



**SAIL FY17-19 Strategic Plan Update
June 2017**

Mission

Inspiring Personal Independence

Core Values

Empowerment, Accessibility, Integrity, Collaboration, Inclusion

Envisioned Future

SAIL is the consumer driven organization that inspires SE Alaska residents and visitors to pursue and realize their dreams of independence in work, play and life.

Strategic Directions

Goal 1: Recognize and continue to build human capacity of SAIL

Item:	Progress Report
Empower consumers	-SAIL Assistant Director achieved Level 2 Partners in Policy Advocacy Trainer certification; KTN Program Director achieved Cert. Level 1. -Train the trainer cohort complete -Consumer advocacy training held in Juneau, KTN. Sitka and Juneau. These efforts bring us a step closer to local advisory boards. -SAIL was one of 3 agencies awarded in a national competition for a 3-year demonstration project to learn and disseminate best practices on delivering IL in “Indian Country”. The project targets 6 SE villages and promises to significantly increase our capacity to empower consumers in historically underserved communities. A project advisory board is planned to launch in FY18.
Develop plan that focuses on recruitment, retention, and recognition of volunteers	-ORCA Juneau has 60 volunteers donating 850 hours annually. Sitka & KTKN ORCA also have volunteers, though to a lesser extent. -Full-time Jesuit Volunteer in each Juneau and Sitka -Vista Volunteer completing year of service in Ketchikan -Lead agency in 7 agency partnership called the Ketchikan Volunteer Collaborative. Volunteer conference held May 19 & 20, 2017. Topics included recruitment, retention and recognitions. Volunteer Fair scheduled for 9-9-17. -Mature Alaskans Seeking Skills Training (MASST) Volunteer full-time in Ketchikan. Paid for by AK. Dept. of Labor -Upgraded to a new donor database w/ module to manage and track volunteers.



<p>Ensure board and staff competencies through support, morale and connectivity</p>	<ul style="list-style-type: none"> -January 2015 started video conferencing staff meetings. -Staff encouraged to use webcams when communicating w/ staff in other offices -Board video meetings attempted with little success. -Transferred our donor software to a cloud-based platform. -The Finance Committee has completed a revision of the financial polies which are now being reviewed prior to presenting to the full board in the first quarter of FY18.
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Goal 2: SAIL Programs: Good to great!

Item:	Progress Report
<p>Evaluate and provide high quality services</p>	<ul style="list-style-type: none"> -Quarterly statistical and narrative analysis for most programs/grants quarterly -The SAIL 'brain' has been completely organized

Goal 3: Increase sustainable revenue: Maintain stable portfolio of revenue services including 25% discretionary income by FY19

Item:	Progress Report
<p>Status Report: Our prior goal of 20% earned income, was achieved ahead of schedule, in FY15. Our new goal is 25%. In Fy16, the first year of the three year plan, SAIL expenses totaled \$1,595,406. On the revenue side, we had \$259,576 in service fees and \$120,384 in contributions, totaling \$379,960, or 23.8%</p>	
<p>Evaluate potential opportunities to generate discretionary revenue:</p>	
<p>Continue to develop HomeMAP business plan (rates, marketing, etc.)</p>	<ul style="list-style-type: none"> -In FY17, State of Alaska included for the 2nd time a line item in their Home Mod. RFP to pay for a comprehensive home assessment tool that sounds a lot like a HomeMAP ☺ -The Alaska State Plan for Senior Services FY16-19 includes HomeMAP as a best practice -In FY16, three of the four CILs are trained. The final CIL, Arctic Access, has signed an agreement & is scheduled to be trained in early FY18. -Licensing and pricing structure revised -SAIL projected to earn \$23K in FY17 and \$25K in FY18. -The Trust is proposing \$200K in FY18, 19, & 20 for an Assistive Technology (AT) demonstration project. The proposal starts with each referral receiving a HomeMAP -Developed a proposal to have HomeMAP as an approved Alaska



	<p>Waiver service. With so much in the air with Medicaid Expansion, our target is a FY20 rollout.</p>
<p>Continue to explore accessible tourism</p>	<ul style="list-style-type: none"> -Vetted an accessible Tour in Haines but determined wouldn't pencil out due to low # of cruise ships that visit Haines. -Working with the City and Borough of Juneau to possibly take over the Eagle Valley Center, a ropes course located on CBJ land at 26 mile. Business plan/Performa in the works. ORCA is seemingly perfect for this fees-for-service venture.
<p>Donor development</p>	<ul style="list-style-type: none"> -Donor numbers and total amount of donations is steadily increasing. We currently have 440 individual cash donors and another 124 donors providing in-kind goods and services. -Donor recognition efforts are paying off thanks in large part to the Boards efforts in proving making calls and sending thank you letters. -Board and leadership team are scheduled for August 13th for training on Planned Giving and working donors up the giving ladder.
<p>Explore expanding employment and/or other existing vendor services to serve individuals with disabilities</p>	<ul style="list-style-type: none"> -SAIL has two Certified Work Incentive Counselors (CWIC) on staff. Unfortunately we are not seeing many referrals. -SAIL is wrapping up our 2nd year providing Pre-Employment Transition Services (Pre-ETS). Income for FY17 est. @ \$47K and in FY18, conservative est. @ \$28K including a partnership with Zach Gordon Youth Center and CBJ Parks. -SAIL DVR vendor service (exclusive of Pre-ETS) will generate an est. of \$35K in FY17 and \$56,700 in FY18. -SAIL has jumped all the hoops to provide Home and Community Based Services (HCBS) for the Veterans VOICE program. Est. FY18 revenue is \$18K.

Goal 4: Secure office space that is inviting, accessible, and affordable.

Progress Report:

-In Ketchikan, SAIL has sacrificed windows to the outside world for better exposure in the Plaza Mall. Our office is on the 2nd floor and accessible by elevator and escalator. In FY17 we increased the amount of sq. footage to accommodate our growing staff. In the 4th quarter, we moved one suite down to secure more confidential office space for meeting with consumers.

-In Juneau, SAIL was a founding member of the United Human Services of SE Alaska (UHS), a nonprofit formed to put together shared space to maximize efficiencies. UHS has been vetting the Bill Ray Center as well as another building as a possible home. The Juneau lease expires at the end of Feb. 2018.