



**Series:** Governance COA: GOV 6 – 8, FIN 5, PQI 1  
**Name:** Long-term and Short-term Strategic Planning Process

**Policy Number:** GOV BC1019  
**Revision #/Date:** 10/05/2016  
**Reviewed Date:** 01/13/2021  
**Effective Date:** 01/09/2013  
**Applicable to:** Brevard C.A.R.E.S. Board of Directors,  
Brevard C.A.R.E.S. Staff and  
Consultants

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**SUBJECT:** Strategic Planning

**PURPOSE:** To outline the process for setting annual and long range goals to achieve the objectives of the mission and vision of Brevard C.A.R.E.S.

References: GOV BC 1002 Board Governance, GOV BC 1016 Board Self-Assessment & Strategic Planning

**POLICY:** Long-term and Short-term Strategic Planning Process

**PROCEDURE:** Annually the Brevard C.A.R.E.S. Board of Directors holds a Board Retreat for the purpose of strategic planning, self- assessment, and organizational analysis. A review of the agency mission and vision, the past year’s goals and most recent Board self- assessment will be reviewed.

A long range strategic plan will be crafted every five years. The five year planning process will include:

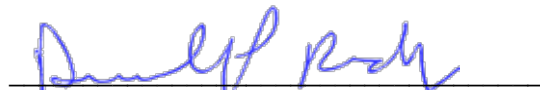
- A Strategic Planning Timeline and Tasks Outline;
- A meeting with the Brevard C.A.R.E.S. Board of Directors to review proposed Strategic Planning Process and activities;
- The creation and dissemination of surveys to identified populations;
- Aggregated survey data and a written report;
- Convening of focus groups inclusive of, but not limited to: families served in Brevard C.A.R.E.S. Alumni Members, Providers, Community Leaders and Members, Brevard C.A.R.E.S. Employees, Together in Partnership and Child Abuse Prevention Task Force participants;
- A report will be provided to Brevard C.A.R.E.S. and focus groups;
- A draft of the Strategic Plan will be submitted to the Brevard C.A.R.E.S. Board of Directors for approval and input and;
- The final plan will be made available to the public and posted on the agency website.

The Short term annual planning process will outline goals and objectives that serve toward achievement of the five year strategic plan. The short-term annual planning process will include:

- A session will be convened with the Brevard C.A.R.E.S. management team for the purpose of annual goal setting and retrospectives;
- Review of a Strategic Plan goal and objectives at the monthly Board meeting;
- An annual submission of measurable goals and objectives across the agency;
- Submission of the past year’s goals, progress towards goals and newly established annual goals and objectives by the Executive Director (ED) to the Board of Directors at the ED Annual Performance Evaluation and;
- Annual satisfaction survey distribution and results.
- An annual analysis of gaps, needed capacity and capacity building planning process

Approved by the Brevard C.A.R.E.S. Board of Directors January 13, 2021

AS APPROVED BY THE BOARD OF DIRECTORS:



Dan Rodgers, Chair

Signature Date: 01/13/2021

BY DIRECTION OF THE EXECUTIVE DIRECTOR:



Kathryn Parker, Executive Director

Signature Date: 01/13/2021