



Horizons Residential Care Center

STRATEGIC PLAN 2011 - 2013

*Horizons Residential Care Center
is a private, non-profit organization which provides,
with utmost dignity and respect, compassionate care
and quality services appropriate to the needs of individuals
with developmental disabilities and their families.*

**NEW GOALS
APPROVED BY THE
BOARD OF DIRECTORS
FOR 2011 – 2013**

Horizons Residential Care Center has a mission which is shaped by our values, supported by foundational resources and facilities, carried out by people, and reflected in policies and procedures.

Revised 7-11-07

Horizons Residential Care Center has a Mission

Horizons Residential Care Center is a private, non-profit organization which provides, with utmost dignity and respect, compassionate care and quality services appropriate to the needs of individuals with developmental disabilities and their families.

Which is shaped by our Values

- We show dignity and respect to all persons, including residents, staff, & families
- We demonstrate compassion in our care for our clients
- We strive to provide the highest quality service possible
- We conduct ourselves with the highest level of integrity in the work place

Supported by foundational resources and facilities

All Board members, Guild members, donors, volunteers, and others who work to support Horizons do so utilizing their personal resources and relationships to benefit Horizons and to strengthen the mission and values of Horizons. We are good stewards of our facilities and all financial resources.

Carried out by people

The Board recognizes that the employees of Horizons are the most valuable resource, for it is our employees who make our mission a reality.

Horizons works to support its employees in every way possible, providing the best training and all necessary resources, guiding them to maximize their skills while accomplishing our mission and demonstrating our values in all relationships.

Reflected in our Policies and Procedures

Horizons develops and provides By-laws, policies, and procedures which reflect our mission, a personnel handbook to guide employees, and accounting procedures in keeping with generally accepted accounting principles. Together these documents give our employees and supporters confidence in our work and our stewardship of all resources.

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PROGRAMMING

GOAL: 1. Determine feasibility and advisability of adding, *altering*, or expanding programs.

OBJECTIVE <i>(What do we plan to do?)</i>	STRATEGY <i>(How will we do it?)</i>	RESPONSIBILITY <i>(Who will make sure it is completed?)</i>	TIME FRAME <i>(By when will we have completed it?)</i>	DID WE DO IT?
Determine the possibility and appropriateness of having day students in our school.	<ol style="list-style-type: none"> 1. Determine need. 2. Determine requirements (license, etc.) 3. Cost; benefit; etc. 	Education Director	7/1/2010	<i>NO. A new license would be required</i>
<i>Stay abreast of issues which may significantly impact existing program or warrant new programs.</i>	<ol style="list-style-type: none"> 1. <i>Attend informative meetings.</i> 2. <i>Monitor events through Lobbyist.</i> 3. <i>Keep Board informed.</i> 4. <i>Make recommendations if needed</i> 	<i>CEO, Program Director</i>	<i>Continuous</i>	<i>Continue to do this; had speaker at Board Retreat.</i>
<i>Plan for transitioning one wing of Atrium to be a residence for adults.</i>	<ol style="list-style-type: none"> 1. <i>Make plans, and continue transition, including location of adult residents, programming, and impact on Residential School.</i> 	<i>Program Director and Education Director</i>	<i>Has begun; will take another 3-5 years (2013-2015)</i>	
<i>Add additional levels of care to provide services to residents with a higher level of need.</i>	<ol style="list-style-type: none"> 1. <i>Determine feasibility of providing care for greater medical needs such as residents with trachs or ventilation.</i> 	<i>Program Director; Director of Nursing</i>	6/30/2012	

PROGRAMMING

GOAL: **2. Continue to maintain and/or improve quality of services offered.**

OBJECTIVE <i>(What do we plan to do?)</i>	STRATEGY <i>(How will we do it?)</i>	RESPONSIBILITY <i>(Who will make sure it is completed?)</i>	TIME FRAME <i>(By when will we have completed it?)</i>	DID WE DO IT?
Consider alternative ways to provide better medical care for needs at Arches & Atrium.	<ol style="list-style-type: none"> 1. Leadership Team meets to evaluate needs & develop alternatives. 2. Raise funds as needed. 	Program Director, Director of Nursing, Arches Program Coordinator, Development Dir., CEO	3/30/2010	Has been initiated; continuing.
Determine the desirability of a Horticulture Program for residents at both locations.	<ol style="list-style-type: none"> 1. Educational Staff will develop recommendation & costs. 2. Purchase and install elevated planters at Arches 	Educational Director, Teachers, Arches Group Home Manager	6/30/2010 2. spring/2011	
Annually engage in a full program evaluation and evaluate the "vision" for the program & recommend objectives to the Board for the Strategic Plan.	<ol style="list-style-type: none"> 1. Leadership Team meets; considers staffing, facilities, IT, \$. 2. Shares vision with Board. 3. Incorporate into Strategic Plan. 4. Conduct Staff Resource survey 	CEO, Leadership Team	6/30/09	Was done for 2009. 4. Done in fall, 2010 w/ Resource & Needs Eval.
Provide the safest possible environment for residents and staff.	<ol style="list-style-type: none"> 1. Write full emergency response plans and disaster recovery plans. 2. Complete Disaster Plan 	<ol style="list-style-type: none"> 1. CEO/President & Program Director 2. CEO/President & Program Director 	<ol style="list-style-type: none"> 1. 3/30/2010 2. 1/30/2011 	Are developing broader / better plans. Attended Seminar; using Template
Provide best possible services to residents.	Evaluate possibility of utilizing a Physical Therapist in-house, on staff, or as consultant.	Program Director	6/30/2011	

PROGRAMMING

GOAL: **2. (CONTINUED) Continue to maintain and/or improve quality of services offered.**

OBJECTIVE <i>(What do we plan to do?)</i>	STRATEGY <i>(How will we do it?)</i>	RESPONSIBILITY <i>(Who will make sure it is completed?)</i>	TIME FRAME <i>(By when will we have completed it?)</i>	DID WE DO IT?
Obtain more efficient, timely, and cost effective means of having wheelchairs repaired.	1. Negotiate with current vendor. 2. Contract with new vendor.	Program Director	3/30/2010	<i>On-going; new repair person now being used.</i>
Complete a full evaluation of “food service” based on changing needs of residents. Look at staffing needs, costs, efficiency, etc.	1. Evaluate production; time usage; costs; staffing; determine if best use is being made of food service space and personnel.	Program Director; Food Service Director; CEO;	06/30/2010	<i>Started 12/09; re-visited in fall, 2010; one FT position eliminated. New schedule with weenend service at Arches.</i>
Incorporate Arches to feel they are part of Horizons in every way.	1. Conduct survey of staff / parents to evaluate how Arches is perceived. 2. Meet with staff and explore steps to be taken to better incorporate Arches.	Program Director and HR Director and CEO	6/30/2010 Continuing	<i>Painted hall; included in recent survey; new chairs and table.</i>
Evaluate role of teachers to determine if their time is properly invested in “teaching” as opposed to meeting other daily needs of the residents / students.	1. Conduct assessment. 2. Change job descriptions or actual functions as dictated by the assessment.	Education Director	8/15/2010	<i>Progress made; Wings reorganized to meet Educational needs.</i>
<i>Provide best possible services to residents.</i>	<i>Develop resources and means to collect and record DATA electronically rather than on paper.</i>	<i>Program Director</i>	<i>6/30/2012</i>	

FACILITIES & EQUIPMENT

GOAL: 1. Redesign and/or maintain the facilities to support the services that will meet the needs of those within the Horizons community.

OBJECTIVE <i>(What do we plan to do?)</i>	STRATEGY <i>(How will we do it?)</i>	RESPONSIBILITY <i>(Who will make sure it is completed?)</i>	TIME FRAME <i>(By when will we have completed it?)</i>	DID WE DO IT?
Consider whether to renovate the Administration Building or build a new Admin. Building.	<ol style="list-style-type: none"> 1. Hire architect to design project. 2. Make a decision based on recommendations. 3. Follow through on decision 	<ol style="list-style-type: none"> 1. Building & Grounds Com. & CEO/President 	<ol style="list-style-type: none"> 1. 4/30/08 2. 3/30/2010 3. 9/30/2010 	<p>Done</p> <p>Decision is in process. <i>On hold due to uncertainty and economy.</i></p>
Make a decision on abandoned buildings and move forward on decision.	<ol style="list-style-type: none"> 1. Collaborate with County and other stakeholders to determine a plan for the buildings. 2. Act as partner in plans. 	<ol style="list-style-type: none"> 1. CEO & Board 	12/30/2010	<i>Continue meetings and inquiries;</i>
Replace existing phone system (Atrium and Arches) with new phone systems.	<ol style="list-style-type: none"> 1. Secure bids 2. Secure funding 	CEO, Development Director	6/30/2012	

FACILITIES & EQUIPMENT

GOAL: 1. (CONTINUED) Redesign and/or maintain the facilities to support the services that will meet the needs of those within the Horizons community.

OBJECTIVE <i>(What do we plan to do?)</i>	STRATEGY <i>(How will we do it?)</i>	RESPONSIBILITY <i>(Who will make sure it is completed?)</i>	TIME FRAME <i>(By when will we have completed it?)</i>	DID WE DO IT?
New storage/maintenance Building.	<ol style="list-style-type: none"> 1. Assess need. 2. Involve Building & Grounds Committee. 3. Secure design. 4. Secure funding. 5. Bid & construct. 	CEO, Maintenance Director, Building & Grounds Committee	6/30/2011	<i>On hold; continues as a long term goal.</i>
Replace the hospital beds.	<ol style="list-style-type: none"> 1. Determine # & type needed. 2. Secure \$. 3. Purchase & install. 	Program Director	12/30/10	<i>DONE in 2010; 5 new; 9 used.</i>
Evaluate roof on Atrium and schedule replacement as determined by inspection.	<ol style="list-style-type: none"> 1. Have evaluation by roofing company. 2. Schedule replacement by 2014 2013 3. Funding for new roof 	Maintenance Director, Building & Grounds Committee, Dir. Of Devel.	6/30/2013	Eval. Done in 2009
Evaluate roof on Arches and schedule replacement as determined by inspection.	<ol style="list-style-type: none"> 1. Have evaluation by roofing company. 2. Schedule replacement by 2016 2014. 3. Funding for new roof 	Maintenance Director, Building & Grounds Committee, Dir. Of Devel.	6/30/2014	Eval. Done in 2009
Year round therapy pool at the Atrium.	<ol style="list-style-type: none"> 1. Secure plans & design & cost estimate. 2. Secure funding. 3. Bid & build. 	CEO, Program Director, Board, Director of Development	6/30/2013— 6/30/2015	

FACILITIES & EQUIPMENT

GOAL: 1. (CONTINUED) Redesign and/or maintain the facilities to support the services that will meet the needs of those within the Horizons community.

OBJECTIVE <i>(What do we plan to do?)</i>	STRATEGY <i>(How will we do it?)</i>	RESPONSIBILITY <i>(Who will make sure it is completed?)</i>	TIME FRAME <i>(By when will we have completed it?)</i>	DID WE DO IT?
<i>Maximize use of grounds and facilities to benefit residents.</i>	<ol style="list-style-type: none"> 1. <i>Install new playground equipment at the Respite Building</i> 2. <i>Obtain funding for project</i> 	<p><i>CEO, Program Director</i></p> <p><i>Director of Development</i></p>	<i>6/30/2012</i>	
<i>Provide safe and reliable transportation for residents and staff</i>	<ol style="list-style-type: none"> 1. <i>Purchase / replace one large van</i> 2. <i>Purchase one new small van</i> 	<p><i>CEO, Program Director</i></p> <p><i>Director of Development</i></p>	<i>6/30/2012</i>	
<i>Provide safe and acceptable kitchen equipment for food preparation.</i>	<ol style="list-style-type: none"> 1. <i>New stove in Atrium kitchen.</i> 2. <i>New stainless steel equipment in Atrium kitchen.</i> 3. <i>Funding for above.</i> 	<p><i>CEO, Food Service Director,</i></p> <p><i>Director of Development</i></p>	<i>6/30/2012</i>	
<i>Provide safe means of entering and exiting the Atrium building when pushing wheelchairs.</i>	<ol style="list-style-type: none"> 1. <i>Add an automatic door opener to the exit door to the playground at Atrium.</i> 2. <i>Funding for project</i> 	<p><i>CEO, Development Director</i></p>	<i>6/30/2011</i>	
<i>Keep facilities clean and fresh to create a positive living environment.</i>	<ol style="list-style-type: none"> 1. <i>Paint interior of Atrium</i> 2. <i>Paint interior of Arches</i> 3. <i>Funding for projects</i> 	<p><i>CEO, Maintenance Dir.,</i></p> <p><i>Building & Gds. Comm., Dir.</i></p> <p><i>Of Devel.</i></p>	<i>6/30/2013</i>	

FACILITIES & EQUIPMENT

GOAL: 1. (CONTINUED) Redesign and/or maintain the facilities to support the services that will meet the needs of those within the Horizons community.

OBJECTIVE <i>(What do we plan to do?)</i>	STRATEGY <i>(How will we do it?)</i>	RESPONSIBILITY <i>(Who will make sure it is completed?)</i>	TIME FRAME <i>(By when will we have completed it?)</i>	DID WE DO IT?
<i>Keep living environment clean and fresh to create a positive living environment</i>	<ol style="list-style-type: none"> 1. <i>New living room furniture for Respite building.</i> 2. <i>New outdoor furniture at Arches</i> 3. <i>Seek donations or funds.</i> 	<i>CEO, Program Director, Arches Prog. Coord., Director of Development</i>	<i>6/30/2011</i>	
<i>Provide safe and healthy living environment, including water supply and waste disposal</i>	<ol style="list-style-type: none"> 1. <i>Repairs to waste water treatment plant (walls are caving in).</i> 2. <i>Replace waste water treatment plant</i> 3. <i>New water lines to Admin., Respite, and Maintenance buildings.</i> 4. <i>Funding for improvements.</i> 	<i>CEO, , Maintenance Dir., Building & Gds. Comm., Director of Development</i>	<i>6/30/2012</i>	
<i>Maximize use of existing facilities by remodeling to keep up-to-date.</i>	<ol style="list-style-type: none"> 1. <i>Evaluate layout and potential for remodeling Atrium building: Classrooms; nurses station; resident dining/den area;</i> 	<i>CEO, Program Director; B&G Committee;</i>	<i>6/30/2012</i>	
<i>Maximize use of existing facilities by remodeling to keep up-to-date.</i>	<ol style="list-style-type: none"> 1. <i>Enlarge Sensory Stimulation Room by removing wall between that room and the Media Center (if possible)</i> 	<i>CEO, Program Dir., B&G Committee.</i>	<i>12/30/2011</i>	

Administration & Human Resources

GOAL: 1. Become an employer of choice in the Winston-Salem/Forsyth County Area; Improve retention to goal of 20% turnover.

OBJECTIVE <i>(What do we plan to do?)</i>	STRATEGY <i>(How will we do it?)</i>	RESPONSIBILITY <i>(Who will make sure it is completed?)</i>	TIME FRAME <i>(By when will we have completed it?)</i>	DID WE DO IT?
Offer competitive salaries in local market.	1. Bring our base rates for all positions up to be viewed by other employers as setting the benchmark.	1. HR Director	1. Begin: 7/1/08	Little progress. Continue exploring options for higher pay. Bonus in 2010
Develop workforce to be an integral part of Horizons operations.	1. Strengthen standards and hire only those who meet Horizons standards. 2. Have quarterly staff meetings to allow for sharing of ideas, concerns, feedback, etc. 3. Provide funding for continuing education.	1. HR Director along with Staffing Cord. & Pro. Dir. 2. HR Director 3. HR Director	1. Begin on 6/30/08 2. Resume by 1/30/10 3. On-going.	As possible Only one; need more. Being considered.
Develop or expand benefits to offer more incentives to employees	1. Further expand use of Wellness Center 2. Evaluate costs & benefits of offering an EAP.	1. HR Director 2. HR Director	On-going Full plan by 3/30/2011 7/1/2010	More extensive plan being developed.
<i>Be a healthier work place by becoming a totally smoke free campus</i>	<i>Prepare for and initiate a program to become a smoke free campus</i>	<i>HR Director</i>	<i>12/30/2011</i>	
<i>Provide staff maximum input to result in improved work performance.</i>	<i>Develop "360" performance evaluations program for ALL staff.</i>	<i>HR Director</i>	<i>6/30/2011</i>	

Administration & Human Resources

GOAL: 1. (CONTINUED) Become an employer of choice in the Winston-Salem/Forsyth County area.

OBJECTIVE <i>(What do we plan to do?)</i>	STRATEGY <i>(How will we do it?)</i>	RESPONSIBILITY <i>(Who will make sure it is completed?)</i>	TIME FRAME <i>(By when will we have completed it?)</i>	DID WE DO IT?
Develop Supervisors to be leaders that others want to follow.	Provide supervisor training on a continuous basis & provide opportunities to attend outside training.	HR Manager & CEO	Started on 9/ 14/ 07 Continuous	Have done 2 trainings; need to do more.
Become a training center for CNA and / or PCA. Offer certified program	Research requirements and assess needs; offer program if viable.	Program Director / HR Director / Nurse Director	6/30/2011	<i>Continues to be considered.</i>
Offer continuous learning and growth opportunities.	<ol style="list-style-type: none"> 1. Pay for training, conferences, and classes as needed. 2. Develop and fund a continuing education program for staff (if possible). 	CEO/President & HR Director	Continuous	Encouraging training. Need to do more.
Maintain the "team concept".	<ol style="list-style-type: none"> 1. Hold regular meetings for formal & informal communication. 2. Workdays and events that build relationships and team. 	<ol style="list-style-type: none"> 1. CEO/President 2. CEO/President 	<ol style="list-style-type: none"> 1. On-going 2. On-going 	<ol style="list-style-type: none"> 1. Since 1/07 2. First on 10/07 <p><i>Need more of both; Admin. Staff made candied apples 11/10.</i></p>

Administration & Human Resources

GOAL: 1. (CONTINUED) Become an employer of choice in the Winston-Salem/Forsyth County area.

OBJECTIVE <i>(What do we plan to do?)</i>	STRATEGY <i>(How will we do it?)</i>	RESPONSIBILITY <i>(Who will make sure it is completed?)</i>	TIME FRAME <i>(By when will we have completed it?)</i>	DID WE DO IT?
<i>Offer the best possible, affordable retirement plan for employees.</i>	<i>Monitor legal changes to Retirement Plan (new audit, for example) and recommend changes to Board if needed.</i>	<i>CEO & HR Director</i>	<i>1/1/11 – 6/30/11 & Annually</i>	
<i>Offer the best possible, affordable health insurance plan for employees.</i>	<i>Monitor issues in the industry as well as impact of Health Care Reform and recommend changes as needed.</i>	<i>CEO & HR Director</i>	<i>1/1/11 – 6/30/11 & Annually</i>	
<i>Become more paperless in administration</i>	<i>Utilize existing equipment to scan past and current records and create digital archives with proper backup.</i>	<i>CEO & Executive Secretary</i>	<i>1/1/11</i>	
<i>Maximize use of staff to provide best possible care.</i>	<ol style="list-style-type: none"> <i>1. Evaluate and improve staffing schedules.</i> <i>2. Evaluate and improve staff training.</i> 	<i>HR Director; Program Dir.; QMRP's</i>	<i>6/30/2011</i>	

FINANCES & RESOURCE DEVELOPMENT

GOAL: 1. Diversify income sources to sustain quality of services & programs.

OBJECTIVE <i>(What do we plan to do?)</i>	STRATEGY <i>(How will we do it?)</i>	RESPONSIBILITY <i>(Who will make sure it is completed?)</i>	TIME FRAME <i>(By when will we have completed it?)</i>	DID WE DO IT?
Every year a development plan is to be created, implemented, and evaluated.	<ol style="list-style-type: none"> 1. Create strategies for fundraising which should include cultivation, solicitation and stewardship. 2. Identify foundations for potential support. 3. Involve Board 	<ol style="list-style-type: none"> 1. Dev. Director & CEO/President 2. Development Director 3. Dev. Director, CEO/President & Board Chair 	<ol style="list-style-type: none"> 1. By May Board mtg. 2. By 6/30 each yr. 3. On-going 	<i>New Dir. Of Development will keep updated.</i>
Evaluate all possible uses for up-to-date software (\$, HR, records, data collection, medical, etc.) and install new IT system capable of handling desired software, email, and security needs. Utilize Electronic Medical Records system.	<ol style="list-style-type: none"> 1. Evaluate infrastructure needs and develop needed network & hardware. 2. Research software and make decision. 3. Obtain grant for IT improvements 4. Build network 5. Obtain & utilize program 	<ol style="list-style-type: none"> 1. CEO/staff 2. CEO / staff 3. Dir. Of Development 	<p>6/30/2010</p> <p>12/30/2010</p> <p>12/30/2011</p>	<i>Some progress; negotiating with pharmacy for EMR records system.</i>
Fund capital needs through fundraising efforts.	<ol style="list-style-type: none"> 1. Board and Administrative Leadership staff to identify "capital" needs on an annual basis. 2. Resource Development to create a plan to help raise money for annual needs (see above). 	<ol style="list-style-type: none"> 1. CEO/President & Executive Committee. 2. CEO/President, Dev. Director & Resource Dev. Committee 	<ol style="list-style-type: none"> 1. By May Board mtg. every yr. 2. By June 30 every year. 	Done for '09 Have a plan <i>Will update and have 1-3-5 year plan.</i>
Develop a finance plan for responding to the impact of Aging in Place; adults at Atrium	<ol style="list-style-type: none"> 1. Based on programming decisions, examine ways to obtain grant funding for transition. 2. Plan and implement reduction in expenses related to loss in educational revenue. 	1. CEO; Finance Director; Program Director.	Budget for 2010 – 2011 Fiscal year	
<i>Continuously improve "branding" of Horizons within the appropriate communities.</i>	<i>Explore and utilize all appropriate means of "branding" Horizons, improving the community awareness and knowledge of Horizons.</i>	<i>Director of Development</i>	<i>3/30/2011 And on-going</i>	

FINANCES & RESOURCE DEVELOPMENT

GOAL: **2. PLAN FOR FUTURE BUDGETS AND FUNDING FOR CAPITAL NEEDS**

OBJECTIVE <i>(What do we plan to do?)</i>	STRATEGY <i>(How will we do it?)</i>	RESPONSIBILITY <i>(Who will make sure it is completed?)</i>	TIME FRAME <i>(By when will we have completed it?)</i>	DID WE DO IT?
<i>Maintain 3 year projections for operating budget.</i>	<i>1. Show a projected budget for 1,2, & 3 years and renew annually.</i>	<i>Finance Director</i>	<i>3/30/2011</i>	
<i>Show funding proposals for future capital needs.</i>	<i>1. Develop and demonstrate funding plans for projected capital needs; includes fund raising, Medicaid, and grants.</i>	<i>Finance Director, Development Director, CEO</i>	<i>3/30/2011</i>	

BOARD DEVELOPMENT

GOAL: **1. Become a recognized board that community leaders want to serve on.**

OBJECTIVE <i>(What do we plan to do?)</i>	STRATEGY <i>(How will we do it?)</i>	RESPONSIBILITY <i>(Who will make sure it is completed?)</i>	TIME FRAME <i>(By when will we have completed it?)</i>	DID WE DO IT?
Press releases on new Board members.	<ol style="list-style-type: none"> 1. Gather information and picture of new board member(s) and submit press release to local papers. 2. Put article in Horizons newsletter. 	<ol style="list-style-type: none"> 1. Development Director 2. Development Director 	<ol style="list-style-type: none"> 1. When elected 	
Press releases on Board's involvement with Horizons.	Write articles and submit to paper as events take place.	Development Director	As they occur	
<i>Hold annual Board Retreat to continue developing Board quality and relationships.</i>	<i>Schedule and hold annual Board Retreat.</i>	<i>Board Development and Nominating Committee and Executive Comm.</i>	<i>Annually</i>	<i>Good retreat. Success in Board member elections.</i>

AREA OF FOCUS: BOARD DEVELOPMENT

GOAL: 2. Become a “Fund Raising” Board

OBJECTIVE <i>(What do we plan to do?)</i>	STRATEGY <i>(How will we do it?)</i>	RESPONSIBILITY <i>(Who will make sure it is completed?)</i>	TIME FRAME <i>(By when will we have completed it?)</i>	DID WE DO IT?
<i>Achieve an annual fund raising goal as a Board.</i>	<i>Set annual goal.</i>	<i>Board Resource & Development Committee</i>	<i>Annually</i>	
<i>Bring as many visitors as possible to Horizons for a visit.</i>	<ol style="list-style-type: none"> <i>1. Participate in lunch and learn</i> <i>2. Support other events which introduce people to Horizons.</i> <i>3. Invite visitors beyond Lunch and Learn.</i> 	<i>Individual Board members</i>	<i>Annually</i>	
<i>Secure speaking engagements for CEO at churches, clubs, civic organizations, etc.</i>	<ol style="list-style-type: none"> <i>1. Each Board member will secure one Speaking engagement annually.</i> 	<i>Individual Board members</i>	<i>Annually</i>	