



AMADEUSZ STRATEGIC PLAN 2019-2022

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In consultation with Amadeusz Board of Directors, Staff & Stakeholders



Contents

- About Amadeusz 2
 - Our Mission 2
 - Our Core Values 2
 - Our Programs and Services 2
- Executive Summary 2
- Our Plan 4
- Strategic Planning Process 6
 - Background 6
 - Process 6
 - Situation Review 7
 - Risk Management Framework 8
 - Developing the Mission and Vision Statements 8
 - Strategy Positioning 10
 - Operations Plan 11
- Appendix A 12

About Amadeusz

Our Mission

Amadeusz supports young people who are incarcerated to create positive change in their lives through access to education, community-based programs and supports, and providing exceptional care.

Our Core Values

The following beliefs and principles guide the way we deliver our programs, carry out our strategic vision, and work together as a team.

- Patience
- Energy
- Change
- Teamwork

Our Programs and Services

Education Program

Education Assessment, Independent Education Plan, General Equivalency Development (GED) preparation and certification, credit recovery towards Ontario Secondary School Diploma completion, individual and group tutoring, post-secondary correspondence program, education and career exploration, post-release education program

Prosper

Plan of support, throughcare, referral program, community connections and referrals, peer support

Life Skills Support

One on one support sessions, life skills programs, social development

Research and Evaluation

Research and evaluation reports, advocacy, documentation, capacity building, dissemination

Executive Summary

Amadeusz recently restructured to become an autonomous non-profit organization. This significant organizational change was the impetus for a new Strategic Plan focused on organizational accountability and sustainability. Accordingly, Amadeusz embarked on a Strategic Planning process to outline their priorities and goals for the next three years. As a result of discussions with stakeholders, staff, and the Board of Directors, it was agreed the planning process would focus on: 1. developing the mission statement, vision and values of Amadeusz, 2. conducting an internal and external analysis of our environment (SWOT analysis), including the establishment of a risk management framework, and 3. identifying strategic goals to leverage and sustain Amadeusz' success to date.

Amadeusz, a Toronto-based non-profit organization, utilizes best practices for providing access to education and community supports and opportunities, mentorship and exceptional care for young people on remand in the Greater Toronto Area. Ultimately, we want to accelerate education and legitimate employment opportunities for our program participants through relevant programs and partnerships. Amadeusz delivers programs both during incarceration and post-incarceration. Amadeusz delivers two flagship programs: Education Program (formerly known as The Look at My Life Project) and Prosper (case management and coordinating existing systems and addressing systemic barriers).

Our objectives are to provide access to services and opportunities for young people remanded to custody and increase opportunity and supports so young people are better prepared to create positive change within their own lives. In doing so, Amadeusz serves individuals from various communities across the City of Toronto and has developed partnerships with three adult detention centres in Toronto. Our target group disengaged from the formal education system early in life, often times having less than a grade nine education.

Amadeusz is a well-known organization in the correctional education sector, having established ourselves as a leader in providing education services to young people in detention. Amadeusz continues to be the only organization providing programs and services concurrently in all three detention centres in the Greater Toronto Area. Amadeusz is also a leader in disseminating research and best practices for correctional education in detention centres, focusing on research and evaluation.

To sustain this level of success, Amadeusz recognizes sustainability and accountability as two of our primary strategic directions over the next three years. Our plan seeks to increase Amadeusz' organizational profile and collaborative partnerships to better serve our participants, as well as enhance our capacity to communicate our successes and learnings to our stakeholder community.

The following are our key strategic goals for the next three years:

1. Program and Service Enhancement

- Strengthen program and service delivery framework by enhancing community connections and partnerships to collaboratively serve our participants and enhance organizational sustainability

2. Governance Framework

- Strengthen governance framework to ensure ongoing accountability and sustainability

3. Marketing Strategy

- Continue to be recognized as a leader in our sector and a catalyst for policy change
- Develop marketing plan to increase visibility of Amadeusz in the sector
- Develop marketing materials to illustrate process and impact of program

Our Plan

Strategy 1

We will strengthen our programs, services and visibility in our sector to better serve our participant base through strong partnerships and integration with other community providers.

AUGUST 2022 GOALS	AUGUST 2022 INDICATORS
Meet all funder targets	<ul style="list-style-type: none"> • All targets and reporting requirements met
Enhance current services	<ul style="list-style-type: none"> • Updated logic models in place for all programs • Needs assessment for post-release supports completed & plan in place to address
Increase partnerships and connections with other community providers	<ul style="list-style-type: none"> • Environmental scan to identify potential partnerships, communities of practice, situation tables, etc. • Develop a partnership plan that details capacity and goal of developing new partnerships and joining pre-existing community tables • Establish 3 new partnerships • Join 2 new community tables
Vision Statement Development	<ul style="list-style-type: none"> • Finalize vision statement for Amadeusz
Program Impact	<ul style="list-style-type: none"> • Review and update evaluation tools • Establish regular reviews of evaluation to identify various points of impact • Communicate program impact to stakeholders and community (e.g., presentations, forums, conferences, newsletter, social media)

Strategy 2

We will strengthen our governance framework to ensure ongoing accountability and sustainability.

AUGUST 2022 GOALS	AUGUST 2022 INDICATORS
Update HR policies & procedures	<ul style="list-style-type: none"> • Review and update current policies & procedures • Updated staff evaluation process implemented • All new/updated policies and procedures fully implemented

Obtain charitable status	<ul style="list-style-type: none"> • Complete necessary application documents • Update website/social media and fundraising documents • Update policies & procedures to ensure reporting requirements are documented and met
Improve the management & supervision capacity of the organization	<ul style="list-style-type: none"> • Review staff resources and capacity for administrative and supervision tasks • Review and update communication processes • Develop supervision process and tools • Develop internal communications processes • New processes developed, implemented, and reviewed annually
Improve the governance functions of the organization	<ul style="list-style-type: none"> • Annual board development plan developed & identified targets met • Board self-assessment completed annually • Develop board recruitment strategy • Risk Management Framework – reviewed and updated quarterly

Strategy 3

We will continue to be recognized as a leader in providing programs and services for individuals who are incarcerated and a catalyst for policy change.

AUGUST 2022 GOALS	AUGUST 2022 INDICATORS
Implement a marketing and communications strategy to improve organizational profile	<ul style="list-style-type: none"> • Develop key messaging points • Annual marketing and communications plan established & executed
Increase our profile at all levels of government & with relevant agency networks/umbrella organizations	<ul style="list-style-type: none"> • Called as experts to 3 meetings, panels or summits; participating in discussions that impact key issues surrounding the justice system • Develop 3 new partnerships with key government contacts/umbrella organizations
Improve our media/public relations	<ul style="list-style-type: none"> • 3 Amadeusz media mentions per year • Cited as expert on justice/education issues 2 times per year (media, academic, etc.)

Increase social media presence	<ul style="list-style-type: none"> • 2 social media posts per week to raise awareness (e.g., need for education, importance of work, services offered, partnerships, positive outcomes)
Advocacy work	<ul style="list-style-type: none"> • Invited to 1 advocacy table • Publish 2 articles to contribute to the broader literature on correctional education

Strategic Planning Process

Background

In May 2019, Amadeusz’ Board of Directors and Staff Team undertook a strategic planning process. This section summarizes the process that was followed and the discussions that occurred.

Preparation (or pre-work) for the strategic planning sessions included key informant interviews with funders, community partners and umbrella groups; SWOT analysis completed by all Board and staff members; an external environmental trends review; and an internal operations review. These reports were a key part of the background material for the strategic plan.

Process

The following process was used to develop the strategic plan:

Situation Review – Internal & External

- Reviewing the pre-work described above with discussion of key themes

Mission & Vision Statements

- Drafting a mission and vision statement specifically for Amadeusz

Strategic Positioning

- Discussing key strategic questions to frame the strategic plan

Strategy Development

- Identifying priorities for the next three years

Operations Plan

- Annual plan to guide the implementation of the strategic plan; translates each goal into an action

Situation Review

The themes from the SWOT were reviewed by participants. The following key strengths and weaknesses of the organization were identified.

Strengths

- Relationships - program participants, facility staff, external service providers
- Staff team - Rewarding work, move towards more professionalism within organization (office space, staff laptops, phone number), passionate and dedicated staff, teamwork
- Programs and Services - access to education, prosper, niche work CYC/social work, continuing care model
- Employee flexibility
- Connection to the youth and ability to build trust with them
- Research - Research, alongside the practical application of programming enables opportunities and assists with advocacy
- Ambition
- Funding support, larger grants connections to funders & government bodies
- Reputation
- Creative/innovative
- Community out-reach and grassroots level impact
- Members and staff who are passionate and connected and involved in various communities in the City of Toronto
- Socio-culturally relevant programming that is in demand and addresses systemic inequity of inaccessibility to education and community supports

Weaknesses

- Staff team - staff support (supervision, PD, evaluation), team building, training
- Program improvement - incorporate participant feedback
- Waitlist - unable to meet participant need/demand for program
- New Board of Directors recently established
- Overreliance on short-term contract funding
- Operational capacity - staff support, branding & marketing, policies/procedures

Opportunities

- Expand service delivery - additional locations, new streams (trades), post-release supports
- Increased/formalized partnerships with institutions
- Advocacy/changemaker within correctional facilities
- Charitable status/tax receipts
- Telling our story - youth/impact stories
- Expand stakeholder group - external partnerships, parents, educators, probation, school boards, university/colleges

- More exposure and coverage via mainstream mediums to address and bring attention to the important work the organization is doing
- Advocacy - raise awareness to the importance of access to education and community supports pre, during and post incarceration

Threats

- Sustainability - fundraising, social media
- Staff burnout/turnover
- Service delivery limitations - location, online vs. paper-based
- Stigma/judgement of organization mission
- Institutional constraints
- Demographic trends
- Incarceration trends
- Education trends
- Community trends
- Lack of diversity in funding
- Workplace violence/incidents
- New players in the sector - larger, more established organizations/foundations commencing similar programming

Risk Management Framework

A risk management framework has been established based on the SWOT analysis (see Appendix A). The risk management framework presented here identifies, assesses, and plans for risks in governance, service, stakeholders, financial, legal, information technology and human resources as required by the province (ERM, Ontario, 2011). These risks have been cataloged into three distinct categories: business, resource and compliance risks. These risks were then sub-categorized under the most applicable category and defined using language that resonates within the social service field. Policies and procedures will be developed and reviewed against this framework. This is how policies and procedures have been developed and will be reviewed moving forward.

Developing the Mission & Vision Statements

Mission

The group then answered the following questions to support the development of Amadeusz' Mission Statement. The purpose was not to develop or wordsmith a mission statement, but to clearly articulate the mission of Amadeusz. The following questions were used as a guide:

1. Who does Amadeusz exist to serve:

- Young people during and after incarceration, remand population, high school push outs, pre-high school completion

2. *What is the goal for those you serve?*
 - Formal education attainment
 - Post-incarceration supports
 - Support while incarcerated
 - Education and employment readiness
 - Self-empowerment

3. *What does Amadeusz do to achieve that goal?*
 - Programs and services
 - Advocacy
 - Research and evaluation

As a result of answering these questions, the following Mission Statement was drafted. It was determined that continued work was required on the Mission Statement. This will be reflected in the Operations Plan to be drafted by the Board of Directors and Staff Team.

Draft Mission Statement: Amadeusz supports young people who are incarcerated to create positive change in their lives through access to education, community-based programs and supports, and exceptional care.

Vision

To help develop Amadeusz Vision Statement, the following questions were addressed:

1. *What is your aspiration as an organization?*
 - Leaders in our field
 - Advocacy work
 - Research and evaluation
 - Facilitating access to education and community supports as a human right for the remand/incarcerated population

2. *What is your aspiration for the community?*
 - Equitable access to education and community supports
 - Advocating for the human rights of young people who are incarcerated
 - Reduced stigma
 - Reframing the conversation around incarceration and supports

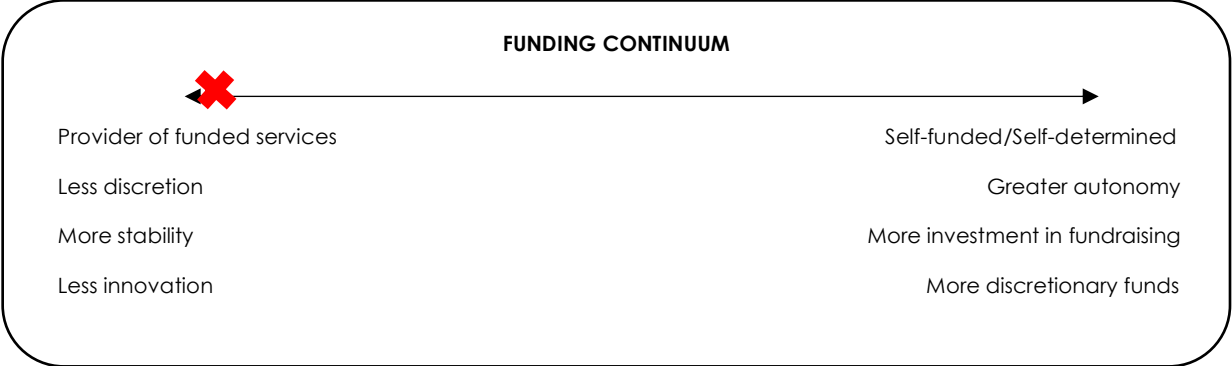
3. *What would need to be true for you to go out of business?*
 - Equitable access to education and community supports
 - Incarceration does not limit opportunities

As a result of answering these questions, the group drafted a Vision Statement. Similar to the Mission Statement, it was determined that continued work was required on the Vision Statement. This will be reflected in the Operations Plan to be drafted by the Board of Directors and Staff Team.

Draft Vision Statement: Creating a future with equitable access to education and community supports.

Strategy Positioning

The group began by considering how Amadeusz is positioned on the funding continuum and where it wants to be in 5 years. Amadeusz is at the far left of the continuum with less than 1% of revenue as donations or discretionary funding. The social service sector is likely at the far left, but higher discretionary funding.



1. *How is Amadeusz funded?*
 - Currently funded by government and foundations
 - Low diversity in funding
 - Not yet ready to significantly diversify funds

2. *How is Amadeusz positioned today?*
 - Leader in niche
 - Still growing in larger sector
 - Excellent reputation
 - Mentor other organizations and start-ups

3. *Who is your competition?*
 - John Howard Society
 - Elizabeth Fry
 - Fernie House
 - Literal Change

- Nikki Knows
- Youth serving organizations

4. *What is the picture in 5 years?*

- More visible/awareness in sector - active in advocacy/community tables
- Larger capacity and presence in community
- More stable/suitability
- Communications plan – social media
- Expanded funding opportunities
- Increased partnerships
- Socio-culturally relevant and responsive programming

The Strategic Plan was developed based on the information presented here.

Operations Plan

An annual Operations Plan will be developed each year in order to implement our Strategic Plan and translate each strategy into action. This plan will be presented to the Board by the Strategic Planning Committee. The Operations Plan will be a working document reviewed by the Staff Team each month in order to manage and track our progress.

Appendix A - Amadeusz' Risk Management Framework

	Activity Name	Associated Risk(s)	Severity	Likelihood	Risk Score	Method(s) to Manage the Risk
		<i>Risk(s) associated with the activity</i>	<i>Level of impact on Amadeusz</i>	<i>The chances of that risk happening</i>	<i>Combining impact and probability on the risk matrix</i>	<i>Avoid, Mitigate</i>
Business	Evaluation	Reputation risk if clients and partner institutions (jails) are not satisfied with programs and services	Tolerable	Possible	Medium (5)	<i>Avoid, Mitigate</i> <ul style="list-style-type: none"> • Maintain quality, evidence-informed training • High quality staff training (ongoing) • Gather feedback and update programming on an ongoing basis
	Deliverables	Unable to achieve grant specific deliverables	Intolerable	Possible	Extreme (11)	<i>Avoid, Mitigate</i> <ul style="list-style-type: none"> • Monitor existing grants deliverables on a quarterly basis • Maintain annual workplans • For future grants and proposals, key metrics will be based on experience to date; and we will maintain strong relationships with all funding sources and proactively address any variance in metrics
	Deliverables	Staff achieving lower client numbers than expected	Tolerable	Possible	Medium (5)	<i>Avoid, Mitigate</i> <ul style="list-style-type: none"> • Monitor waitlists on a quarterly basis • Monitor staff caseloads on a quarterly basis
	Partnerships	Partner agency closure/end partnership - heavy reliance on partnerships (e.g., education institutions, jails, GED).	Undesirable	Possible	High (8)	<i>Mitigate</i> <ul style="list-style-type: none"> • Maintain good funder relationships • Secure additional partnerships

Resource	Funding project activities	Funding is contractual vs. annualized. No longer term funding plan.	Catastrophic	Low	High (10)	<i>Avoid, Mitigate</i> <ul style="list-style-type: none"> • Obtain non-profit status • Sustainability plan
	Staffing Resources/Conditions	High staff turnover Remote staff work	Tolerable	Possible	Medium (5)	<ul style="list-style-type: none"> • Maintain good funder relationships • Seek additional funding opportunities
Compliance	Natural Disasters and Cyberattacks	Destruction of office space/equipment, confidential client files	Tolerable	Possible	Medium (5)	<i>Avoid, Mitigate</i> <ul style="list-style-type: none"> • Disaster Recovery Plan • Cloud-based storage options • Monthly back-up protocol • Staff training on cyber security (ongoing)
	Cloud data storage security breaches	Breach of confidential client files	Tolerable	Possible	Medium (5)	<i>Avoid, Mitigate</i> <ul style="list-style-type: none"> • Password protected documents • Password protected accounts and laptops • High quality passwords
	Policies/Procedures	Failure to meet reporting requirements/laws for disclosure	Tolerable	Possible	Medium (5)	<i>Avoid, Mitigate</i> <ul style="list-style-type: none"> • Annual staff training • Update protocols
	Policies/Procedures	Failure to adhere to institutional policies and procedures (jails)	Intolerable	Possible	Extreme (11)	<i>Avoid, Mitigate</i> <ul style="list-style-type: none"> • Annual staff training • Update protocols • Maintain good relationships with partners