



# Strategic Plan

**2014 - 2018**

**A Five-Year Look Ahead**

**Prepared by DEAF, Inc.'s Board of Directors, Development, Staff,  
Consumers, Service Providers, and Community Members**

**Process Designed and Facilitated by  
Lu Traina, Tom Keydel, Sharon Applegate**

215 Brighton Ave, Allston, MA 02134  
(617) 505-4823 VP • (617) 254-4041 TTY/Voice  
[www.deafinonline.org](http://www.deafinonline.org)

DEAF, Inc. has a proud 37-year history as the only multiservice nonprofit serving the diverse people who are Deaf and who experience hearing loss throughout the Commonwealth of Massachusetts. After a comprehensive planning process lasting a little over two years, we are proud to share with you our strategic plan for 2014 - 2018. This five-year look ahead is an overview of how we plan to continue meeting our mission.

At DEAF, Inc., we take strategic planning seriously. This is our fourth strategic plan since our founding. We expect to meet the goals set forth in this plan as surely and effectively as we have in years past. By reaching out to you, our consumers, our community, stakeholders, friends, and supporters, and building on the information that you have shared with us, we are better able to address the needs that concern you most. It is one of the many ways by which we hold ourselves accountable to our community.

Based on your input, we have updated our mission statement.

**DEAF, Inc. inspires people to achieve personal and professional goals through accessible programs and services. We build bridges across communities by increasing communication access and awareness.**

A new tag-line speaks to the updated mission that we are trying to fulfill:

**Access, Awareness, and Achievement for  
Deaf, DeafBlind, Hard of Hearing, and Late-Deafened People**

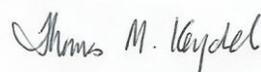
The unique constellation of our programs, continually changing to meet the needs of our constituents, allows us to fulfill our mission by creating programs and services that will impact the lives of our consumers and the community.

As we look forward to implementing our strategic goals over the next five years, we must also negotiate a challenging economic and political climate. We will need your help. As Marlee Matlin has said, "The handicap of deafness is not in the ear, it is in the mind." We seek to expand the minds that are at work creating possibilities. The need for expanding minds will continue for us and for our communities.

DEAF, Inc. thrives because of the hundreds of thoughtful and dedicated individuals who, over the past 37 years, have served as staff, volunteers, and Board members, as well as those who have supported us financially – corporate funders, individual donors, and advocates. Especially in these times of ever increasing budgetary pressures, we know that we will continue to thrive *only* if thoughtful and dedicated people continue to work with us, appreciate the significance of our work, and support our services.



Sharon Applegate  
Executive Director



Tom Keydel  
Board President

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## I. Executive Summary

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DEAF, Inc. has a proud 37-year history as the only multiservice nonprofit serving Deaf, DeafBlind, Hard of Hearing, and Late-Deafened people throughout the Commonwealth of Massachusetts run by and for Deaf, DeafBlind, Hard of Hearing, and Late-Deafened people. Since 1977, DEAF, Inc. has been an integral part of the Commonwealth's Deaf, DeafBlind, Hard of Hearing, and Late-Deafened community. At least 51% of our Board members and roughly 80% of staff are Deaf, DeafBlind, Hard of Hearing, or Late Deafened. We keep our services relevant by responding meaningfully to our community. We have served more than 30,000 Deaf, DeafBlind, Hard of Hearing, Late Deafened, and Hearing people in the Commonwealth.

With this diverse population in mind, we designed and launched our fourth strategic planning process in 2012. That process involved staff, Board members, consumers, members of the community, service providers, and others, who came together to help us define the future of DEAF, Inc.

By completing the strategic planning process, DEAF, Inc. is reaffirming the importance of our core mission, as expressed in our newly updated mission statement and accompanying tag line:

DEAF, Inc. inspires people to achieve personal and professional goals through accessible programs and services. We build bridges across communities by increasing communication access and awareness.

Access, Awareness, and Achievement for Deaf, DeafBlind, Hard of Hearing, and Late-Deafened People

Our mix of programs and services has evolved over the past 37 years, continually trying to meet the needs of our community. That process of evolution continues. As we move forward, this newly revised statement will offer continual guidance and inspiration.

DEAF, Inc. is guided by five core values in all that it does:

- Consumer-driven: Supporting and empowering Deaf, DeafBlind, Hard of Hearing, and Late-Deafened persons' rights to decide and achieve their goals, determining the focus of programs and services at consumer, staff, and Board levels.
- Access: Being linguistically and fully communication accessible to all members of the community, and supporting and empowering the DEAF, Inc. community in accessing the services and opportunities in the larger community.
- Self-Determination: Supporting consumers in determining, for themselves, their appropriate personal and professional goals.
- Empowerment: Creating an environment where consumers increasingly take charge of their lives as independent participants and where staff members are active participants in the leadership of the organization.
- Mutual respect: Respect between and among consumers, staff, and the community at large is core to the success of all other values.

## **Strategic Directions**

DEAF, Inc. has identified the following strategic directions for the next five years. These directions are organized by the five areas of focus that we identified at the start of our planning process.

### **Quality of Service**

- Institute agency-wide consumer-based data collection for reporting outcomes semi-annually and for collecting demographic data.
- Increase health education, medical case management, and related services.
- Develop an equitable and fair pay scale-and-benefits package for all staff that reduces turnover and improves our ability to recruit and retain qualified candidates.
- Collect feedback from consumers (anyone who uses DEAF, Inc. services and programs) to improve quality of service and delivery.
- Increase DeafBlind services to reduce isolation and increase community involvement.
- Respond to the identified, unmet need of adult education opportunities for our community.

### **Role in Community**

- Update DEAF, Inc.'s mission statement and logo.
- Change the agency's legal name from "Developmental Evaluation Adjustment Facilities, Inc."
- Host additional social events through the ASL department.
- Provide educational opportunities for Deaf, DeafBlind, Hard of Hearing, and Late-Deafened people and the community.

### **Technology Capability**

- Develop a website that is user-friendly and frequently updated. Utilize Facebook and other social media. Produce vlogs and webinars.
- Partner with organizations that offer technological assistance/training. Add more computer and technology education for consumers and staff.
- Update technology equally across DEAF, Inc. offices so that there are consistent capabilities.

### **Partnering**

- Improve partnerships with Hearing and Deaf organizations serving our constituent communities.
- Increase internal partnering to improve collaboration and information sharing between departments in DEAF, Inc.
- Develop collaborations that will provide additional, mutually beneficial opportunities (i.e., collaborative funding, visibility/Public Relations, and volunteerism).

### **Financial Stability**

- Expand ASL classes and Finger Spelling (FS) classes.
- Begin a "consulting program" as a fee-for-service or direct-bill program.
- Expand development activities.

The appendices include an overview of the implementation of the strategic plan, organized by year.

## II. Brief Organization History and Profile

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Founded in 1977 by Deaf leaders from the National Association of the Deaf and the Massachusetts State Association of the Deaf, DEAF, Inc. is a Massachusetts nonprofit run by and for Deaf, DeafBlind, Hard of Hearing, and Late-Deafened people. DEAF, Inc. has provided essential services to roughly 30,000 Deaf, DeafBlind, Hard of Hearing, and Late-Deafened people to date. All direct service staff members are proficient in various sign languages and communication methods, enabling them to communicate directly with our diverse community members.

### Who We Serve

DEAF, Inc. reaches out to and serves Deaf, DeafBlind, Hard of Hearing, and Late-Deafened youth, adults, and seniors (ages 14 and up), regardless of physical, cognitive, or emotional disabilities; sex; gender; race; ethnicity; immigration status; country of origin; religion; sexual orientation, or employment status. Our consumer population is racially diverse; the vast majority is economically and educationally disadvantaged. In addition, our consumer population is diverse in how they communicate. For example, some consumers have few language skills and rely on homegrown signs; some use foreign sign languages from their home countries; still others, particularly Hard of Hearing, Late-Deafened, and those who experience sudden or age-related hearing loss, have not learned ASL and rely instead on a combination of written English and oral responses. Those who are DeafBlind usually use tactile or close-vision ASL, or other methods of communication. While we serve people in communities throughout the Commonwealth, DEAF, Inc. has offices in Greater Boston, the North Shore and Merrimack Valley, and the Southeast area, including Cape Cod and the Islands.

The diversity of communication styles in our community is reflected by DEAF, Inc.'s staff and Board. As defined in our bylaws, DEAF, Inc.'s Board maintains at least a 51% voting majority of members who are Deaf, DeafBlind, Hard of Hearing, or Late-Deafened. We seek to include women, people of color, Hearing people, and a variety of professional and personal skills and experience among our Board members.

### DEAF, Inc. Core Programs and Services

Our commitment is reach out to and inspire all members of the Deaf, DeafBlind, Hard of Hearing, and Late-Deafened to achieve personal and professional success. A continuing focus is to include the most underserved and isolated members of the community. Our services are culturally competent and linguistically accessible. A continuing focus is to include the underserved and isolated members of the community. Our core programs include:

- **Project HOPE (Health Outreach, Prevention and Education):** Outreach, health literacy, and medical case management, advocacy, and access services including education for healthy aging, harm reduction, HIV/AIDS/STI prevention, and more.
- **DeafBlind Community Access Network (DBCAN):** Training sighted adults to enhance the active and independent participation of DeafBlind adults in community life.
- **Deaf and Hard of Hearing Independent Living Program (DHILS):** Training and support services to help Deaf youth, adults, and seniors acquire the skills, information, services, and referrals they need to live independently. As part of our Independent Living Program, we offer the following programs and services:

- **Senior Independent Living Services:** Information and advocacy to enable seniors to remain independent and safe in their own homes for as long as possible.
- **Youth Transition and Youth Development:** Information and skills development for high-school age Deaf youth as they transition to adulthood, and for those interested in developing leadership skills
- **Assistive Equipment Program:** Access to federal funds to acquire appropriate assistive technologies and training so people can get more effective use of hearing aids, telephone amplifiers, assistive listening devices, and other assistive technologies.
- **Deaf Parents' Support Group:** Parents share and learn effective ways to address issues they face raising their children (Deaf and Hearing) from infancy through teens.

In addition, DEAF, Inc. offers American Sign Language (ASL) and culture classes to Hard of Hearing, Late-Deafened, and Hearing adults, some with family members or close friends who are Deaf. These classes help build a bridge between our community and the wider, Hearing community. The ASL classes generate revenue that supports DEAF, Inc.'s direct services.

### III. Mission and Values

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As part of the strategic planning process, DEAF, Inc.'s mission statement has been revised:

DEAF, Inc. inspires people to achieve personal and professional goals through accessible programs and services. We build bridges across communities by increasing communication access and awareness.

Access, Awareness, and Achievement for Deaf, DeafBlind, Hard of Hearing, and Late-Deafened People

To plan for and serve the people who come to DEAF, Inc., this new mission statement helps refine our vision and give a new starting point from which to measure our success, while at the same time acknowledging our long and rich history.

#### Organizational Values

DEAF, Inc. adheres to the following values that guide our work going forward.

- **Consumer-driven:** DEAF, Inc. believes that to support and empower our consumers' right to decide and achieve their goals we must involve them in determining the focus of our program and service development. DEAF, Inc. is also committed to ensuring staff participation, leadership, and empowerment within the organization.
- **Access:** DEAF, Inc. strongly values being fully communication accessible to Deaf, DeafBlind, Hard of Hearing, and Late-Deafened people – whether they are consumers, staff members, Board members, or community members. In addition, our programs and services are and will always be physically accessible. Frequently, the community at large is not accessible to Deaf, DeafBlind, Hard of Hearing, and Late-Deafened people; thus, we are committed to providing full and complete access to our programs and services. We are also committed to co-

advocating for and empowering our consumers to obtain appropriate communication access in the community, with other service providers, and wherever there is a need.

- **Self-determination:** DEAF, Inc. is founded on the commitment that Deaf, DeafBlind, Hard of Hearing, and Late-Deafened people make decisions for themselves. We support our individuals in their personal and professional goals and decision-making while acknowledging that they have the right to determine what is and is not appropriate for themselves.
- **Empowerment:** DEAF, Inc. is committed to our Deaf, DeafBlind, Hard of Hearing, and Late-Deafened consumers' goals to learn, to achieve, and to succeed. Through communication and culturally accessible services, our consumers learn, grow, and take charge of their lives. Additionally, DEAF, Inc. empowers staff to be active participants in the leadership of the organization.
- **Mutual respect:** DEAF, Inc. respects diversity in the diverse Deaf, DeafBlind, Hard of Hearing, and Late-Deafened community. This community is diverse in many aspects, including culturally, racially, and linguistically. Respect is therefore essential for unity, self-determination, accessibility, fairness, and equality. DEAF, Inc is committed to respect between and among consumers and staff members.

#### **IV. Summary of Planning Process**

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The committee designed the strategic planning process around five areas of focus:

1. Quality Of Service
2. Role in the Community
3. Technological Capability
4. Partnering
5. Financial Stability

The committee conducted outreach and activities to gather relevant information relevant to each of these areas. These activities included:

##### **Administering Surveys**

Four surveys were administered using the online tool Survey Monkey. These surveys established a basic understanding of current perceptions. The four groups that were surveyed included:

- DEAF, Inc. Board Members
- DEAF, Inc. Staff
- Service Providers
- Community Members
- Consumers

##### **Focus Groups**

Each of the five groups that responded to surveys were invited to a focus group. These follow-up focus groups were intended to clarify and develop some of the issues raised by the initial surveys. The focus groups that were administered included:

- DEAF, Inc. Board Members - September 10, 2012
- DEAF, Inc. Staff – September 17, 2012 and November 5, 2012

- Joint focus group with Service Providers and Community Members – January 19, 2013

Additional focus groups were conducted to assess the current perceptions of specific groups of consumers. These consumer groups were arranged by geographic area and by their preferred communication mode:

- Boston ASL Consumers, facilitated by Jim Lipsky – February 3, 2013
- Southeast Hard of Hearing/Oral Consumers, facilitated by Linda Mazzola – March 2, 2013
- Northeast ASL Consumers, facilitated by Pax McCarthy - March 16, 2013
- Southeast ASL Consumers, facilitated by Pax McCarthy - March 30, 2013
- Statewide DeafBlind Consumers, facilitated by Cathy Mylotte - April 6, 2013
- Hard of Hearing Consumers - Telephone Survey in the Northeast and Boston areas

The following table describes the information gathered in each of the five areas of focus. The committee used this information to identify specific goals and objectives that we could use to create the strategic plan to be sent to the Board of Directors.

<b>Focus Area</b>	<b>New Initiatives to...</b>
1. Quality Of Service	<ul style="list-style-type: none"> <li>• Change the range of services offered</li> <li>• Address identified problems</li> <li>• Better serve our current populations, defined either by geographic area or preferred communication mode</li> </ul>
2. Role in the Community	<ul style="list-style-type: none"> <li>• Clarify DEAF, Inc.'s vision and to improve its image in the community</li> <li>• Improve relationships with the Deaf, DeafBlind, Hard of Hearing, and Late-Deafened community at large as well as the Hearing community</li> <li>• Increase communications and broaden the awareness of DEAF, Inc. activities</li> <li>• Provide educational opportunities for the general community and increase awareness about communication access</li> <li>• Provide services to a broad range of people from the Deaf, DeafBlind, Hard of Hearing, and Late-Deafened community</li> </ul>
3. Technology Capabilities	<ul style="list-style-type: none"> <li>• Improve access to and use of technology</li> <li>• Educate consumers on technology available and how to acquire it</li> <li>• Improve DEAF, Inc.'s online presence</li> </ul>
4. Partnering	<ul style="list-style-type: none"> <li>• Improve partnerships with Deaf and Hearing organizations</li> <li>• Improve internal partnering at DEAF, Inc.</li> <li>• Expand the range of cultural, vocational, and educational opportunities available to Deaf, DeafBlind, Hard of Hearing, and Late-Deafened people</li> </ul>
5. Financial Stability	<ul style="list-style-type: none"> <li>• Reduce the overhead rate that we must apply to contracts made with the state</li> <li>• Increase unrestricted funds that can be applied to program expansion and to new administrative initiatives that are not self-supporting</li> <li>• Expand the services offered to maximize potential sources of revenue.</li> </ul>

## **V. Key Findings from the Planning Process**

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To refine our understanding of the issues raised during the process of data gathering, we prepared a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. The SWOT analysis identified key areas of concern that helped us refine and focus our attention.

### **DEAF, Inc. Strengths, Weaknesses, Opportunities and Threats 2013**

#### **Strengths:**

36 years of program growth; diverse service offerings including excellent information, referral, and service coordination built on years of experience, training and reporting; strong staff; demonstrated ability to expand services to meet varied needs (such as access to health care and literacy needs; seniors IL) of diverse community members (for example, seniors, Hard of Hearing, and Late-Deafened); strong advocacy services

Unique knowledge and experience addressing hearing loss; commitment to inclusion (in communication access for diverse modes of communication, and for diverse members of community, especially DeafBlind and Low Vision); experienced in addressing issues of culture/identity (as reflected in the diversity of staff and through training)

Excellent employment benefits; communication accessible and “Deaf” friendly work environment  
Improved “DeafBlind” friendliness and accessibility of work environment and at agency events.

General volunteers readily available for events from several universities (ASL and Deaf Studies students from BU, NU, NECC, Emerson, Holy Cross, Tufts)

Financially stable and fiscally sound; consistent, clean audit reports; fundraising and foundation/government asks and awards roughly doubled in the past 10 years

Board and staff diversity (in terms of hearing loss and identity); several Board members are very involved and committed

New, accessible website; improved technology for staff

Strong community support for DEAF, Inc.

#### **Weaknesses:**

Low salaries; high staff turnover; staff shortages; hard to recruit specialized, experienced staff; limited professional and technical training for staff; outdated personnel and orientation manuals; lack of agency-wide policies and procedures manual

Inadequate recruitment of volunteers and interns with specialized skills; lack of volunteer handbook, training, coordination and supervision structure

Service gaps include youth services, wider health services, mental health, substance abuse, job skills development, and education; limited services to meet demand /needs of DeafBlind people

Managing, tracking, reporting, and budgeting for diverse direct-service programs and their funding sources is extremely complex; no agency-wide program evaluation and reporting; current accounting software inadequate to handle all funding sources and constant program budget renewals and revisions (causing ripple effect) – requires too much time consuming manual input

No reserve fund; constant oversight needed to maintain minimum operating cash requirements

Limited development capacity; funds are not available for fundraising, event planning, public relations, social media, website/Facebook management and maintenance; limited/manual fundraising and donor management software; English/writing support; slow growth of individual donor base, especially major donors

Current state and grant funding is tied to specific staff positions and specific deliverables – this leaves little flexibility

Overall low Board involvement and contribution; Board expectations in terms of time and types of involvement are not clear; lack of racial diversity among board and staff

Limited IT support; staff not well trained in use of technology; limited Braille technology (no Braille printer for agency use)

Commitment to ensure full communication access for all is expensive (for example, CART/DB interpreters/CDIs); shortage of interpreters and other communication access services is challenging

Physical appearance of Allston office and inaccessible to 2<sup>nd</sup> floor for wheelchair users and others; regional offices are too small to accommodate group activities (workshops, meetings)

Community perception of agency as serving only disadvantaged members

### **Opportunities:**

Steady growth of ASL classes indicates opportunity for expansion and increases in unrestricted revenue, which could generate additional revenue through other on-site and off-site classes

Currently providing assistive technology as middleman; could become vendor and generate unrestricted revenue

Opportunity to offer Deaf-accessible services, and training in communication access and in Deaf, DeafBlind, and Hard of Hearing culture as subcontractor to collaborating partners and as fee-for-service training

DEAF, Inc. is recognized as provider of quality services, leading to opportunities for partnerships

There is a strong trend in the funding community to encourage partnerships and collaborations among provider organizations, especially in health/behavioral services

The incorporation of “peers”; culturally and ADA-accessible services is stressed

There is a consistent overlap with funding community’s priorities; for example, addressing health disparities; moving people out of poverty; and keeping seniors independent

### **Threats:**

Loss of staff; shortage of staff inhibits initiation of new projects and limits ability to build capacity

No capacity building, limited ability to find new funds with more flexibility means limited growth – this is a serious risk to agency’s survival

Not responding to the changing demographics of hearing loss, deafness, and communication modes

Potential loss or reduction in government funding

High overhead costs (threat to funding)

## Threats or Opportunities?

Anticipated unit-rate payment system to be applied to some of our programs by state may not cover our real costs if the “unit rate” does not include the same costs for which we previously were reimbursed; the agency could be overwhelmed by unfunded demands -- not included or contemplated in the “unit rate” definition.

“One Care” (both opportunity and risk/threat) - a federally-funded state-run pilot; patient-centered health-care for people with disabilities (including the Deaf community) who are dual eligible for MassHealth and Medicare offering a full set of services through a single, integrated care organization. Services must be culturally and linguistically accessible.

## VI. Key Strategic Issues

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### ASL Expansion -- American Sign Language Classes and Related Cultural Events

A critical piece of DEAF, Inc.'s strategic plan is to expand our offering of ASL classes and related cultural events. These new offerings will create opportunities for community enrichment by building on services that we currently provide.

In addition to providing a revenue source, all contact with ASL students either on-site or off-site increases awareness about communication access issues and Deaf culture, and about DEAF, Inc. as a community agent.

Expanded marketing of ASL classes can increase awareness in the wider community and among students of our mission and lead to opportunities for new partnerships and networking opportunities, to the benefit of our constituents.

### Reopening Adult Education

Adult Education is the term we are using for offering a variety of classes and opportunities that, due to access issues, are not currently available to the Deaf, DeafBlind, Hard-of-Hearing, and Late Deafened communities.

A wide variety of community members will benefit from these classes by developing greater proficiency in areas that are personally and professionally important (for example, classes to increase computer skills).

Some Adult Education classes may be designed primarily for personal growth and enjoyment, others to meet specific needs for skills development. Skills development classes would cover topics like interview skills, job search tools, pre-vocational skills, drivers' education, and the like.

Since reopening our Adult Education and expanding the ASL Program are both very ambitious goals, it is likely that we will start with expanding the ASL Program, because some of the resources required are already in place.

### Areas of Focus

The following areas of focus shaped our strategic planning for DEAF, Inc.:

#### **QUALITY OF SERVICE: Determining programmatic directions for the next five-year period**

- Are we meeting the needs of the Deaf community?
- What changes, improvements, or expansion need to occur with existing services
- Should we add services? If so, which ones?

### **ROLE IN COMMUNITY: Determining public perception of DEAF, Inc. in our communities**

- Are there specific parts of the Deaf community that we are not serving and should be?
- Should we be increasing our focus on the needs of the DeafBlind community?

### **TECHNOLOGY CAPACITY: Improving infrastructure and communication at the staff level**

- How should we increase our technology capacity?
- What are the priorities?
- How do we improve the communication between our main office and satellite offices?

### **PARTNERING: Improving access to services that benefit our constituents**

- How can we improve the availability of services?
- How can we contribute to our success and the success of other organizations?
- Can we improve how DEAF, Inc. departments work together and partner?

### **FINANCIAL STABILITY: Strengthening our funding and developmental capabilities**

- How can we diversify and strengthen our funding development for sustainability and to develop new initiatives?
- How can we increase unrestricted funding?
- What role should Board, staff, and volunteers have in various fundraising strategies and activities?

### **MISSION STATEMENT: Strengthening DEAF, Inc. governance and leadership**

- How do we clearly state our direction and mission in order to focus our governance and leadership?
- Who are we now and how do we want to present DEAF, Inc. to the wider community?
- Are we effective at communicating the organization's "reason for being"?

### **LOGO: Strengthening DEAF, Inc. marketing and communications**

- Should we change the "tag line" to broaden our appeal to the communities we want to serve?
- Can we be more effective with projecting our image?

## **VII. Strategic Plan**

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For each of the key strategic areas, DEAF, Inc. has identified the following strategic directions for the next five years:

### **Quality of Service**

*Overall goal:* Implement a Continuous Quality Improvement approach based on data and best practices.

*How will we get there?*

- Institute agency-wide consumer-based data collection for reporting outcomes semi-annually and for collecting demographic data.
- Increase health education, medical case management, and related services.

- Develop an equitable and fair pay scale-and-benefits package for all staff that reduces turnover and improves our ability to recruit and retain qualified candidates.
- Collect feedback everyone who uses our services and programs to improve quality of services and delivery.
- Increase DeafBlind services to reduce isolation and increase participation in the community.

*Intended result:* An ongoing evaluation of the agency's use of resources (services, service delivery, and internal functions) and its ability to address identified gaps in it offered services.

### **Role in the Community**

*Overall goal:* Develop options to promote and sustain better community relations

*How will we get there?*

- Update the mission statement and logo for the agency.
- Change the legal name from "Developmental Evaluation Adjustment Facilities, Inc." and explore alternatives
- Host additional social events through the ASL department.
- Establish an adult education to address identified needs for skills development and for personal growth and enjoyment

*Intended result:* DEAF, Inc.'s role in the Deaf and non-Deaf community is clearly defined

### **Technology Capability**

*Overall goal:* Maximize the use of technology, as appropriate.

*How will we get there?*

- Develop a website that is more user-friendly and frequently updated; increase use of Facebook and other social media for outreach, education, and to increase visibility in the wider community; and increase our development of vlogs and webinars.
- Partner with organizations that offer technology assistance/training, increase computer and technology education for consumers and staff.
- Update and make technology consistent across DEAF, Inc. offices.

*Intended result:* Ability to respond to the needs of the communities we serve through technology.

### **Partnering**

*Overall goal:* Increase working relationships with outside agencies and among DEAF, Inc. departments.

*How will we get there?*

- Develop partnerships and formal collaborations with Hearing and Deaf service provider organizations for the delivery of direct services.
- Develop collaborations with organizations that would provide additional, mutually beneficial opportunities (i.e., collaborative funding, visibility/Public Relations, and volunteerism).

- Increase internal partnering among DEAF, Inc. departments to improve collaboration, sharing of information, and sharing use of resources.

*Intended result:* Improved services through partnerships that fill service gaps, reduce duplication of services, and insure smooth service transitions; increased awareness of DEAF, Inc. and its services; improved resources through collaborative opportunities (for example, funding resources, marketing visibility/Public Relations, and volunteerism).

### **Financial Stability**

*Overall goal:* Develop options to promote financial stability and growth.

*How will we get there?*

- Expand ASL classes, Finger Spelling classes, and some Adult Education classes.
- Introduce fee-for-service or direct bill “consulting” services.
- Expand development activities.

*Intended result:* Diverse activities that generate sustainable revenue.

## **VIII. DEAF, Inc.’s Visions and Strategies**

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Each strategic direction is independent of the others. The approaches we will take to achieve the intended result of each strategic direction is summarized here, by area of focus:

### **QUALITY OF SERVICE**

**Strategy 1: Institute agency-wide consumer-based database for reporting outcomes semi-annually and for demographic data.**

Measurable outcome at the end of 3-5 years: An easy-to-use data-collection and retrieval/report method will be implemented. Data will be used regularly to improve program outcomes and to describe more accurately who we are serving. By Year 3, reliable reports will be available on a semi-annual basis. Based on the data, each year, each department will identify an area for improvement, and develop and implement a Quality Improvement (QI) Project Plan.

#### **Year-by-Year Goals:**

Yr. 1: A) Research, select, acquire, and customize a data collection tool. B) Train staff and input baseline data. C) Issue the first 6-month report. D) Develop and implement procedures for reviewing outcomes with Board and staff. E) Update data quarterly.

Yr. 2: A) Implement the data collection tool and train staff to use it B) Continue to update data quarterly. Based on 12 months of data, each department will select an area to improve and develop and implement a QI Project Plan. The QI projects may include input from consumers (anyone who uses DEAF, Inc. services and classes), Board members, and staff.

Yr. 3: Continue the process and refine as needed. Use results to guide fundraising, training priorities, and other internal changes.

#### **Implementation Plan Tasks**

*Staff Implementation tasks:* Identify software. Implement database. Collect data and create reports. Develop and implement QI Project Plan.

*Business Plan and Anticipated Cost Structure:* The Director of Finance and Administration will research costs, identify software, and estimate staff time required for implementation.

*Board Implementation tasks:* Review regular reports and QI projects.

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**Strategy 2: Increase health education, medical case management, and related services.**

Measurable outcome at the end of 3-5 years: Project Hope will expand by 50% (staff, funding, and services).

**Year-by-Year Goals:**

Yr. 1: A) Identify the 2 most needed and most feasible areas for additional health education and medical case management. B) Identify strategies to address these areas, including collaborations, additional sources of revenue, and the like.

Yr. 2: A) Implement the plan for 1 service area. B) Evaluate the strategy used. C) Revise as needed.

Yr. 3: Using lessons learned from the previous year, implement a second plan.

**Implementation Plan Tasks**

*Staff Implementation tasks:* Project HOPE staff will identify areas of need, develop an implementation plan. Staff to work with Development to identify and seek funding. Staff will implement the plan.

*Business Plan and Anticipated Cost Structure:* TBD with the oversight of the Management.

*Board Implementation tasks:* Evaluate the expansion plan for consistency with our mission statement and priorities.

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**Strategy 3: Develop an equitable and fair pay-scale-and-benefits package for all staff that reduces turnover and improves our ability to recruit and retain qualified candidates.**

Measurable outcome at the end of 3-5 years: DEAF, Inc. will offer a compensation package that is comparable to nonprofit standards. Staff turnover will be reduced by 25%.

**Year-by-Year Goals:**

Yr. 1: A) Identify nonprofit standards for salaries and compensation (factor in bilingual skills). B) Assess current positions and responsibilities, reporting and supervisory relationships for potential reorganization (to create a clear internal career path, insure responsibilities are equivalent in equivalent positions, reduce duplication, and identify potential efficiencies).

Yr. 2: A) Develop a plan to phase in any changes in staffing and compensation identified in the previous year. B) Develop a cost analysis for the phase-in. C) Identify potential sources of funding and potential need for program and funding restructuring.

Yr. 3: Implement in phases (dependent upon a feasible fiscal plan).

**Implementation Plan Tasks**

*Staff and Board Implementation tasks:* Review nonprofit standards, and internal organization and benefits

*Business Plan and Anticipated Cost Structure:* Develop cost analysis of various approaches.

*Board Implementation tasks:* Support the fundraising, restructuring of compensation, and staffing.

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**Strategy 4: Collect consumer feedback to improve quality of service and delivery.**

Measurable outcome at the end of 3-5 years: A consumer advisory council will be established to identify specific areas of improvement. The consumer advisory council will meet 2x/yr. and will issue a report every year.

**Year-by-Year Goals:**

Yr. 1: No action for 1<sup>st</sup> year.

Yr. 2: A) Develop consumer advisory council handbook. Identify location for meetings.

Yr. 3: A) Seek funding to cover communication access and transportation costs, materials, and refreshments for the council. B) Develop and draft agency-wide, centralized consumer satisfactory survey.

Yr. 4: A) Identify candidates and invite them to join the council. Provide training to council members. Implement an agency wide consumer advisory council. Hold meetings twice a year and generate a report annually. B) Consumer Advisory Council and staff review the consumer satisfaction survey, and report on it to the Board. Develop a plan of action in response (for example, improve services). C) Staff reports on the action plan to the consumer advisory council, staff, and Board.

Yr. 5: Repeat the process of identifying candidates for the council for the next two year cycle.

**Implementation Plan Tasks**

*Staff Implementation tasks:* Staff to develop handbook and implement council. Identify funding to support council. Draft consumer satisfaction survey, which will be reviewed by council, staff, and Board before being finalized and implemented.

*Business Plan and Anticipated Cost Structure:* Program costs will need to be determined and the funding sources identified.

*Board Implementation tasks:* None.

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**Strategy 5: Increase DeafBlind services to reduce isolation and increase participation in the community.**

Measurable outcome at the end of 3-5 years: By the end of year 3, available DBCAN Provider hours will be increased from 16 hours per month to 25 hours per month for each eligible DeafBlind consumer. DBCAN will increase recruitment and training of Providers. DEAF, Inc. will expand or increase access to DeafBlind services beyond DBCAN services, for example, DeafBlind Braille Instruction, DeafBlind Self-Advocacy training, DeafBlind Independent Living Services, DeafBlind social activities.

**Year-by-Year Goals:**

Yr. 1: A) Seek funding to increase DBCAN Provider hours from 16 hours per month to 20 hours per month. B) Draw up a plan to identify and implement DeafBlind services.

Yr. 2: A) Seek funding to support implementation of DeafBlind services. B) Develop partnerships and collaborations with other DeafBlind and Blind services Providers. C) Start to rollout new services.

Yr. 3: Seek funding and increase DBCAN Provider hours from 20 hours per month to 25 hours per month.

## **Implementation Plan Tasks**

*Staff Implementation tasks:* Development to seek funding to increase DeafBlind services; staff to develop and implement plan to increase DeafBlind services.

*Business Plan and Anticipated Cost Structure:* Development and DBCAN staff will research cost and identify funding sources.

*Board Implementation tasks:* Support development of plan; participate in raising funds.

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## **Strategy 6: Reopen adult education to address identified needs for skills development and for personal growth and enjoyment.**

Measurable outcome at the end of 3-5 years: The Adult Education Program will be established, staffed and offer a range of workshops and classes on a regular basis for skills development and personal growth and enjoyment.

### **Year-by-Year Goals:**

Yr. 1: No action for 1<sup>st</sup> year.

Yr. 2: A) Identify funding sources and develop a business plan for reopening Adult Education. B) Identify the classes or workshops prioritized by consumers and other members of the Deaf community through surveys and input from the Consumer Advisory Council.

Yr. 3: A) Hire staff and establish a roster of potential workshop leaders or instructors. B) Start to rollout the offerings.

Yr. 4: Reevaluate, revise, and expand.

Yr. 5: Update as needed, based on feedback.

## **Implementation Plan Tasks**

*Staff Implementation tasks:* Staff will identify funding sources and business plan model, including programming.

*Business Plan and Anticipated Cost Structure:* Project the costs of reopening the Adult Education Program, and financial and fundraising strategies needed to achieve them.

*Board Implementation tasks:* Evaluate the expansion plan for consistency with our mission statement and priorities, and for feasibility.

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## **ROLE IN COMMUNITY**

### **Strategy 1: Update DEAF, Inc.'s mission statement and logo.**

Measurable outcome at the end of 3-5 years: Develop and promote the new mission statement and logo using all available communication channels.

### **Year-by-Year Goals:**

Yr. 1: A) Develop the new mission statement and adopt it through a vote of the Board with staff consensus and buy-in. B) Consider updating logo.

Yr. 2: Implement the new mission statement and logo by promoting it through marketing materials and fundraising activities.

## **Implementation Plan Tasks**

*Staff Implementation tasks:* Participate in the development of the new mission statement and logo. Use it once it has been approved.

*Board Implementation tasks:* Participate in the development of the new mission statement and logo. Vote on its adoption and promote it as part of our marketing, fundraising, and PR activities.

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## **Strategy 2: Change the legal name, “Developmental Evaluation Adjustment Facilities, Inc.”**

Measurable outcome at the end of 3-5 years: All legal references to DEAF, Inc. will be updated with the new name. Donors will be able to search the Nonprofit databases using something rather than “*Developmental Evaluation Adjustment Facilities, Inc.*”

### **Year-by-Year Goals:**

Yr. 1: A) Identify the cost and legal procedures to implement the name change. B) Seek input from Board and staff for new name. C) Board votes to approve new name, staff buys-in to the change. D) Set up a clear implementation plan.

Yr. 2: A) Complete transition. B) 3-6 months before effective date, begin notifying the wider community – funders, partners, donors and friends – about name change.

## **Implementation Plan Tasks**

*Staff Implementation tasks:* Coordinate with legal counsel and complete tasks required to implement name change. Development will develop and launch campaign to inform community at large of planned name change.

*Board Implementation tasks:* Provide the necessary authorizations required to implement this change. Board members who are lawyers will provide legal counsel and help complete tasks required to implement name change.

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## **Strategy 3: Host additional social events through the ASL department.**

Measurable outcome at the end of 3-5 years: Increased community involvement through Adult Education. Increased recognition of and interest in our ASL Language program. Schedule and promote (widely) ASL social events that are open to the public and that highlight ASL communication and culture.

### **Year-by-Year Goals:**

Yr. 1: No action for 1<sup>st</sup> year.

Yr. 2: Develop and widely promote events (for example, ASL bowling nights, ASL Meet-ups at DEAF, Inc.).

Yr. 3: Develop and promote ASL community excursions (for example, existing Deaf-related events, such as harbor cruises, museum tours, and wilderness outings).

Yr. 4: A) Evaluate the results of social events. B) Conduct on-going evaluation.

## **Implementation Plan Tasks**

*Staff Implementation tasks:* Coordinate Adult Education social events through the ASL language program. Define the proper marketing channels (social media) needed inform the public. When possible, partner with other agencies around potential event that might make for successful community builders. Promote events through the identified marketing channels.

*Board Implementation tasks:* Identify partners to promote and attend our events.

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## **TECHNOLOGY CAPABILITY**

**Strategy 1: Develop a website that is more user-friendly and frequently updated. Increase use of Facebook and other social media. Increase development of vlogs and webinars.**

Measurable outcome at the end of 3-5 years: DEAF, Inc. website is easy and inviting for Deaf, DeafBlind, Hard of Hearing, Late-Deafened and Hearing people to use, as measured by biannual Board and staff survey and annual increase of website traffic. The agency will use Facebook at least twice a week and develop other social media such as Twitter and at least four other applications for social networking. Weekly vlogs will be developed and posted.

### **Year-by-Year Goals:**

Yr. 1: A) Identify areas of website improvement. B) Investigate options and cost for resources to develop and maintain website, social media, community calendar, and vlogs.

Yr. 2: Identify funding to implement website improvement and on-going maintenance.

### **Implementation Plan Tasks**

*Staff Implementation tasks:* Administration to develop survey to identify areas of website improvement and to investigate cost for resources required. Development to identify social media applications and seek funding for resources required.

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**Strategy 2: Partner with organizations that offer technology assistance/training. Add more computer and technology training for community members and staff.**

Measurable outcome at the end of 3-5 years: All staff will know how to use their work computer and applications, as well as other technology, equipment, and software applications to enhance their work, as measured through annual assessment of staff competencies. Adult Education will offer computer and technology classes.

### **Year-by-Year Goals:**

Yr. 1: Identify corporations and organizations to provide computer and technology training for staff at least twice a year.

Yr. 2: Develop Adult Education computer and technology user workshops and classes.

### **Implementation Plan Tasks**

*Staff Implementation tasks:* Administration to identify resources for providing technical training to staff. Director of Adult Education to identify resources for implementing computer user training workshops and training.

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**Strategy 3: Update technology equally across DEAF, Inc. offices so that there are consistent capabilities.**

Measurable outcome at the end of 3-5 years: All DEAF, Inc. offices (Allston, Salem, New Bedford and Taunton) will have the same or equivalent technology, upgrades, and technical support.

### **Year-by-Year Goals:**

Yr. 1: A) Identify technology gaps in each office. B) Identify funding to purchase and maintain new technology.

Yr. 2: Purchase the identified, needed technology.

### **Implementation Plan Tasks**

*Staff Implementation tasks:* Administration and Development to seek funding for technology.

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## **PARTNERING**

### **Strategy 1: Develop partnerships and formal collaborations with Hearing and Deaf direct service provider organizations.**

Measurable outcome at the end of 3-5 years: In 3-5 years DEAF, Inc. will have agreements with 30 different organizations throughout the state that result in better and increased access to services for consumers, as measured by a 50% improvement in consumer outcome data and as reflected in reports from consumer advisory council and consumer satisfactory survey showing a 50 % increase in positive outcomes and a reduction in gaps services.

#### **Year-by-Year Goals:**

Yr. 1: A) Develop and implement a plan to identify the top 3 gaps in DEAF, Inc. services (for example, mental health, substance abuse, job services). B) Identify agencies most likely to provide appropriate services for our constituents.

Yr. 2: A) Reach out to identified agencies to implement collaborations. B) Formalize and sign letters of collaboration.

Yr. 3: Implement the agreements.

Yr. 4: Evaluate the effectiveness of collaborations for our constituents and make adjustments.

### **Implementation Plan Tasks**

*Staff Implementation tasks:* Identify gaps in DEAF, Inc. services; identify potential partner agencies; negotiate agreements; educate staff about the agreements; evaluate effectiveness of agreements.

*Business Plan and Anticipated Cost Structure:* Not needed.

*Board Implementation tasks:* Provide introductions to potential partners; provide feedback on agreements, evaluation criteria, approve collaborations.

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### **Strategy 2: Increase internal partnering among DEAF, Inc. departments to improve collaboration, sharing of information, and sharing of resources.**

Measurable outcome at the end of 3-5 years: By the end of year 3, effective processes for agency-wide communication and collaboration will be in place, as measured by annual staff surveys showing a 90% increase in satisfaction with internal communication and collaboration.

#### **Year-by-Year Goals:**

Yr. 1: A) Identify ways to improve internal partnerships and draft possible solutions. B) Develop staff satisfaction survey to measure improvements in sharing of information and resources.

Yr. 2: A) Implement staff survey. B) Analyze results and identify changes. C) Implement changes D) Repeat staff survey annually.

### **Implementation Plan Tasks**

*Staff Implementation tasks:* Management team researches and reviews models for effective inter-departmental collaboration, and reviews and revises existing procedures and practices.

*Business Plan and Anticipated Cost Structure:* Not needed.

*Board Implementation tasks:* No action needed.

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### **Strategy 3: Develop collaborations with organizations that can provide additional, mutually beneficial opportunities (i.e., collaborative funding, visibility/Public Relations, and volunteerism).**

Measurable outcome at the end of 3-5 years: In 3 years 1-3 additional mutually beneficial agreements/collaborations will be signed in each region with organizations or schools that result in a 50% increase in name recognition, as measured by new referrals, inquiries, donations, and volunteerism from 10 new sources; and increases in collaborative funding applications.

#### **Year-by-Year Goals:**

Yr. 1: A) Identify potential partners in each region. B) Identify volunteer opportunities and benefits for volunteers. C) Identify needs through partnerships for DEAF, Inc. and partner.

Yr. 2: A) Reach out to potential new partners and negotiate collaborations. B) Develop clear criteria to evaluate effectiveness of collaborations. C) Explore with partners collaborative funding opportunities and procedures.

Yr. 3: A) Evaluate outcomes of collaborations. B) Modify agreements as needed.

### **Implementation Plan Tasks**

*Staff Implementation tasks:* Revive the Boston Service Providers network. With a consultant, identify out of network agencies and to develop plans identifying potential partners; special collaborative projects (such as joint funding projects) and benefits of partnership, and identify potential volunteer opportunities and benefits, recruitment, supervision. Develop volunteer handbook.

*Business Plan and Anticipated Cost Structure:* Communication access.

*Board Implementation tasks:* Provide introductions to potential partners, provide feedback about agreements and evaluation criteria to insure support of our mission and the other priorities.

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## **FINANCIAL STABILITY**

### **Strategy 1: Expand ASL classes and Finger Spelling classes.**

Measurable outcome at the end of 3-5 years: ASL, Finger Spelling, and special educational events (field trips, immersions, and the like) will be the key revenue-generating project in the Adult Education Department. The language program will provide a variety of classes and activities at a variety of locations to match the needs of the community. Revenues will fund the program and generate at least \$5,000 in unrestricted income each year, with a 5% annual growth. The program will increase current enrollment at least 100%.

#### **Year-by-Year Goals:**

Yr. 1: A) Launch a \$1.5 million ASL campaign. B) Assess the market and develop a business plan. C) Hire ASL Program Director.

Yr. 2: A) Develop and implement ASL Program Development Plan. B) Hire and train teaching staff. C) Evaluate program success and identify program improvement plan. D) Conduct on-going evaluation.

Yr. 3: A) Implement pilot expansion to one regional location, identified by the market analysis. B) Research market for offering custom ASL classes to service providers (such as health care and social service providers ) and businesses (hotels, supermarkets, engineering, and the like).

Yr. 4: A) Advertise and offer custom ASL classes. B) Collect client feedback. C) Evaluate program success and areas for improvement. D) Implement changes.

Yr. 5: Research feasibility of a stand-alone location for Adult Education ASL classes and events.

### **Implementation Plan Tasks**

*Staff Implementation tasks:* Develop program implementation plan, including curriculum, teacher training program, outreach, registration, and evaluation. Analyze building use

*Business Plan and Anticipated Cost Structure:* Work with a consultant as needed to develop a business model that will generate the anticipated unrestricted income that we want to see realized.

*Board Implementation tasks:* Conduct the ASL Expansion fundraising campaign to secure the funds to operate the program, including hiring staff.

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### **Strategy 2: Begin a consulting program as a fee-for-service or direct-bill program.**

Measurable outcome at the end of 3-5 years: A Consulting Services Program will be developed that offers our expertise to others on a fee-for-service or direct-bill basis. Examples of areas of expertise that will be marketed include: DeafBlind Braille Printing; DeafBlind communication access training; cultural competency and basic communication for first responders and healthcare providers; general nDeaf, DeafBlind, Hard of Hearing and Late-Deafened cultural competency; custom Deaf-a-accessible vlogs as a service; DeafBlind interpreter training; CDI mentorship outreach; ASL interpreter mentorship outreach. The set of services we offer will be developed over time as revenue permits.

The Consulting Services Program will generate a return on investment of 3% in Yr. 4, and 5% in Yr. 5.

### **Year-by-Year Goals:**

Yr. 1: A) Develop a business plan. B) Conduct a feasibility study for each possible set of service offerings. C) Launch one fee-for-service offering for one set of services.

Yr. 2: A) Promote services online and through direct contacts. B) Evaluate the service delivery and associated costs. C) Analyze the program launch. D) Identify second fee-for-service offering.

Yr. 3: If the launch is successful, implement a second fee-for-service offering for a different set of services.

Yr. 4: Analyze the program by geographic location; evaluate the service delivery and costs.

Yr. 5: If the return on investment is sufficient for growth, expand the program. If the return on investment is not yet sufficient, assess whether to continue the program at current levels for further evaluation or cancel the program or set of services.

## **Implementation Plan Tasks**

*Staff Implementation tasks:* Management Team will develop a Program Plan that identifies the marketing and delivery options for each set of services and the systems required to implement a direct-billing option.

*Business Plan and Anticipated Cost Structure:* As part of management team, the Director of Finance will develop a business model to generate unrestricted income.

*Board Implementation tasks:* Identify contacts that we can use to promote the services.

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### **Strategy 3: Expand development activities.**

Measurable outcome at the end of 3-5 years: Increasing Development activities will improve visibility and expand revenue by at least 5% annually. Visibility and revenue will increase by 5% annually.

#### **Year-by-Year Goals:**

Yr. 1: Create a Development Plan to identify potential funding sources, identify required resources, assess costs, set priorities, and schedule activities by month for each fiscal year.

Yr. 2: A) Implement the first year Development Plan. B) Evaluate the first year of activities.

Yr. 3: A) Create/update and implement the annual Development Plan, implementing the second set of projects. B) Evaluate the second year of activities.

Yr. 4: Evaluate whether our visibility has changed and whether the projects generated the expected results. If the activities were successful, implement a third set of projects and funding is secured for the next sequence of projects.

Yr. 5: A) Create/update and implement the annual Development Plan, implementing the fourth set of projects. Evaluate whether we have achieved increased visibility, financial stability, and growth for DEAF, Inc.

## **Implementation Plan Tasks**

*Staff Implementation tasks:* Executive Director and Development staff will create a Development Plan and identify the resources required to implement the plan and how the plan will be evaluated.

*Business Plan and Anticipated Cost Structure:* Executive Director and Development staff will develop a discretionary budget.

*Board Implementation tasks:* Identify and reach out to contacts that can help expand our visibility.

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All of the strategies listed above include a detailed implementation plan. The implementation plan must include an organized Action-Step list defining the implementation of each strategy. The Appendix includes the Action-Step list.

## **IX. Evaluating Outcomes, Monitoring and Updating Process**

The strategic plan is intended to be a working management tool that the staff at all levels will use on a consistent basis to assist in program development, implementation, and outcome measurement. The staff will discuss sections of the strategic plan at both staff and management

team meetings. This strategic plan is intended to be a living document that is flexible and continually revised and updated to reflect external and internal changes, including changing community needs and other unforeseen developments.

The Board is responsible for oversight of the strategic plan and, perhaps more important, will use it as a guide for the Board's role in implementing the strategic plan. The plan should be reviewed on a quarterly basis, at least. The Appendix includes recommended questions to use for the quarterly evaluations.

At the end of each year of the plan, the Board and staff will meet together in an informal setting to review the plan outcomes, both successes and challenges. The group should also discuss environmental and organizational changes that have implications for DEAF, Inc. and, based on those changes and their implications should update the plan and set priorities for the upcoming year.

The strategic planning team (with additional members) can reconvene as needed to make revisions, as determined by Board with input from staff.

## **X. Appendix**

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- A. Implementation Strategies organized by year
- B. Quarterly review questions

## Appendix A Implementation of Strategies by Year

### Year I

#### **Quality of Services: Determining programmatic directions for next five-year period** **Strategies:**

Institute agency-wide consumer-based database for reporting outcome semi-annually and for demographic data.

1. A) Research, select, acquire, and customize a data collection tool.  
B) Train staff and input baseline data.  
C) Issue the first 6-month report.  
D) Develop and implement procedures for reviewing outcomes with Board and staff.  
E) Update data quarterly.

Increase health education, medical case management, and related services.

2. A) Identify the 2 most needed and most feasible areas for additional health education and medical case management.  
B) Identify strategies to address these areas, including collaborations, additional sources of revenue, and the like.

Develop an equitable and fair pay-scale-and-benefits package for all staff to result that reduces turnover and improves our ability to recruit and retain qualified candidates.

3. A) Identify nonprofit standards for salaries and compensation (factor in bilingual skills).  
B) Assess current positions and responsibilities, and reporting and supervisory relationships for potential reorganization revisions (to create a clear internal career path, insure responsibilities are equivalent in equivalent positions, reduce duplication, and identify potential efficiencies).

Collect consumer feedback to improve quality of service and delivery.

No action for 1<sup>st</sup> year.

Increase DeafBlind services to reduce isolation and increase participation in the community.

4. A) Seek funding to increase DBCAN provider hours from 16 hours per month to 20 hours per month.  
B) Draw up a plan to identify and implement DeafBlind services.

Reopen adult education to address identified needs for skills development and for personal growth and enjoyment.

No action for 1<sup>st</sup> year.

#### **Role in Community: Determining the public perception of DEAF, Inc. within our communities** **Strategies:**

Update DEAF, Inc.'s mission statement and logo.

1. A) Develop the new mission statement and adopt it through a vote of the Board with staff consensus and buy-in.  
B) Consider updating the logo.

Change the legal name, "Developmental Evaluation Adjustment Facilities, Inc."

2. A) Identify the cost and legal procedures to implement the name change.
- B) Seek input from Board and staff for new name.
- C) Board votes to approve new name, staff buys-in to the change.
- D) Set up a clear implementation plan.

Host additional social events through the ASL department.

No action 1<sup>st</sup> year.

### **Technology Capacity: Improving infrastructure and communication at the staff level**

#### **Strategies:**

Develop a website that is more user-friendly and frequently updated. Increase use of Facebook and other social media. Increase development of vlogs and webinars.

1. A) Identify areas of website improvement.
- B) Investigate options and cost for resources to develop and maintain website, community calendar, social media, and vlogs.

Partner with organizations that offer technological assistance/training. Add more computer and technology training for community members and staff.

2. Identify corporations and organizations to provide computer and technology training for staff at least twice a year.

Update technology equally across DEAF, Inc. offices so that there are consistent capabilities.

3. A) Identify technology gaps in each office.
- B) Identify funding to purchase and maintain new technology.

### **Partnering: Improving access to services that benefit our constituents**

#### **Strategies:**

Develop partnerships and formal collaborations with Hearing and Deaf direct service provider organizations.

1. A) Develop and implement a plan to identify the top 3 gaps in DEAF, Inc. services (for example, mental health, substance abuse, job services).
- B) Identify agencies most likely to provide appropriate services for our constituents.

Increase internal partnering among DEAF, Inc. departments to improve collaboration, sharing of information, and sharing of resources

2. A) Identify ways to improve internal partnerships and draft possible solutions.
- B) Develop staff satisfaction survey to measure improvements in sharing of information and resources.

Develop collaborations with organizations that can provide additional, mutually beneficial opportunities (i.e., collaborative funding, visibility/Public Relations, and volunteerism).

3. A) Identify potential partners in each region.
- B) Identify volunteer opportunities and benefits for volunteers.
- C) Identify needs through partnerships for DEAF, Inc. and partner.

### **Financial Stability: Strengthening our funding and developmental capabilities**

#### **Strategies:**

Expand ASL classes and Finger Spelling classes.

1. A) Launch the \$1.5 million ASL campaign.  
B) Assess the market and develop a business plan.  
C) Hire ASL Program Director.

Begin a consulting program as a fee-for-service or direct-bill program.

2. A) Develop a business.  
B) Conduct a feasibility study for each set of service offerings.  
C) Launch one fee-for-service program for one set of services.

Expand development activities.

3. Create a Development Plan to identify potential funding sources, identify required resources, assess costs, set priorities, and schedule activities by month for each fiscal year.

## Year II

### **Quality of Services: Determining programmatic directions for next five-year period** **Strategies:**

Institute agency-wide consumer-based database for reporting outcomes semi-annually and for demographic data.

1. A) Implement the data collection tool and train staff to use it.  
B) Continue to update data quarterly. Based on 12 months of data, each department will select an area to improve and develop and implement a QI Project plan. These QI projects may include input from consumers (anyone who uses DEAF, Inc. services and classes), Board members, and staff.

Increase health education, medical case management, and related services.

2. A) Implement the plan for 1 service area.  
B) Evaluate the strategy used.  
C) Revise as needed.

Develop an equitable and fair pay-scale- and-benefits package for all staff that reduces turnover and improves our ability to recruit and retain qualified candidates.

3. A) Develop a plan to phase in any changes in staffing and compensation identified in the previous year.  
B) Develop a cost analysis for the phase-in.  
C) Identify potential sources of funding and potential need for program and funding restructuring.

Collect consumer feedback to improve quality of service and delivery.

4. Develop consumer advisory council handbook. Identify location for meetings.

Increase DeafBlind services to reduce isolation and increase participation in the community.

5. A) Seek funding to support implementation of DeafBlind services.  
B) Develop partnerships and collaborations with other DeafBlind and Blind services providers  
C) Start to rollout new services.

Reopen adult education to address identified needs for skills development and for personal growth and enjoyment.

6. A) Identify funding sources and develop a business plan for reopening Adult Education.
- B) Identify the classes or workshops prioritized by consumers and other members of the Deaf community through surveys and input from the Consumer Advisory Council.

**Role in Community: Determining the public perception of DEAF, Inc. within our communities**

**Strategies:**

Update DEAF, Inc.'s mission statement and logo.

1. Implement the new mission statement and logo by promoting it through marketing materials and fundraising activities.

Change the legal name, "Developmental Evaluation Adjustment Facilities, Inc."

2. A) Complete transition.
- B) 3-6 months before effective date, begin notifying the wider community -- funders, partners, donors and friends, communities at large about name change.
- C) Implement name change.

Host additional social events through the ASL department.

3. Develop and widely promote events (for example, ASL bowling nights, ASL Meet-ups at DEAF, Inc.).

**Technology Capacity: Improving infrastructure and communication at the staff level**

**Strategies:**

Develop a website that is more user-friendly and frequently updated. Increase use of Facebook and other social media. Increase development of vlogs and webinars.

1. Identify funding to implement website improvement and on-going maintenance.

Partner with organizations that offer technological assistance/training. Add more computer and computer training for community members and staff.

2. Develop computer and technology training user workshops and classes.

Update technology equally across DEAF, Inc. offices so that there are consistent capabilities.

3. Purchase the identified, needed technology.

**Partnering: Improving access to services that benefit our constituents**

**Strategies:**

Develop partnerships and formal collaborations with Hearing and Deaf direct service provider organizations.

1. A) Reach out to identified agencies to implement collaborations.
- B) Formalize and sign letters of collaboration.

Increase internal partnering among DEAF, Inc. departments to improve collaboration, sharing of information and sharing of resources.

2. A) Implement staff survey.
- B) Analyze results and identify changes.
- C) Implement changes.
- D) Repeat staff survey annually.

Develop collaborations with organizations that can provide additional, mutually beneficial opportunities (i.e., collaborative funding, visibility/Public Relations, and volunteerism).

3. A) Reach out to potential new partners and negotiate collaborations.
- B) Develop clear criteria to evaluate effectiveness of collaborations.
- C) Explore with partners collaborative funding opportunities and procedures.

**Financial Stability: Strengthening our funding and developmental capabilities**

**Strategies:**

Expand ASL classes and Finger Spelling (FS) classes.

1. A) Develop and implement ASL Program Development Plan.
- B) Hire and train teaching staff.
- C) Evaluate program success and identify program improvement plan.
- D) Conduct on-going evaluation.

Begin a consulting program as a fee-for-service or direct-bill program.

2. A) Promote services online and through direct contacts.
- B) Evaluate the service delivery and associated costs.
- C) Analyze the program launch.
- D) Identify second fee-for-service offering.

Expand development activities.

3. A) Implement the first year Development Plan.
- B) Evaluate the first year of activities.

**YEAR III**

**Quality of Services: Determining programmatic directions for next five-year period**

**Strategies:**

Institute agency-wide consumer-based database for reporting outcome semi-annually and for demographic data.

1. Continue the process and refine as needed. Use results to guide fundraising, training priorities, and other internal changes.

Increase health education, medical case management, and related services.

2. Using lessons learned from the previous year, implement a second plan.

Develop an equitable and fair pay-scale-and-benefits package for all staff that reduces turnover and improves our ability to recruit and retain qualified candidates.

3. Implement in phases (dependent upon a feasible fiscal plan).

Collect consumer feedback to improve quality of service and delivery.

4. A) Seek funding to cover communication access and transportation costs, materials, and refreshments for the council.
- B) Develop and implement agency-wide centralized consumer satisfactory

Increase DeafBlind services to reduce isolation and increase participation in the community.

5. Seek funding and increase DBCAN Provider hours from 20 hours per month to 25 hours per month.

Reopen adult education to address identified needs for skills development and for personal growth and enjoyment.

6. A) Hire staff and establish a roster of potential workshop leaders or instructors.
- B) Start to phase in the offerings.

**Role in Community: Determining the public perception of DEAF, Inc. in our communities**

**Strategies:**

Host additional social events through the ASL department.

1. Develop and promote ASL community excursions (for example, existing Deaf-related events, such as harbor cruises, museum tours, and wilderness outings).

**Technology Capacity: Improving infrastructure and communication at the staff level**

None for 3<sup>rd</sup> year.

**Partnering: Improving access to services that benefit our constituents**

**Strategies:**

Develop partnerships and formal collaborations with Hearing and Deaf direct service provider organizations.

1. Implement the agreements.

Increase internal partnering among DEAF, Inc. departments to improve collaboration, sharing of information, and sharing of resources.

None for 2<sup>nd</sup> year.

Develop collaborations with organizations that can provide additional, mutually beneficial opportunities (i.e., collaborative funding, visibility/Public Relations, and volunteerism).

2. A) Evaluate outcomes of partnerships.
- B) Modify agreements as needed.

**Financial Stability: Strengthening our funding and developmental capabilities**

**Strategies:**

Expand ASL classes and Finger Spelling classes.

1. A) Implement pilot expansion to one regional location, identified by the market analysis.
- B) Research market for offering custom ASL classes to service providers (such as health care and social service providers), and businesses (hotels, supermarkets, engineering, and the like).

Begin a consulting program as a fee-for-service or direct-bill program.

2. If the launch is successful, implement a second fee-for-service offering for a different set of services.

Expand Development activities.

3. A) Create/update and implement the annual Development Plan, implementing the second set of projects.
- B) Evaluate the second year of activities.

**YEAR IV**

**Quality of Services: Determining programmatic directions for next five-year period**

**Strategies:**

Collect consumer feedback to improve quality of service and delivery.

1. A) Identify candidates and invite them to join the council. Provide training to council members. Implement an agency wide consumer advisory council. Hold meetings twice a year and generate a report annually.  
B) Consumer Advisory Council and staff review the consumer satisfaction survey, and report on it to the Board. Develop a plan of action in response (for example, improve services).  
C) Staff reports on the action plan to the consumer advisory council, staff, and Board.

Reopen adult education to address identified needs for skills development and personal growth and enjoyment.

2. Reevaluate, revise, and expand.

**Role in Community: Determining the public perception of DEAF, Inc. in our communities**  
**Strategies:**

Host additional social events through the ASL department.

1. A) Evaluate the results social events.  
B) Conduct on-going evaluation.

**Technology Capacity: Improving infrastructure and communication at the staff level**  
**Strategies:**

None for the 4<sup>th</sup> year.

**Partnering: Improving access to services that benefit our constituents**  
**Strategies:**

Develop partnerships and formal collaborations with Hearing and Deaf direct service provider organizations.

1. Evaluate the effectiveness of collaborations for our constituents and make adjustments.

**Financial Stability: Strengthening our funding and developmental capabilities**  
**Strategies:**

Expand ASL classes and Finger Spelling classes.

1. A) Advertise and offer custom ASL classes.  
B) Collect client feedback.  
C) Evaluate program success and areas for improvement.  
D) Implement changes.

Begin a consulting program as a fee-for-service or direct-bill program.

2. Analyze the program by geographic location; evaluate the service delivery and costs.

Expand Development activities.

3. Evaluate whether our visibility has changed and whether the projects generated the expected results. If the activities were successful, implement a third set of projects and funding is secured for the next sequence of projects.

**YEAR V**

**Quality of Services: Determining programmatic directions for next five-year period**  
**Strategies:**

Collect consumer feedback to improve quality of service and delivery.

1. Repeat the process of identifying candidates for the advisory council for the next two year cycle.

Reopen adult education to address the identified needs for skills development and for personal growth and enjoyment.

2. Update as needed, based on feedback

**Role in Community: Determining the public perception of DEAF, Inc. within our communities**

None for the 5<sup>th</sup> year.

**Technology Capacity: Improving infrastructure and communication at the staff level**

None for the 5<sup>th</sup> year.

**Partnering: Improving access to services that benefit our constituents**

None for the 5<sup>th</sup> year.

**Financial Stability: Strengthening our funding and developmental capabilities**

**Strategies:**

Expand ASL classes and Finger Spelling (FS) classes.

1. Research feasibility of a stand-alone location for Adult Education ASL classes and events.

Begin a consulting program as a fee-for-service or direct-bill program.

2. If the return on the investment is sufficient for growth, expand the program. If the return on investment is not yet sufficient, assess whether to continue the program at current levels for further evaluation or cancel the program or set of services.

Expand development activities.

3. Create/update and implement the annual Development Plan, implementing the fourth set of projects. Evaluate whether we have achieved increased visibility, financial stability, and growth for DEAF, Inc.

## **Appendix B**

### **Recommended Steps for Using Strategic Plan as a “Living Document” *Evaluating and Revising Strategic Plan***

1. Board should review and discuss implementation progress and current issues on a quarterly basis, and make revisions, in coordination with staff, when needed.
2. Staff should use staff meeting time to discuss progress and possible changes to implementation plan, in coordination with Board.
3. Once a year, Board and staff, together at a retreat, should review progress and set priorities for next year.

### **Quarterly Strategic Planning Review—for Board and Staff**

#### **I. Questions to consider**

1. What has or has not been accomplished?
2. How has Board/Staff been involved in the implementation process?
3. What have been the barriers or challenges to successful implementation?
4. What are possible strategies to overcome barriers or challenges?
4. Are our assumptions about the internal and external environment still valid? If not, do they have implications for DEAF, Inc., its consumers, or the Deaf, DeafBlind, Hard of Hearing, and Late-Deafened community?
6. Are there current or new issues facing DEAF, Inc. that have implications for the plan? Do any changes or new priorities need to be made to the plan?