



Common Ground

*helping people move
from crisis to hope*

Strategic Planning 2015

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Staff Team

- Veronica Brown
- Curtis Cooper
- Vickie Krigner
- John Ludwig
- Aimee Nimeh
- Matt Owens
- Heather Rae
- Amy Stiener
- Danielle Zuccaro

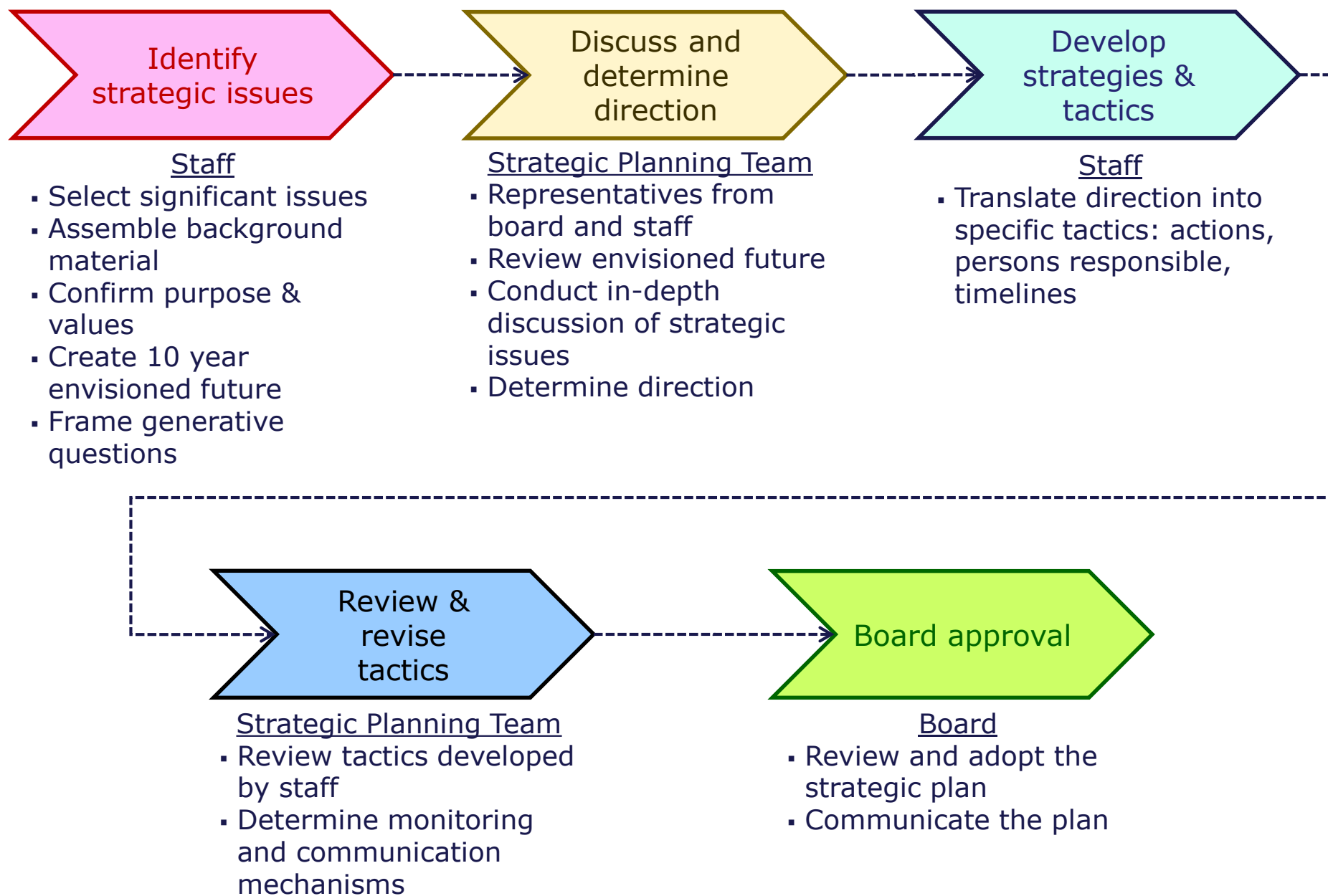
Facilitator

- Dennis Blender

Strategic Planning Team

- Don Campbell
- Bob Horstman
- Vickie Krigner
- John Ludwig
- Laurie Marshall
- Cathy McNamara
- Aimee Nimeh
- Matt Owens
- Rita Patel
- Heather Rae
- Tony Rothschild
- Nicole Sherard-Freeman
- Amy Stiener
- Kay White

Generative Strategic Planning Process





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Core Purpose, Values, Priorities and Vision

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Core Purpose

Helping people move from crisis to hope.

Core Values

- Empowerment – maximizing the potential of all
- Collaboration – always working toward shared goals
- Innovation – exploring new ways to positively impact our community
- Diversity and Inclusivity – welcoming and respectful of people and ideas

Organization Priorities

- The people we serve come first.
- We take care of each other through demonstration of comradery, trust and helpfulness.
- We are responsive and influential with external stakeholders.

Envisioned Future - 2025

Common Ground is the provider of choice for people experiencing any crisis in their lives. Collaboration is at the heart of everything we do. We consult widely in areas of our competencies. We are also the first organization that funders consider for solving major problems or launching new programs. As a result, CG is a nationally-sought after expert for reducing the impact of trauma on individuals, families and communities in crisis.

We attract and retain highly qualified staff, volunteers and board members. We are serving people in state-of-the-art facilities. Common Ground has achieved financial independence through diverse revenue sources.



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Strategic Direction

Strategic Direction

Growth

1. What is the overall growth strategy for Common Ground relative to additional services, geographies, and populations?
2. What are the implications of our business development initiatives (i.e. private insurance) on current services and infrastructure?
3. What is our approach to critically examining current programs and services for continued service delivery?

Alternative Revenue Sources

1. How should we diversify our revenue, considering government, private business, grants and foundations?
 - How do we fund growth of existing and new business opportunities?
 - Should social enterprise be part of our revenue generation? If so, how?
 - Should mergers and acquisitions be a strategy in diversifying revenue?
2. What is the role and expectations of philanthropy and fund raising in Common Ground?
 - How should CG allocate philanthropy funds?

Facilities

1. How do we ensure our offices meet the current and future needs of the people we serve and our staff?
2. What is our overall belief about owning versus renting?
3. What image do we want to project with our offices?
4. Do we want central location(s) and/or a satellite model?

Strategies

1. Expand crises services with other governmental entities and into other geographies.
2. Develop a business plan to market crisis services to private sector payors.
 - Develop a budget and staffing plan.
 - Secure funding.
3. Provide specialized consulting services and other innovative approaches to assist organizations to replicate Common Ground competencies.
4. Determine the role of philanthropy and fund raising in Common Ground.
5. Position Common Ground to become a CCBHC*.
6. Position Common Ground to become a Center of Excellence. Examples include:
 - Agency Training Program
 - Data analytics
 - Partner with a university on measurement of program outcomes and publish results
7. Ensure resources are allocated to high impact, mission-oriented programs.
8. Develop necessary infrastructure to support growth plans.
9. Develop the policy and methodology for the allocation of reserve funds.
10. Develop and implement a master facilities plan.
 - Rent facilities in multiple locations in Oakland County to best serve our community.
 - Combine the administrative office with one of the our independent locations.
 - Research the potential of opening additional locations in Oakland County to increase accessibility of clients.
 - Create a consistent, welcoming and professional environment that is conducive to serving all clients: private and public.

- *What are the required services that CCBHCs must provide?
 - Crisis mental health services, including 24-mobile crisis teams, emergency crisis intervention services, and crisis stabilization
 - Screening, assessment, and diagnosis, including risk management
 - Patient-centered treatment planning
 - Outpatient mental health and substance use services
 - Primary care screening and monitoring
 - Targeted case management
 - Psychiatric rehabilitation services
 - Peer support and counselor serves and family supports
 - Services for members of the armed forces and veterans
 - Connections with other providers and systems