. When all our agency members understand where the organization is going and what they must contribute to reach the goals, they can began to coordinate their activities, thus fostering teamwork and cooperation, reducing overlapping and wasteful activities. It forces us to look ahead and anticipate change which reduces uncertainty in an ever changing world.

And finally this plan provides the proper tools needed to not only develop goals and

objectives for success, but to also measure the achievement of these goals and whether or not the objectives were met. Without a plan there would be no goals against which to measure or evaluate work efforts.

## **Organizational Description**

Free Will Baptist Family Ministries, Inc. is a nonprofit, 501(c)(3) Christian ministry, head quartered in Greene County, Tennessee. What began as an orphanage in 1939 has now grown into a multifaceted and diverse ministry, providing a wide range of professional services to all ages. Family ministries serves pregnant teens and young women, infants, toddlers, adolescents, teens, senior citizens and families of all ages with programs and facilities in Tennessee, Virginia, and Arkansas.

### **Children's Services**

Licensed with The Department of Children's Services in Tennessee and Arkansas, providing both group home settings and foster care. Children in our group care reside in a cottage setting with House parents/RTs to resemble as much as possible a true family atmosphere. In Tennessee a child will be evaluated in a Primary Treatment Center where the child will be assigned proper care according to his/her needs. While in our care, the child will attend Stokes Academy, an accredited school located on campus. Services are offered in the Level II Enhanced Alcohol and Drug Program to a specialized group of participants. Family Ministries has been awarded CARF accreditation by the Commission on Accreditation for Rehabilitative Facilities.

### **Crisis Pregnancy Centers**

The Hope Center in Greeneville, Tennessee and The Door of Hope in Erwin, Tennessee serve to provide moral, physical, spiritual and social needs to those who seek assistance.

### **Assisted Living and Nursing Care Facilities & Personal Home Care**

Assisted living facilities in Norton, VA, Erwin, TN and Assisted Living/Nursing Care in Limestone, TN offer full service living and care to senior citizens. Personal home care services in Elizabethton, TN and Greenwood, AR offer senior citizens light housekeeping, laundry, spiritual encouragement, hospice care support, errands, shopping, medication assistance, meal preparation and cleanup, caring companionship, and more.

### **Oaks Camp and Retreat Center**

A retreat center and church summer camp program with lodging located two miles from the main campus. Activities include swimming, ropes course, zip line, outside

sports and also has indoor activities that include both physical and spiritual guidance.

### **Existence Statement**

Free Will Baptist Family Ministries, Inc. exists for the purpose of providing the services of child caring, child placing, adoption, and education for children and families and assisted living services for the elderly.

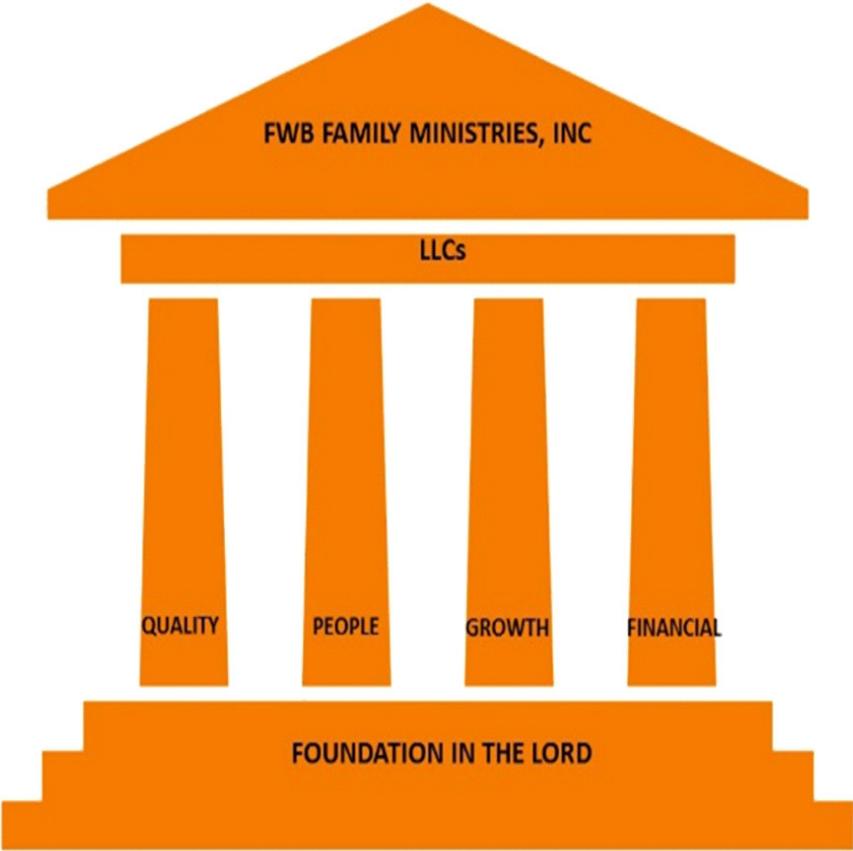
### **Mission Statement**

Our mission is to share Christ in order to unify and preserve families and provide a loving, caring and secure environment in which to live, work and grow in the Lord.

### **Vision Statement**

Our vision is to be nationally recognized as a model of excellence in faith-based family, adult, adolescent, senior and child care services which strengthen and preserve the family and provide dignity to those we serve.

# FWBFM Strategic Planning Model



## Quality Pillar Statement

Deliver measurably excellent care and experience that consistently leads to the best outcomes every time for our clients, families, stakeholders, co-workers and communities.

## Quality Goals & Corresponding Objectives

**Goal #1.** To improve technological applications, specifically via various software and social presence on the web.

**Objective 1a.** Provide training and access for Axis Care, a web-based software, for personal home care program to allow scheduling, accounting, and use of electronic medical records. This training will be scheduled for all new personnel.

**Target date:** February 2017

**Person responsible:** Director of Revenue Cycle Management

**Objective 1b.** Contract with and provide training and access to Point Click Care, web-based EMR software, for nursing home and assisted living facility. Continue training and expand to other assisted living personnel.

**Target dates:** May 2017-fall 2018

**Persons responsible:** Chief Financial Officer, Business Coordinator

**Objective 1c.** Tap into Kaleidacare's full potential to utilize all software by personnel to improve all areas of child care. Require supervisors and administrator to participate in quarterly webinars and training to improve knowledge in software capabilities.

**Target date:** April 2017

**Persons responsible:** Administrator of TN Children's Services, Standards & Compliance Coordinator

**Objective 1d.** Increase the use of NetFacilities maintenance software by expanding to our new facilities, John M. Reed Center, LLC and AR True Vision Children Homes, LLC. This provides a database for maintenance work orders and asset inventory.

**Target date:** November 2017

**Persons responsible:** Finance Director, Chief Financial Officer

**Objective 1e.** Hire a full-time or part-time web design and social media professional, to improve our internet presence.

**Target date:** January 2019.

**Persons responsible:** Business Coordinator, Executive Assistant to the CE)

**Objective 1f.** Web professional to create websites and social media sites for each LLC.

**Target date:** June 2019

**Persons responsible:** Web design professional

**Goal #2.** To utilize a scorecard at all sites to measure achievements and monitor shortcomings.

**Objective 2a.** To improve existing scorecard rankings with Tennessee Children's programs to place us in the top 3% of all providers.

**Target date:** July 2017

**Persons responsible:** Executive Administrator of TN Children's Services, Coordinator of Family Services

**Objective 2b.** To create measurable scorecard ranking criteria for each direct care program.

**Target date:** January 2018

**Persons responsible:** Chief Financial Officer, Business Coordinator, Program Administrators

**Objective 2c.** To achieve or exceed benchmarks set by previously established criteria on the program-specific scorecard.

**Target date:** January 2019

**Person responsible:** Program Administrators

**Goal #3.** To advance the training process for new-hires and current employees.

**Objective 3a.** Hire a core trainer position to develop a training plan to improve employees' knowledge and hands on capabilities before placed in the direct-care setting.

**Target date:** March 2017

**Person responsible:** Executive Administrator of TN Children's Services

**Objective 3b.** Expand core trainer's responsibility to other facilities to provide professional treatment practices to all new hires by

**Target date:** January 2020

**Person responsible:** Chief Financial Officer, Business Coordinator

**Objective 3c.** Encourage supervisors and administrators to take part in training opportunities on a quarterly basis to enhance their particular program.

**Target date:** On a quarterly basis

**Person responsible:** Chief Financial Officer

## People Pillar Statement

Attract and retain the best talent, work ethic, and heart needed to meet our goal of providing quality, Christian services to all of our clients.

## People Goals & Corresponding Objectives

**Goal #1.** To evaluate employee workload.

**Objective 1a.** Review mid-managers and corporate personnel's time efficiency and job descriptions to ensure ample time to complete job duties. Compare time of job duties to baseline of a normal work week. Identify tasks being completed outside of job description and determine if those tasks should be given to another employee. This evaluation will be to determine if it is a work load problem or poor time management skills.

**Target date:** January 2018 at each facility

**Persons responsible:** Chief Financial Officer, Business Coordinator, Financial Director

**Objective 1b.** To recruit and hire a director of development to lower workload of upper management in development department. Success will be measured by fundraising growth of 20% above historical numbers excluding capital projects.

**Target date:** July 2017

**Persons responsible:** Chief Executive Officer, Chief Financial Officer

**Goal #2.** To complete salary and benefit package survey.

**Objective 2a.** By January 2018, contract with SESCO, a human resources firm, to provide a salary and benefit survey of similar providers' positions throughout the company, to ensure competitiveness with other providers on

how we incentivize our employees.

**Target date:** January 2018

**Persons responsible:** Business Coordinator, Financial Director

**Goal #3.** To research education opportunities for employees.

**Objective 3a.** To develop a plan to offset the employee cost to further their education or certification by January 2019. This is to improve the employee's knowledge base of their current position, which will benefit the agency. After completion, the employee will have a commitment to the organization of a specific number of years. It will be measured by the number of employees who take advantage of it, and the number of employees who stay with the company ten years or more.

**Target date:** January 2019

**Persons responsible:** Chief Financial Officer, Business Coordinator, Standards & Compliance Coordinator

## Growth Pillar Statement

Be the provider of choice through targeted and focused efforts resulting in additional market capture.

## Growth Goals & Corresponding Objectives

### **Goal #1.** Complete Capital Projects

**Objective 1a.** Construct 4 cottage houses with 8 state custodial children in each cottage at Young's Children Home in Fort Smith, Arkansas.

**Target date:** June 2017

**Persons responsible:** Chief Financial Officer

**Objective 1b.** Operate Family Ministries John M. Reed Center in Limestone, Tennessee, which is licensed for 63 skilled nursing beds and 20 assisted living beds.

**Target date:** March 2017

**Persons responsible:** Chief Financial Officer

**Objective 1c.** Open and operate Honeysuckle Studios Maternity Home, which will be a 5 apartment complex to house and educate unwed mothers who have no other means of housing.

**Target date:** December 2018

**Persons responsible:** Chief Financial Officer

**Objective 1d.** Complete Phase 1 of Governor's Bend independent living patio homes for senior citizens. Build and complete Phase 2 by spring 2021.

**Target date:** fall 2019

**Persons responsible:** Chief Financial Officer

**Objective 1e.** Start feasibility study and architectural engineering drawings for an assisted living facility in Gallatin, TN or Fort Smith, AR. In hopes of the construction of 45 bedroom suites to provide assistance in living accommodations for the senior population.

**Target date:** feasibility study by fall 2020; construction completed by spring 2021

**Persons responsible:** Chief Financial Officer, Chief Executive Officer, Board of Trustees

**Goal #2.** Improve specific programs in Tennessee Children's Services

**Objective 2a.** Recruit and place six independent living clients in program, resulting in a full census. Improve policies and procedures for IL program to better help clients achieve success.

**Target date:** August 2017

**Persons responsible:** Coordinator of Family Services, Executive Administrator of TN Children's Services

**Objective 2b.** Train and recruit foster parent homes with ability to house 100 foster care children, with a special emphasis on sibling groups.

**Target date:** January 2019

**Persons responsible:** Coordinator of Family Services, Executive Administrator of TN Children's Services

**Objective 2c.** Recruit and train additional family specialists to adequately manage a case load of approximately ten cases.

**Target date:** January 2019

**Persons responsible:** Coordinator of Family Services, Executive Administrator of TN Children's Services

**Goal #3.** Increase the client base for Family Ministries Hands to Help personal home care program.

**Objective 3a.** Grow the client base in Arkansas and Tennessee programs to achieve 60 clients in each state.

**Target date:** June 2018

**Persons responsible:** Administrator of FM Hands to Help Senior Care program

**Objective 3b.** Improve marketing efforts and church outreach programs in

order to achieve 100 clients in each state.

**Target date:** June 2019

**Persons responsible:** Administrator of FM Hands to Help Senior Care program, Administrator of Marketing and Development

### **Financial Pillar Statement**

Achieve stable financial viability by managing costs effectively and improving revenue stream.

### **Financial Goals & Corresponding Objectives**

**Goal #1.** Set the debt ratios to conform to bank covenants.

**Objective 1a.** Ensure bank covenant ratios are not less than 1.3 to 1.00. Monitor semiannually and annually before an audit and any other time we pursue borrowing new monies to verify maintaining loan leverage ratios.

**Target date:** Monitor semiannually and annually

**Persons responsible:** Financial Director, Chief Financial Officer

**Goal #2.** Set benchmarks to compare to monthly budget.

**Objective 2a.** Benchmark compensation expense and net income of the Profit and Loss report to industry standard percentage in relation to revenue as determined by Finance Director for each individual program LLC. Review monthly with administrators to verify compliance.

**Target Date:** June 30, 2017.

**Persons responsible:** Financial Director, Chief Financial Officer

**Goal #3.** Evaluate and assess all of our charges to be competitive with the services provided.

**Objective 3a.** Complete competition surveys of charges. Evaluate expenses in relationship to inflation and review annually to ensure charges are in line with competition and covering expenses for services charged. As a result, adjust charges as needed.

**Target Date:** Reviewed annually

**Persons responsible:** Program Administrators in consultation with Finance Director and CFO.