



WILLIAMS AND ASSOCIATES, INC.
Addressing Minority Health Disparities



2021-2023
STRATEGIC PLAN

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Letter from Williams & Associates, CEO

As I sit down to write this message regarding our next steps, I find myself releasing mental, spiritual, and physical elements that have gotten us to this point. I find myself exhaling from the journey and bracing myself for the next chapter. Williams & Associates, Inc., will celebrate 20 years of public health service to the community in 2022. When you are on a long treacherous journey it is good to take a moment and reflect, brainstorm, or just be in the here and now. When you inhale, you take in everything that has led you to this moment and space. I read somewhere, that “life is not something that happens to you, but you take what you have been given and you get to shape it, form it, steer it, make it into something. We have way more power to do this than we realize.” When we began our journey of strategic planning, the process gifted us the opportunity to reflect on our challenges, successes, and failures; variables that forced us to lean in and stretch toward our propellant into the future.

Yes, we have come far, but we have so much more to do. The calling has not been fully answered. Every day the message about the health disparities, and lack of health equity, and justice for Black people, along with other marginalized people, become more and more apparent. Between January and July of 2020, there were 343 overdose deaths accredited to substance misuse: primarily from opioids, overall, in St. Louis City and St. Louis County, up from 260 for the same period in 2019. Black people only make up 17% of the population in St. Louis City and St. Louis County yet, account for more than 50% of the reported opioid overdose deaths. Despite this disturbing fact, both local and national media continue to paint the picture that the opioid epidemic primarily impacts White people.

Black people are disproportionately affected by nearly every health outcome there is. Despite the tremendous success of HIV/AIDS treatment; U=U, Treatment As Prevention (TAP), and PrEP, Black people continue to account for higher rates of new HIV infections and deaths, both nationally and locally. Black men who have sex with men (MSM) 18-29 years of age continue to make up more than half of new infections in the region. The impact of COVID-19 has revealed longstanding health disparities and inequities that affect Black people, and some of these disparities mirror those we see with HIV. Differences in health care access, educational opportunities, social support, and financial resources have directly and indirectly influenced overall health outcomes for far too many. As the COVID-19 pandemic evolves, we are reminded that we must work together to ensure our family, friends, loved ones, and communities have the knowledge and resources to stay safe and healthy from COVID-19 and HIV.

Someone once said, if you fail to plan, you plan to fail. We cannot afford not to plan; our very future depends on it.

-Erise Williams, Jr., MPH

President/CEO

20 YEAR MILESTONES

Year	Event
2022	20 Year Anniversary
2021	Strategic Plan for the next decade Rustin's Place moved to the Tandy Medical Building COVID 19 Vaccination Services in partnership with St. Louis County Department of Public Health
2020	Responding to COVID 19 Pandemic
2018	SAMHSA grants received SAFE: A Rustin's Place opens in North St. Louis County
2013	With even greater expansion, WA relocates to the historical Tandy Medical Building in the Kingshighway-West Neighborhood
2008	Rustin's Place, an Mpowerment Drop- In-Center opens at 625 North Euclid
2007	As a result of expanded programs and services, WA moves to 3644 Natural Bridge Avenue
2005	Agency becomes a HIV Medical Case Management provider
2004	Received Missouri Foundation for Health Grant to address HIV/AIDS in Minority Communities. HIV Prevention funding from City of St. Louis Department of Health
2003	Opens office at 3618 North Spring Avenue Receives IRS 501c3 designation MFFH funding for faith-based program Deacons for Defense Equity Foundation Funding Received for General Operating Support
2002	Agency conceived and founded by Erise Williams, Jr. and James E. Green

ABOUT WILLIAMS & ASSOCIATES

Founded in 2002, Williams and Associates (WA) is a non-profit public health organization based in St. Louis, Missouri. Though based in the city of St Louis, our services, which are free of charge, are available in both St. Louis City and County, thus serving a significant portion of the St. Louis region. At Williams and Associates, our programs are designed to address community healthcare from a holistic approach. Our focus is on minimizing and eliminating health disparities to enhance overall positive health outcomes for all populations in the community. Our organization strives to deliver an array of quality programs and services including, but not limited to:

- Health education workshops
- HIV/STI prevention information and services
- Violence Prevention
- Monthly socials and confidential support circles
- LGBTQ sensitivity
- Confidential HIV Medical Case Management Services
- Health care and housing assistance referrals
- Substance abuse support
- Social support
- Mental health service

Our Concept of Community Health

Our Community, Our Health

Education

Prevention

Wellness

EDUCATION: Education works! Education is the cure for ignorance.

PREVENTION: Prevention works! People can save a lot of pain, worry, and money by avoiding health problems when possible.

WELLNESS: Wellness works! Healthy people through healthy communities.

2020 PROGRAM & SERVICES METRICS

In 2020 2,436 unique community members received services through three service delivery platforms.

Ryan White (RW) Care Services

RW is the federal government's program that deals with care & treatment issues for people living with HIV/AIDS in the St. Louis metropolitan area. Working with the City of St. Louis Department of Health the agency accomplished the following;

- 194 clients provided with comprehensive case management services
- 25 clients provided with psychosocial support group monthly sessions
- 12 clients engaged or re-engaged in HIV medical care services

Health Support Services (HSS) – SAMHSA Projects

Williams and Associates, Inc. working with the Substance Abuse and Mental Health Services Administration (SAMHSA) and through various partnerships and collaborations with other community-based organizations was able to achieve the following.

- 4 behavioral interventions were implemented resulting in over 100 client encounters
- 50 clients enrolled in substance abuse prevention and/or treatment programs
- 100 population specific clients provided STD/STI screenings
- 25 clients provided with individual mental health counseling sessions
- 1,000 opioid overdose awareness, education, prevention rescue kits were distributed
- 40 youth 18-24 years of age provided with substance abuse & HIV prevention group sessions

HIV Prevention Services – Risk Reduction Activities (RRA)

HIV and other sexually transmitted diseases continue to have a significant impact in the St. Louis area, working with community stakeholders, local, and state health departments the agency delivered the following:

- 4 behavioral interventions were implemented resulting in over 250 client encounters
- 200 clients provided HIV tests
- 350 clients provided with STD/STI screenings
- 16,000 condoms were distributed throughout the community
- 120 LGBTQ youth 13-18 years of age received monthly support group sessions
- 20 at risk African American men 18-29 years of age being enrolled in a PrEP clinic

Education, prevention, and wellness activities resulted in;

- 300 community members receiving public health communications and awareness information about preventable diseases and health ailments i.e., diabetes, mental health, cancer.

Demographic Profiles of Community Members Served:

Race

- African American/Black 85%
- Caucasian/White 13%
- Other 2%

Gender

- Male 65%
- Female 30%
- Transgender 5%

Ethnicity

- Hispanic 2%
- Non-Hispanic 98%

Age

- 13-17 1%
- 18-29 75%
- 30-40 20%
- 41-59 3%
- 60+ 1%

Location

- City of St. Louis 90%
- St. Louis County 5%
- Other 5%

Financial Profile 2020

Income

Government Grants	\$ 526,246
Government Contracts	\$ 271,093
Foundations	\$ 60,000
Public Support	
• Business	\$ 5,000
• Civic	\$ 34,200
• Individual	\$ 3,000
340B Program	\$ 466,170
Small Business Administration (PPP)	\$ 104,200

Total Income **\$ 1,469,909**

Expenses

Payroll	\$ 474,669
Fringe Benefits	\$ 75,947
Administration	\$ 90,849
Operations/Services & Programs	\$ 700,287
Facilities and Equipment	\$ 90,145
Travel & Meetings	\$ 5,608
Other Types of Expenses	\$ 2,404
Total Expenses	\$ 1,439,909

Community Partners & Collaborators

A House of Hope Resource Center
 Affinia Healthcare
 Avita Pharmacy
 Betty Jean Kerr People's Health Centers
 BOCA Pharmacy
 City of St. Louis Department of Health
 Community Wellness Project (CWP)
 Gilead Sciences, Inc
 HomeGrown STL
 Hoyleton Youth and Family Services
 Janssen Pharmaceutical Companies
 Missouri Department of Health and Senior Services
 Missouri Foundation for Health
 Myles Medical Consulting
 Prevent + Ed (formerly NCADA)
 Project ARK
 St. Louis County Department of Public Health
 Substance Abuse Mental Health Services Administration
 The Organization for Black Struggle (OBS)
 University of Missouri – St. Louis/MIMH
 ViiV Healthcare
 Vivent
 Washington University in St. Louis – Infectious Disease Clinic



2021-2023 STRATEGY PLANNING

In the Spring/Summer 2021, Williams & Associates, Inc., stakeholders, board members, volunteers, and staff, committed to a future casting process via a Strategic Planning venture. The intent of the process was to establish a bold and clear pathway for enhanced growth and development by Year 2023. Building on the “Our Community, Our Health” mantra, our organization’s leadership deliberated for approximately six months on the who, what, when where and how of our future community health model and all it should encompass. After collective thinking the following 2021-2023 Strategic Plan was born.

Jacqueline Coleman, BA, MED, MSM, CPC, CLC, of Vision Que! LLC, Washington, DC was contracted to serve as the Strategy Coach and Facilitator. A series of virtual sessions along with informative, collective thought leadership meetings were convened exploring every facet of WA.

The 2021-2023 Plan includes a refined Mission Statement and Organizational Values authorized by the Board; the guidepost is anchored with nine targeted strategic action components with goals and key milestones. These nine drivers are further segregated into two distinct categories for performance maximization and monitoring – Internal (focus on the internal DNA and WA brand) and External (focus on the WA value, contributions, and offerings to community):

INTERNAL

1. Board Growth & Development
2. Equity and Inclusion
3. Fundraising & Resource Development
4. Infrastructure & Operations
5. Health Justice Programming: Design & Implementation
6. Succession Planning
7. Workforce Growth & Development

EXTERNAL

8. Communications & Outward Facing: Marketing & Outreach
9. Community Partnerships & Engagement

By the process end point, we had also devised critical programmatic and organizational pillars all guided by ***Three Philosophical Principles:***

- ***Collaboration*** - We work together to develop strategies and ideas that will lead to optimal community outcomes
- ***Consistency*** - We ensure that our community receives a dynamic experience no matter who they are working with, what office they are in, or what service they receive
- ***Resilience*** - We strive to overcome adversity as a collective by adapting and moving together toward our mission and vision



VISION STATEMENT

Zero percent disparity and one hundred percent access in health and healthcare services for minority populations in the St Louis Bi-State region.

REVISED MISSION STATEMENT

Williams & Associates, Inc. is a St. Louis based organization providing public health education, prevention, wellness, and treatment interventions that address health disparities while promoting health equity for Black and other marginalized people.

OPERATING VALUES

Liberation

We strive to dismantle all oppressive systems that limit access to equitable healthcare. We work through a Black-centered lens for the liberation of our community to live and love freely, openly, and unapologetically.

Empowerment

We create an environment that encourages and supports self-empowerment to make healthy choices.

Integrity

We ethically pursue our commitments to the community by taking responsibility for our collective actions and impact.

Health Justice

We advocate as servant leaders who navigate equitable public health access for all.

Innovation

We are forward thinking and adaptive based on research and community voices in the ever-changing landscape of Public Health.

Collaboration

We lead with compassion to build relationships and coalitions that enhance community health outcomes.

WILLIAMS & ASSOCIATES, INC. **-A Bold Vision for the Future-**

The Center for Excellence in Minority Health *Our Community, Our Health*

Overview

The health and health care problems facing minority Americans are shocking. Communities of color are disproportionately represented among the ranks of the uninsured, which included 45 million Americans in 2003. In 2017, the number of uninsured nonelderly Americans increased for three straight years, growing by 2.2 million from 26.7 million in 2016 to 28.9 million in 2019, and the uninsured rate increased from 10.0% in 2016 to 10.9% in 2019. As of 2010, nonelderly Hispanic and American Indian and Alaska Native (AIAN) people had the highest uninsured rates, with nearly one in three lacking coverage, compared to 13.1% of nonelderly White people.

With or without insurance, minorities have reduced access to quality, affordable health care. They experience higher rates of morbidity and mortality from diseases such as diabetes, cancer, cardiovascular disease, HIV/AIDS, asthma, obesity, and end-stage renal disease. The health status of minority Americans in the St. Louis region reflects what is happening nationally. Healthcare disparity rates in the City of St. Louis are the worst in the state of Missouri. In St. Louis, the mortality rate among blacks is 45 percent higher than for whites. African Americans are two and a half times more likely to have a stroke. African Americans locally, account for more than 50 percent of the reported HIV/AIDS cases in St. Louis City and County.

Life expectancy and overall health have improved in recent years for many Americans, due to an increased focus on preventive medicine and dynamic new advances in medical technology. However, not all Americans are benefiting equally. There are continuing disparities in the burden of illness and death experienced by African Americans, Hispanic Americans, Asian Americans/Pacific Islanders, and American Indians/Alaska Natives, as compared to the U.S. population.

The Center for Excellence in Minority Health

The Center for Excellence in Minority Health (CEMH) is a bold vision of a comprehensive health education, prevention, and wellness program of Williams & Associates, Inc. The programs and services of The Center will target minority populations with the goal of minimizing the impact of health disparities, improving health outcomes, and facilitating the effective leverage of community resources for improved access to preventative and primary health care services.

The Center will serve as a stand-alone entity and will provide culturally sensitive services to all subpopulations of minority communities and will strive to include them in the development, implementation, and evaluation of

programs and services. All interventions will be client-centered, strength based, and holistic. The Center will be organized into discrete components that comprise a proposed overall program of *research, training, and community partnerships/outreach*. Interventions of The Center will include the following:

- Preventative Health Care
- Linkage and access to care
- Health Literacy
- Research
- Education and training
- Community Outreach
- Resource Coordination and Collaboration

Methodology

The major program components of the CEMH are *health education, assessment of needs, and linkage to health care, referral to ancillary services, research, and wellness promotion*. The development of program interventions and services will be conducted with input from a community coalition of minority health providers, clients, community stakeholders, elected and non-elected community leaders and the community itself. The focus areas of the project will explore providing services and interventions that will contribute to the elimination of health disparities and increase health equity, in the areas of **cancer, diabetes, environmental health, heart disease stroke, HIV/AIDS, mental health, sexually transmitted diseases, substance abuse, obesity, and Scars disease such as COVID-19**.

Social Determinants of Health & Health Equity

CEMH activities and services will address the social determinants of health and health equity that impact the overall healthcare of marginalized communities, with a particular focus on Black communities.

Health is influenced by many factors. Poor health status, disease risk factors, and limited access to health care are often interrelated and have been reported among persons with social, economic, and environmental disadvantages. The conditions and social context in which persons live can explain, in part, why certain populations in the United States are healthier than others and why some are not as healthy as they could be (1). The World Health Organization (WHO) defines the social determinants of health as the conditions in which persons are born, grow, live, work, and age, including the health-care system.

CEMH will serve as the first and only project that will focus on achieving not only improved health outcomes for challenging communities and populations, but one that aims for **EXCELLENCE** in minority health.

WILLIAMS & ASSOCIATES, INC. ASSET MODEL 2021

PROBLEM STATEMENT - Black people in the St. Louis region are not given access to equitable healthcare due to systemic racial and socioeconomic barriers.

Assets	Inputs	Outputs	Success Markers	Opportunities Future Reach
<ul style="list-style-type: none"> -Strong Brand -Dedicated Team -Nurse Practitioner -Grant Writers -Community representation on staff -Competence & lived experience -History -Staff -Dedication -Organization wide benefits package -Varied backgrounds Great team -Clinical staff -Compassion, empathy, passion -Storage space -Diversity -Demonstrated history of providing healthcare for over 20 years -National big pharma partnerships 	<ul style="list-style-type: none"> -Lived experience -Institutional knowledge -HIV/STI Testing -Knowledgeable People -City/Fed funding -Team structure -Staff Meetings -Treatment services -Funding 	<ul style="list-style-type: none"> -Healthy communities learning STDs -Empowerment events -Community health screenings -Knowledge/ education for health -Reduction in substance use -Harm reduction -Increased Access -Mental Health Therapist -90/90/90 -Decreasing Stigma -Drop-in centers -Community members know their status -Financial support from regional allies -Healthier community 	<ul style="list-style-type: none"> -Meeting grant deliverables -Decreased stigma -Feedback from community members -Commitments -Longevity Historical knowledge -90/90/90 -CMs report being healthier -Increased funding -Sustainability -Growth & expansion 	<ul style="list-style-type: none"> -Expanding EIS to all populations regionally -Co-location of all services for PLWH -Faith-based organizations -W&A Building -Nurse Practitioner -PrEP -Center trauma informed services -Hormone clinic for Transwomen/ men -Emergency Transition Housing for YBMSM -Funding, Funding, Funding

Liberation

Empowerment

Integrity

Health Justice

Innovation

Collaboration

WILLIAMS & ASSOCIATES

2021-2023 STRATEGIC PRIORITIES

INTERNAL

1. Board of Directors Growth & Development
2. Equity and Inclusion
3. Fundraising & Resource Development
4. Infrastructure & Operations
5. Health Justice Programming: Design & Implementation
6. Succession Planning
7. Workforce Growth & Development

EXTERNAL

8. Community Partnerships & Engagement
9. Communications & Outward Facing: Marketing & Outreach



Liberation

INTERNAL PILLARS

1. Board of Directors Growth & Development Goals

Goal

To fortify the governance role of the Board of Directors of Williams & Associates to lead the organization into its next and upcoming growth.

Activities

1. Board Recruitment & Training

- The Board will actively recruit additional skilled members to compliment the present group
- The Board will engage in formal training on its governance role

2. Fuller Engagement in Agency Leadership Role

- Based on its training regarding its governance role, the Board will form subcommittees to coordinate and manage its work
- The Board will explore its role and how it can best serve and guide the organization based on the 2021-2023 Strategic Plan
- Review of the organization's Bylaws to determine the feasibility and monitoring according to the precepts
- To engage in elections of officers to include the Vice President and other officers in compliance with the Bylaws
- To engage in annual budget development, oversight, and approval of annual budget
- To develop a formal finance subcommittee who will review monthly expenditures and financial documents on a regular basis
 - ◆ Committee will ensure all financial obligations and oversight is properly performed including annual audits

3. More concrete direction setting and strategy development for future agency

- Review and analyze its role and engagement with the Strategy Plan
- To explore an active role in fundraising for the agency
- Development of policies that shore up the structure and standardization of practices for staff
- Engage in planning and execution of the 20th Anniversary for the agency such that it is a resounding success
- Provide oversight with the Succession Planning process when it becomes applicable [see Succession Planning Pillar].



Liberation

INTERNAL PILLARS

2. Equity & Inclusion (EI)

Goal

To position Williams & Associates as a forward-thinking, bold organization guided by equity and inclusion principles. The organization endeavors to launch, design, and implement the following EI pillars ongoing through 2023.

Activities

Pillar 1- Equity for All

- Ensure fairness for every employee at every stage of their employment.
- Ensure fairness for every client at every stage of their care.
- Commit to a structural and systemic equity throughout the organization.
- Share diversity metrics, to hold ourselves accountable. In a homogenous org that's mostly diverse there is still work to do around gender, disability, and other areas.

Pillar 2- Inclusion for All

- Build a culture where all employees feel seen, heard, and respected.
- Build a culture of trust, with 0 tolerance for behaviors that are not aligned with W&A values.
- Support each other on the journey to disrupt, bias, racism, and discrimination internally and externally.
- Embed a habit of seeking, speaking, and listening into our cultural DNA.
- Utilize annual or semi-annual D&I Pulse Survey to assess ED&I Progress and to inform and adjust further actions.

Pillar 3- Community Inclusion & Engagement

- Mitigate the barriers to engagement within the community (i.e., access, etc.)
 - ◆ Are we informing people in spaces and ways that make sense to them?
- Work to ensure that inclusivity runs deep in our organization, knowing that it can impact perceptions of trust, safety, relationships, etc. internally and externally? (Community, funders, etc.)
- We strive to diversify our funding sources and community associations to leverage what we do and have more human and financial resources.
- We believe that those who are affected by a decision have a right to be involved in the decision-making process, by being heard, seen, and valued.



Liberation

INTERNAL PILLARS

3. Fundraising & Resource Development

Goal

To establish a fundraising goal of \$300,000 for 2021-2023. The organization endeavors to align the resource development goal with programmatic, operational and infrastructure growth and needs.

Activities

1. Diversify Funding

- To devise a formal strategy and workplan for diversified funding portfolio by increasing non-grant sponsors
- Determine goal and percentage of non-grant sponsors
- Pursue the non-grant diversification
- Obtain staff and board training on pursuit of fund development overall and roles each could play in this goal area
- To include a workplan and budget for the 20th Anniversary Celebration fundraising portfolio
- To include a workplan and budget for building and/or physical space incorporating all associated expenses for renovations, technology, furniture, move in, etc.
- To include a workplan and budget for mobile unit(s)

2. Donor Profiles

- Development of donor profiles
- Creation of potential donor lists
- Develop strategy and how to's on approaching donors and the associated asks
- Establish relationships and training on best practices for donor relations

3. Establish a dedicated Development Consultant

- Engage a fund development consultant who is versed in the areas of fundraising needed by agency for 2021-2023 including The Center
- Develop a job description for the Development Consultant role
- Establish point of contact for Development Consultant
- Earmark up to \$15k in budget for Development Consultant

4. Corporate Strategy

- As part of the Fund Development Plan create a corporate strategy
- To set financial goals under the corporate strategy plan and activities

5. Optimize 340B Funding

- As part of the Fund Development Plan create an action plan to optimize the 340B funding

6. Benchmark all aspects of the Fund Development Plan on a consistent basis whether monthly, quarterly, or other timing derivative.

Liberation

INTERNAL PILLARS

4. Infrastructure & Operations

Goal

To establish a solid infrastructure and operations apparatus that accommodates the anticipated growth for 2021-2023. The organization endeavors to align this goal with workforce, fundraising, programmatic growth, and equipment upgrades and needs.

Activities

1. HR & Other Staff Support

- Development and coordination of Budget line item for outsourced HR support and capacity
- To increase overall agency capacity with hiring of a HR Consultant or Contractor with expertise in workforce regulations and support
- To increase staff capacity
 - ◆ Hiring Administration support per department or another configuration matched by allocated budget
 - ◆ Identify Administration support and other mechanisms to assist the CEO in maximizing his performance and role as chief executive
- Explore when and if necessary, a refined organizational structure or reorganization to increase overall effectiveness and service performance
 - ◆ Investigate ways and means to leverage management level support that is conducive to and beneficial to agency performance

2. Standardized Operations & Procedures

- Establish and document standard operating procedures and policies to govern the staff workforce and overall agency protocols
- Develop standard IT protocols
- Conduct IT Assessment and Audit

- Annual Report generation
- Annual Budget generation approved by Board of Directors
- Yearly Planning at programmatic levels
- Crisis Management
- Established Culture of Accountability
- Review and Update Policy Manual as required by law
 - ◆ Utilize assistance of trained HR Contractor/Consultant
 - ◆ Conduct required in-service trainings

3. Physical Space & Equipment

- Office Space Audit
- Identify a physical office space with suitable location space accommodations for staff, volunteers, and clients
- Negotiate space based on agency budget and staff needs
- Engage, if necessary, search committee for space
- Develop protocols for remote work and other considerations based on space and client, staff needs
- Equipment and Materials Audit that accommodates future and necessary growth

Liberation

INTERNAL PILLARS

5. Health Justice Programming: Design & Implementation

Goal

To develop, implement and monitor high quality, holistic, value-centric programming that is grounded in health justice for 2021-2023. The organization endeavors to align this goal with workforce, fundraising, and clients' needs and growth.

Activities

1. Program Expansion

- Design and implement expansion of holistic programs for Women, Youth, Mental Health, and other populations experiencing health and social vulnerabilities
 - ◆ Develop workplan for this expansion
 - ◆ Coordinate separate goal areas for each specific component of expansion
- Engage and ground research in programs around medical marijuana, addiction, and other health issues
- Facilitate a Needs Assessment to determine prioritized new programming based on community needs
- To program MAT housed under W&A
- Embed an advocacy strategy into the future programming workplan and implementation plan
- Address and expand program offerings for LGBTQIA health disparities
- Explore utility of mobile units for W&A program services outreach and engagement
- Investigate utility and prospect of development of W&A Homegrown Intervention
- Conduct Budget development process for each expanded program
- Plan for continued staff training and development in program areas and key/significant health justice emerging issues and national mandates

2. The Center for Excellence in Minority Health (CEMH)

- Analyze the major program components of the CEMH are health education, assessment of needs, and linkage to health care, referral to ancillary services, research, and wellness promotion
- Consider establishing a CEMH ad-hoc planning and design team that is multidisciplinary with diverse clients and members
- Engage and ground research in programs around medical marijuana, addiction, and other health issues
- Facilitate a Needs Assessment to determine prioritized new programming based on community needs
- To program MAT housed under W&A
- Embed an advocacy strategy into the future programming workplan and implementation plan
- Explore more fully areas indicated in W&A Asset Map for Future Opportunities

3. Culture of Accountability

- Performance Metrics and Goals
- Evaluation and Continuous Quality Improvement component
- In-house or outsourced Evaluator
- Clear Budgeting process with monitoring

Liberation

INTERNAL PILLARS

6. Succession Planning

Goal

Led by Board of Directors, Succession Planning shall be coordinated and led to a successful outcome of identifying the next CEO of Williams and Associates, Inc. This Goal is not time phased yet will be coordinated when and if the CEO announces to Board his retirement plans.

Activities

1. Succession Planning Coordination

- The Executive Committee will be charged with establishing a Succession Planning protocol and procedure upon the announcement of the CEO’s retirement
- Examine agency Bylaws and other policies regarding Succession Planning. If none exists, consult the HR Consultant for guidance
- Form a Succession Planning subcommittee
- Develop the description and role of the subcommittee
- Coordinate and facilitate the search process
- Develop standard operating procedure for recruitment, interviewing, and final selection processes
- Board of Directors shall be responsible for onboarding new CEO once identified and hired.

Succession planning is a strategy for passing on leadership roles—often the ownership of a company—to an employee or group of employees. Also known as “replacement planning,” it ensures that businesses continue to run smoothly after a company’s most important people move on to new opportunities, retire, or pass away. Source: <https://www.investopedia.com/>



Collaboration

Liberation

INTERNAL PILLARS

7. Workforce Growth & Development

Goal

To develop and support high level workforce engagement processes to compliment retention, growth and development of the engine that runs the W&A machine. The organization will endeavor to prioritize and align this goal with its newly formulated operating values.

Activities

1. Staff Professionalism & Conduct

- Increase professionalism by improving workforce soft skills, and standardizing staff conduct and boundaries.
- Development of Human Resources policies and staff to address personnel issues, onboarding, and retention.
- Develop a Performance Review and Accountability Plan linked to reward, support, and termination.
- Increase staff capacity by hiring office managers, support staff, development, volunteer manager, advocacy & policy professional, evaluator.

2. Staff Training & Growth

- Increase training opportunities for and implementation of evidence-based practices and innovative program ideas.
- Increase staff capacity for research centered around policy analysis and programming.
- Mandatory and other developmental Trainings on specified topical areas
 - ◆ Bias and Diversity, Equity & Inclusion
 - ◆ Tech & IT Protocols
 - ◆ Budgeting and Forecasting
 - ◆ Crisis Management
 - ◆ Communications
 - ◆ Standardized Protocols once developed

- ◆ Increase opportunities for in-service trainings and continued development in LEADERVATION™ and other leadership-inspired trainings

3. Staff Motivation, Morale & Growth

- Explore staff ideas and offerings for how to make the W&A Environment more conducive to well-being and high performance
 - ◆ Tuition reimbursement plan
 - ◆ Shout Out boxes and process
 - ◆ Parental Leave policies
 - ◆ Expand mental health services – add 1-2 therapists
 - ◆ Stronger and timely communications
 - ◆ Bi-annual staff retreats
 - ◆ Quarterly team outings
 - ◆ Develop Leadership Development Pipeline
 - ◆ IT Training and support
 - ◆ Timely staff meetings
 - ◆ Employee and Community Members of the Month
 - ◆ Community Town Halls
 - ◆ Services for Transgender and non-binary members
 - ◆ Greater trauma informed focus and application

Liberation

EXTERNAL PILLARS

8. Communications & Marketing

Goal

To develop and execute a rebranding of the organization that is aligned with the new bold vision, mission, and values.

Activities

1. Community-informed products

- To develop and facilitate focus groups to inform marketing campaigns
- Application of information gathered from focus groups into product design and development
- Secure marketing team or subcommittee charged with marketing oversight and design

2. Brand Identity

- Development of marketing budget for each fiscal year 2021-2023
- To reshape the agency's brand identity
- Standardize the new identity across all communications and marketing projects and products
- Update and improve website, social media platforms by integrating new strategy information based on health justice programming, etc.
- Expand, Expand outreach and information shared externally to increase awareness of W&A's programs, events, and quality services

3. Community Events

- To develop a sub-strategy to communicate goals, services, and events to community
- Standardization of community events strategy
- Establish bold 20th Year Anniversary community events calendar and activities, along with budget for marketing

4. Multi-media Plan

- Development of a comprehensive multi-media plan for marketing and communications
- Include an advertising component to multi-media plan
- Investment of funding, time and training for board, staff, and volunteers



Liberation

EXTERNAL PILLARS

9. Community Partnerships & Engagement

Goal

To develop and execute active new and existing relationships and formal partnerships with organizations, universities, entities that address health disparities impacting the St Louis and Bi-State communities. These partnerships will be aligned with and reflective of the new bold vision, mission, and values.

Activities

1. Community Needs & Priorities

- To develop, implement and analyze a new Community Needs Assessment
- Investment and further develop existing partnerships and expand beyond St Louis

2. Community Partnerships Addressing the Health Disparities

- Establish partnerships that include formal MOUs with organizations providing these services:
 - ◆ mental health
 - ◆ transportation
 - ◆ prevention
 - ◆ treatment
 - ◆ housing
 - ◆ employment

3. Community Events [complimentary to Communications/Marketing activities]

- To develop a sub-strategy to communicate goals, services, and events to community
- Standardization of community events strategy
- Establish and engage bold 20th Year Anniversary community events partners, sponsors, and activities
- Spotlight key community events, engagements, and outcomes on website and in social media platforms

4. Measurements

- Develop and monitor with qualitative and quantitative measures of success for community partnership engagements

Collaboration

