



STRATEGIC PLAN

2017 – 2021

ACKNOWLEDGEMENTS

We would like to thank all those involved for their passion, commitment, and time to support the evolution of this Strategic Plan. Special thanks to the sub-committees that convened to address the focus areas around which we built our strategies and objectives. Mr. Dan Olivas, in his role as Board President, provided support and guidance to each sub-committee.

Focus area sub-committee members

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Mr. Dan Olivas
Mr. James Baca
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PROGRAM SERVICES AND GAPS

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Ms. Lisa M. Acosta
Ms. Celia Garcia
Ms. Enriqueta “Queta” Fierro
Justice Yvonne Rodriguez
*Mr. Roy Ortega
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* Corporate Management Support

We would also like to acknowledge the hundreds of staff members and partners who responded to our survey requests and helped ensure our work reflects the community’s needs. We are grateful to the Paso del Norte Health Foundation (PDNHF) and the Medical Center of the Americas Foundation (MCA) for providing accommodations for the strategic planning retreat sessions.

DEDICATION

For 40 years, Amistad has been entrusted with serving the community. It has been a privilege to grow the quality and access to the assistance that improves the lives of so many. Providing transportation to needed medical care; assisting with finding affordable health insurance, money management, and transitions from acute hospital care to home care; caring for those needing guardianship; and serving veterans and their families is work of the highest order. The needs of our clients are our inspiration and springboard to action. We dedicate this Strategic Plan to those we humbly serve, and we are honored to continue this noble work.

LETTER FROM PRESIDENT AND CHIEF EXECUTIVE OFFICER

Dear Colleagues and Friends of Amistad:

Amistad is a bridge to health and wellbeing for tens of thousands in communities across West Texas. Reflecting back on our humble beginnings as we celebrated our 40th year milestone, we recalled Amistad volunteers ensuring friends and neighbors had a reliable means of transportation to get to their doctor appointments. Today, Amistad has scaled those efforts so many more may have the opportunity to live a dignified and meaningful life.

We devoted tremendous resources to evaluate Amistad's history and current place in the challenging environment faced by all nonprofits whose mission relates to provision of social services. We charged ourselves with developing a robust Strategic Plan to serve as our guide to mission fulfillment over the next five years. The Strategic Plan looks both inward at our own needs and aspirations to deliver the greatest product and outward at opportunities for significant impact and growth, understanding that we are all partners in forging positive change.

We encourage you to read our 2017–2021 Strategic Plan, ask questions, and get more involved with Amistad. What we do serves the community at large and makes our region a healthier and more vibrant place to live. By engaging with us as a partner, a donor, or volunteer, you will see that your community benefits.

We want to thank all those who participated in the process of developing this Strategic Plan. We are grateful for the opportunity to work with you serving the community.

Sincerely,

Mr. Dan Olivas
President, Board of Directors



Sincerely,

Mr. Xavier Bañales
Chief Executive Officer



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VISION, MISSION, VALUES, AND ENDURING GOALS

VISION

Every individual has access to services that promote a quality life through the Amistad spirit of compassion.

MISSION

To advocate, connect, and deliver social services to communities, ensuring a dignified and meaningful life for all.

VALUES

Integrity

Our first line of accountability is to our clients and their wellbeing and health.

Service

We lead by serving, setting the example for others to follow.

Honesty

We maintain public trust through strong fiscal discipline and transparent communication.

Excellence

Our community of staff, stakeholders, and partners hold themselves to the highest level of excellence in delivery of our mission.

Respect

We meet our clients and guide them to reach their full potential.

ENDURING GOALS

1. Provide the highest quality service to persons served through the various agency programs.
2. Develop a dedicated, professional, and highly motivated staff to provide the necessary services to persons we serve.
3. Raise revenue to support the agency's operations and manage the finances within approved financial regulations and standards.
4. Market and promote the agency and inform the public about services provided.
5. Ensure that the agency's management system uses the highest levels of integrity and quality management principles.

2017-2021 ENDURING GOALS, STRATEGIES, AND OBJECTIVES

Guided by Amistad's vision, mission, and enduring goals, carefully considering the evolving social service sector of Texas, and leveraging the agency's strengths and our growing infrastructure, four strategies and related focus areas were identified: 1) Program Services and Gaps; 2) Financial Strength; 3) Administration and Governance; and 4) Identity, Education, and Outreach. Each strategy and focus area has objectives and measurable outcomes to guide Amistad toward mission achievement. The focus areas, strategies, and objectives are summarized below, with more detailed information on each provided in its respective section.

I. PROGRAM SERVICES AND GAPS

Enduring Goal: Provide the highest quality service to persons served through the various agency programs.

2017–2021 Strategy: Expand the ability to assist the most in need with the highest level of service while sustaining key core programming related to transportation and social services.

Objective 1.1: Continue to manage the recent growth and sustain the current program portfolio as funding becomes available.

Objective 1.2: Increase the number of individuals served through guardianship and money management programming.

Objective 1.3: Ensure the Aging, Disability & Transportation Resource Center (ADTRC) expands the breadth of services and partnership within the community.

Objective 1.4: Continue efforts to contract with all applicable funding sources to support Amistad programs.

Objective 1.5: Expand transportation services to additional regions.

II. FINANCIAL STRENGTH

Enduring Goal: Raise revenue to support the agency's operations and manage the finances within approved financial regulations and standards and ensure the agency's management system uses the highest levels of integrity and quality management principles.

2017–2021 Strategy: Create a fund development strategy for a proactive and streamlined approach to sustainability.

Objective 2.1: Implement a Fund Development Plan to support sustainability with a continued focus on mission achievement.

Objective 2.2: Sustain a healthy, long-term financial status.

Objective 2.3: Evaluate the feasibility of establishing a new vehicle service maintenance center to support sustainability efforts.

III. ADMINISTRATION AND GOVERNANCE

Enduring Goal: Develop a dedicated, professional, and highly motivated staff to provide the necessary service to persons we serve.

2017–2021 Strategy: Invest in our capacity to support programs for staff development, infrastructure, and governance.

Objective 3.1: Increase team building and staff development opportunities.

Objective 3.2: Increase cross training to provide development opportunities and enhance agency capacity.

Objective 3.3: Ensure management capacity and planning for operational excellence when key personnel changes occur.

Objective 3.4: On an annual basis, ensure that the Board of Directors (BOD) reviews the Strategic Plan in support of maintaining it as a working document.

IV. IDENTITY, EDUCATION, AND OUTREACH

Enduring Goal: Market and promote the agency and inform the public about services provided.

2017–2021 Strategy: Strengthen the Amistad brand through existing communication toolkits for increased communication, education, and outreach regarding the breadth and impact of the Amistad mission and programs.

Objective 4.1: Increase staff awareness of the Amistad vision, mission, and values as well as comprehensive understanding of its services and its role in the community.

Objective 4.2: Utilize the Amistad vision, mission, and values to inspire, guide, and communicate the work of Amistad.

Objective 4.3: Further increase Amistad's positive public profile and identity.

Objective 4.4: Increase awareness and continue to educate the public on all agency programs.



FOCUS AREA I

PROGRAM SERVICES AND GAPS

2017–2021 Strategy: Expand the ability to assist the most in need with the highest level of service while sustaining our key core programming related to transportation and social services.

Amistad has grown from offering a single route transporting passengers to their medical appointments, to using their fleet of over 60 vehicles in support of transporting thousands of persons each day throughout 36 counties of West Texas. In addition, the scope of its services has grown dramatically. Each program

was reviewed to ensure that it was meeting mission achievement while sustaining financial viability. After an internal evaluation, leveraging Compass Point's Dual Bottom Line Matrix, Amistad plotted the programs to view them as a portfolio, identifying how they worked in tandem.

CURRENT PROGRAM PORTFOLIO

Amistad for Veterans Project (AFVP)
Consumer Health Insurance Marketplace
Enrollment Services (CHIMES)
Aging, Disability & Transportation Resource Center (ADTRC)
Medicare Improvement for Patients and Providers Act (MIPPA)
Promoting Independence (PI)
Housing Navigator (HN)
Local Contact Agency (LCA)

Respite Program
Money Management Program
Guardianship Program
Volunteers in Service to America (VISTA)
Health and Human Services Commission
Medical Transportation Program (HHSC)-MTP
Contracts in transportation for Area Agency on Aging (AAA), Highlands Rehabilitation Hospital, Las Palmas Medical Center, and Adult Protective Services (APS)
Section 5310 Funding – Enhanced Mobility for Seniors and Persons with Disabilities

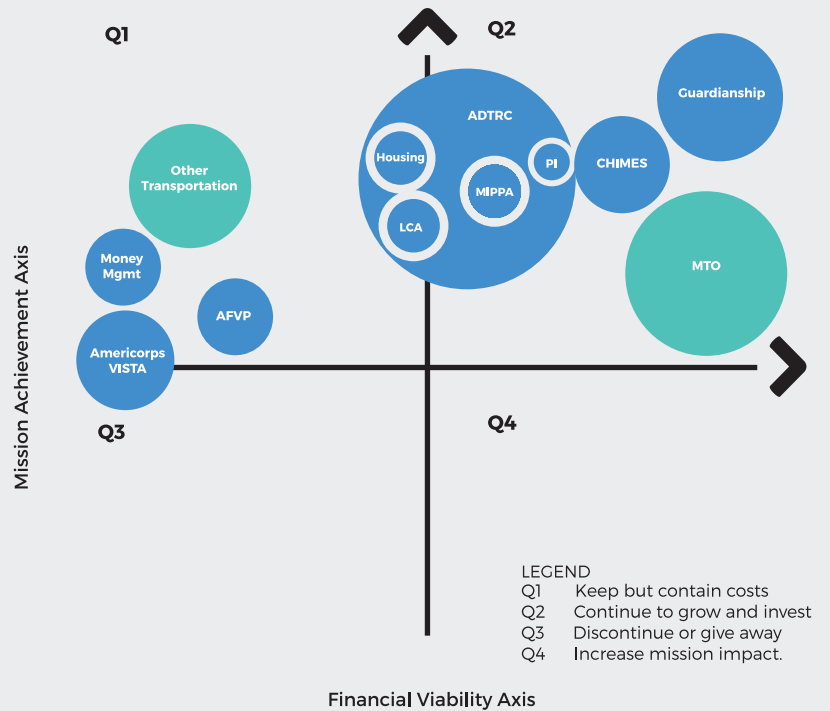
***SIMPLY PUT, AS EL PASO CONTINUES
TO GROW, A LARGER POPULATION WILL
REQUIRE MORE AND MORE SERVICES...
SO 40 MORE YEARS OF PROJECT AMISTAD
SERVING THE COMMUNITY!***

- Amistad staff respondent when asked
about programming

The Amistad program portfolio supports many communities of individuals in need across multiple counties. The process for ensuring funds are sustained and additional donors/grants are secured is based heavily on programmatic outcomes and demonstrating success. The focus for Amistad future programming is to maintain and expand the current levels of success, emphasizing how to increase assistance under the current infrastructure. Analyzing potential gaps in service, Amistad created five-year objectives to strengthen the portfolio.

SOCIAL SERVICES, IN GENERAL, WILL CONTINUE TO BE IN GREAT DEMAND AND MORE AND MORE INDIVIDUALS WILL NEED ASSISTANCE REGARDING TRANSPORTATION SERVICES, THE AFFORDABLE CARE ACT, AND ALL SERVICES THAT ARE PROVIDED EITHER DIRECTLY OR INDIRECTLY BY PROJECT AMISTAD.

- Community Stakeholder response regarding the need for expanded services



OBJECTIVE 1.1:

Continue to manage the recent growth and sustain the current program portfolio as funding becomes available.

- *Host/lead quarterly community partner strategy sessions to identify gaps and opportunities for service collaboration.*

Guardianship is one of the cornerstone social services programs offered to the community. Persons who have been deemed by the court system to be unable to care for their own health and welfare are placed under the Guardianship Program at Amistad. At the time this Strategic Plan was completed, 350 persons in this program had shelter, food, clothing, medical care, and mental health support. The program serves individuals ages 18 to end of life throughout 36 counties of far West Texas. The Money Management Program serves clients who have been identified as needing assistance in managing their own finances. The program, which historically has a waiting list, often suffices as an

intermediary step in assistance that may reduce the need for full guardianship services. In review of the strategic planning efforts and the current environment of need in West Texas, Amistad will focus on the following objective and outcomes in the next five years:

OBJECTIVE 1.2:

Increase the number of individuals served through guardianship and money management programming.

- *Increase quantity and quality of Guardianship Program services by reallocating resources from Region 9 to Region 10 by 2018.*
- *By 2018, expand the referral sources of guardianship beyond those referred by the County of El Paso.*
- *By 2021, increase the number of individuals served in the Money Management Program by 50%.*

PROJECT AMISTAD DOES GREAT WORK IN PROVIDING ‘MONEY MANAGEMENT’ AS A LEAST RESTRICTIVE ALTERNATIVE FOR PERSONS WHO WOULD OTHERWISE REQUIRE GUARDIANSHIP OF THE (PERSON) ESTATE. THE PROGRAM FOCUSES ON ENSURING BILLS ARE PAID BEFORE ANY ‘DISPOSABLE INCOME’ FUNDS ARE DISTRIBUTED, KEEPING THE CLIENTS IN A SAFE ENVIRONMENT.

- Amistad staff respondent when asked about programming

When Amistad was awarded the designation as an ADTRC in 2010, its surge in growth began. This Center is one of 22 in a statewide network that operates as a one-stop resource center for clients and their families, as well as caregivers and health care professionals. The ADTRC provides assistance to thousands each year for short and long-term services and partners to increase services and communication with the Department of Aging and Disability Services; Emergence Health Network, the local mental health authority, the Area Agency on Aging; the City of El Paso’s 2-1-1, and many others.

OBJECTIVE 1.3:

Ensure the ADTRC expands the breadth of services and partnership within the community.

- *Adapt to the biannual legislative regulations that impact contractual requirements and delivery of services.*
- *Expand the Volunteer Services Program and recruit, train, and retain 40 volunteers by 2018 and increase by 10 annually thereafter.*

Today, Amistad has a fleet of 60 buses (all ADA accessible) and contracts with various entities to serve 36 counties in El Paso, Greater Midland-Odessa, and Far West Texas. There is expressed need in the El Paso area as well as outer-lying counties for additional transport support. Amistad plans to:

OBJECTIVE 1.4:

Continue efforts to contract with all potential funding sources to support Amistad programs.

- *Annually, research funding opportunities as they become available through various venues and present proposals for transportation services to funding sources.*

OBJECTIVE 1.5:

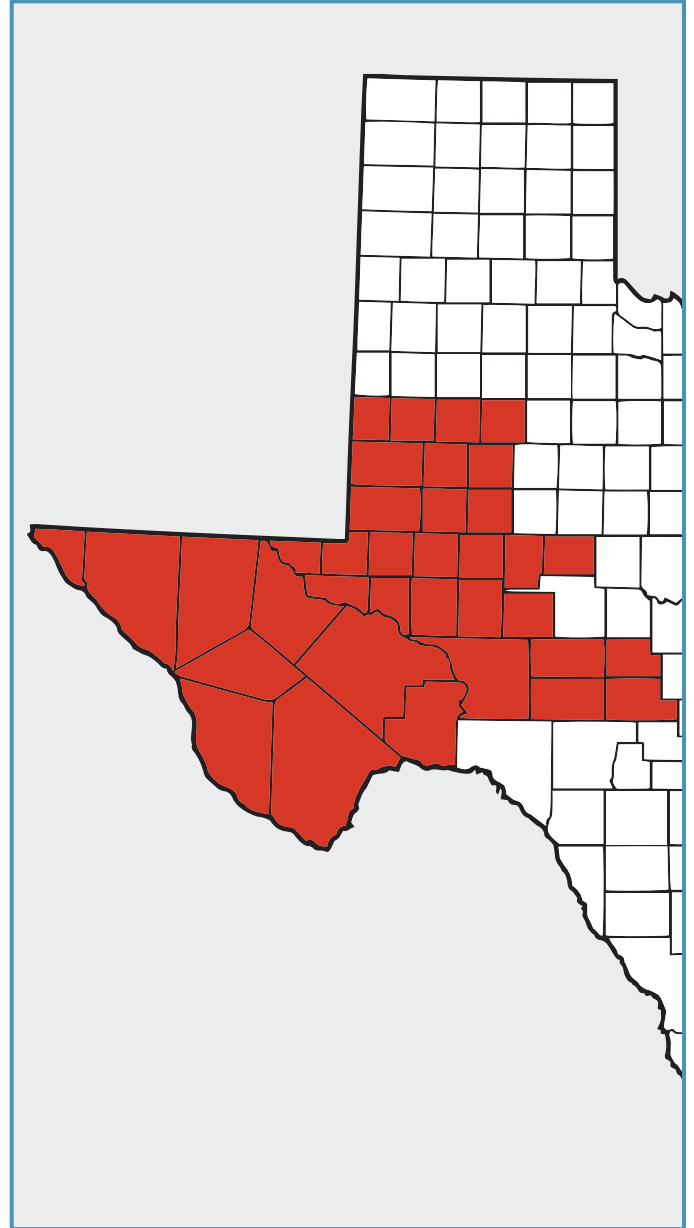
Expand transportation services to additional regions.

- *By 2017, respond to requests for proposals to serve additional regions as a Managed Transportation Organization.*
- *Host partnership cultivation meetings with transportation partners that result in fee-for-service agreements by 2020.*

AMISTAD CURRENTLY SERVES THE FOLLOWING 36 TEXAS COUNTIES

(not all services are provided in each county):

EL PASO	HOWARD
HUDSPETH	BORDEN
CULBERSON	DAWSON
JEFF DAVIS	GAINES
PRESIDIO	WINKLER
BREWSTER	GARZA
PECOS	TERRY
REEVES	YOAKUM
TERRELL	STERLING
LOVING	COKE
WARD	REAGAN
CRANE	IRION
UPTON	CROCKETT
ECTOR	SCHLEICHER
MIDLAND	MENARD
GLASSCOCK	MASON
ANDREWS	SUTTON
MARTIN	KIMBLE



FOCUS AREA II

FINANCIAL STRENGTH

2017–2021 Strategy: Create a fund development strategy for a proactive and streamlined approach to sustainability.

Amistad grew exponentially in the last seven years, and a number of factors contributed to this growth: the onboarding of new services via the Transportation Program; the diversification of programs with the addition of the ADTRC and veteran support services; and the addition of the Community-based Care Transitions Program in 2012 that provided services for over four years, transitioning over twenty thousand from an acute

hospitalization to home. Moving from a \$10 million agency in 2014 to a \$20 million operational budget in 2015 requires great financial oversight and strategic thought to ensure growth is managed and services are delivered effectively. After assessing the last five years of the agency's financial trends, the following objectives were adopted:

OBJECTIVE 2.1:

Implement a Fund Development Plan to support sustainability with a continued focus on mission achievement.

- *Complete a Finance Management and Fund Development Plan for approval by spring 2017.*

OBJECTIVE 2.2:

Sustain a healthy, long-term financial status.

- *Conduct regular resource allocation reviews to ensure new programs are within the scope of the mission and are funded and managed for sustainability.*
- *By 2018, complete a feasibility study towards establishing a “subsidiary of Amistad” whose revenue over expenses will create a new revenue stream for long-term financial viability.*
- *On an annual basis continue and evaluate the multi disciplinary team approach to raise funds for the agency.*

**“THE GREATEST
CHALLENGE IS
MAINTAINING THE GRANT
AMOUNTS NECESSARY
TO CONTINUE TO SERVE
THE NEEDS OF THE
COMMUNITY.”**

- Staff member response to concerns about Amistad

*I AM ALWAYS CONCERNED ABOUT THE FUNDING OPPORTUNITIES
AND SUSTAINABILITY OF PROGRAMS. THIS AFFECTS THE LIVELIHOOD
OF OUR EMPLOYEES AND THE PERSONS WE SERVE*

- Staff member response to concerns about Amistad

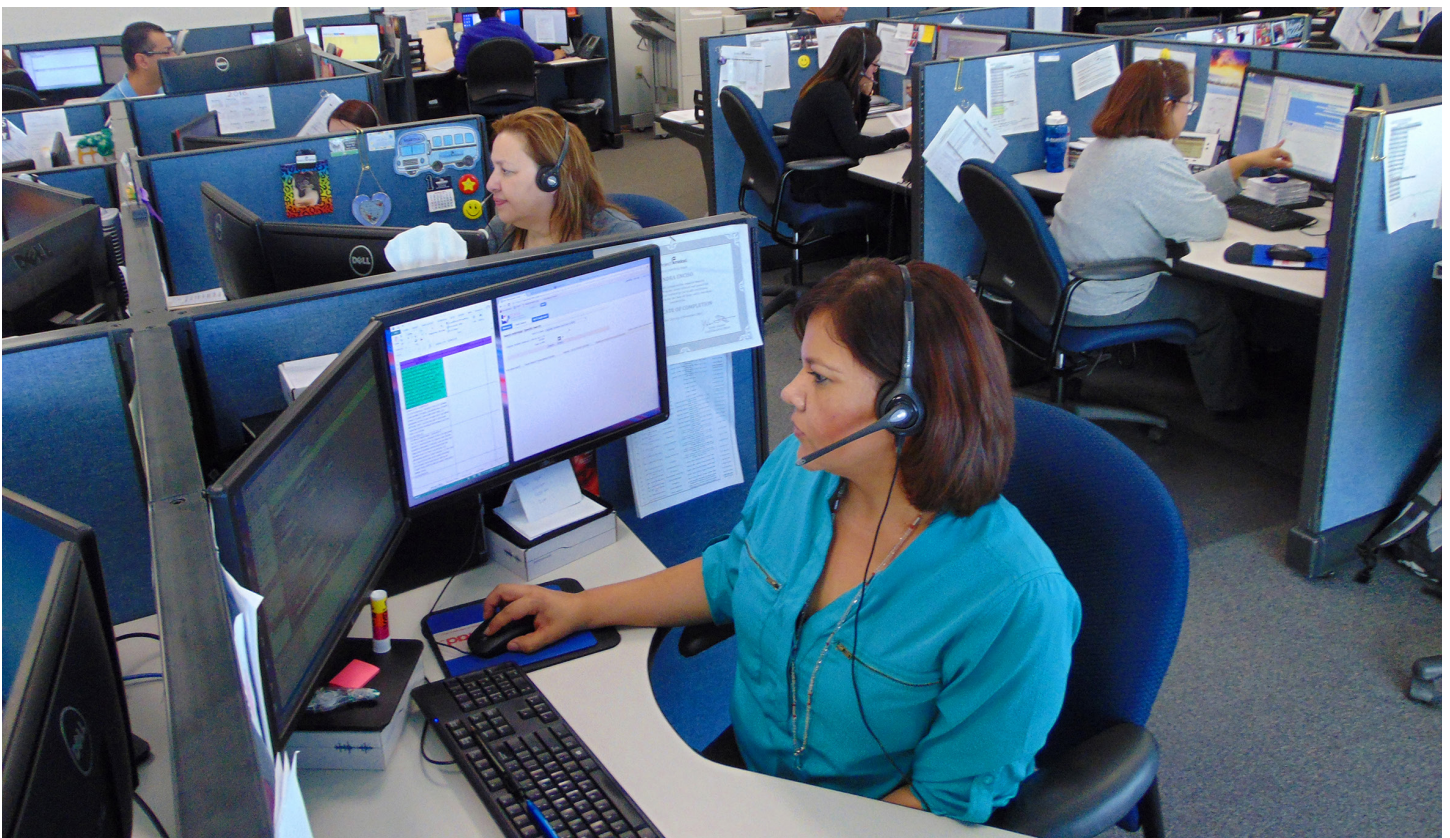
OBJECTIVE 2.3:

Evaluate the feasibility of establishing a new vehicle service maintenance center to support sustainability efforts.

Amistad has looked at various mechanisms to take advantage of its know-how and experience in working vehicle service maintenance. It was discussed that creating a vehicle service maintenance center could

be a potential means to raise additional funds. Many questions were posed as to how to best structure this initiative. All agreed that it should be explored and decided how best to move forward.

- *Complete an assessment and feasibility study by mid-2017.*



FOCUS AREA III

ADMINISTRATION AND GOVERNANCE

2017–2021 Strategy: Invest in our capacity to support programs in terms of staff development, infrastructure, and governance.

Amistad has a multi-disciplinary team led by the Corporate Management Team (CMT) that includes two Chief Operating Officers, a Chief Financial Officer, a Community Relations Manager, a Human Resources Director, mid-level managers, and supervisors who meet regularly. The CMT identifies ways to grow the strength of its current talent and identify gaps that may exist in order to meet the next five years of Strategic

Plan execution. During the planning process, the team met weekly, reviewing current efforts, testing theories on how to engage staff more deeply in leadership development, and predicting potential obstacles that they may face when attempting to reach short-term priorities. From this work, they developed the following objectives and desired outcomes:

OBJECTIVE 3.1:

Increase team building and staff development opportunities.

- *By spring 2017, using employee participation and input, revise existing strategies (events and activities) designed to strengthen morale and improve internal communications within the agency.*
- *Restructure the safety committee to represent a cross section of employees by spring 2017.*
- *Formalize the established Employee Incentive Program by 2017.*

OBJECTIVE 3.2:

Increase cross training to provide development opportunities and enhance agency capacity.

- *Continue to enhance comprehensive employee development, such that employees receive year round training that is appropriate to the functions they perform. Program by 2017.*

*“[THEY HAVE A] STRONG AND
COMPETENT ADMINISTRATIVE AND
PROGRAM STAFF THAT GENUINELY
CARE ABOUT THE SERVICES THEY
PROVIDE AN AGENCY.”*

- Staff member response to concerns about Amistad

As the Amistad staff met, the BOD held meetings to discuss how their talent and support could also be better utilized for mission achievement. After a series of meetings, the following objectives were created:

OBJECTIVE 3.3:

Ensure management capacity and planning for operational excellence when key personnel changes occur.

- Resume quarterly executive committee meetings by spring 2017 and include succession goals and capacity as regular agenda items.

- Provide an annual summary informing the BOD of Strategic Plan accomplishments.
- Begin the use of a consent agenda in January 2017.
- Identify initial Key Performance Indicators (KPIs) and reporting dashboard by April 2017.
- On an on-going basis, cultivate new prospective BOD members who reflect a cross section of the community such that the agency will remain vibrant and dynamic.

OBJECTIVE 3.4:

Ensure the Amistad BOD reviews the Strategic Plan in support of maintaining it as a working document.

FOCUS AREA IV

IDENTITY, EDUCATION, AND OUTREACH

2017–2021 Strategy: Strengthen the Amistad brand through existing communication toolkits for increased communication, education, and outreach regarding the breadth and impact of the Amistad mission and programs.

The Amistad brand is strong and has grown to represent quality and compassionate service. Naturally, however, because of its tremendous growth, many in the community are unaware of the scale and breadth of services provided. It is important for clients, potential clients, and community supporters to understand the full scope of Amistad's work and role in improving the quality of life in their community.

The BOD and staff considered a number of aspects as they contemplated the identity of Amistad, beginning with the evolution of the agency's name. Initially

created in 1976, Amistad was incubated under the umbrella of the League of United Latin American Citizens (LULAC). As the agency grew, it became its own self-standing nonprofit, adopting the name Project Amistad. Recognizing that it has spent the last 40 years trailblazing and championing for those less fortunate, the agency retired "Project" in its name to clearly demonstrate its continuing commitment to serve and eliminate any temporary connotation. In addition, after extensive discussion with staff and partners, the vision and mission were updated to more accurately reflect Amistad's role in the community, and they adopted a

set of values that reflect what inspires staff to serve each day. (The updated vision, mission, and values are included at the beginning of this Plan.)

To educate community stakeholders, clients, and staff about the evolution of Amistad and the importance and diversity of its services, several objectives were identified:

OBJECTIVE 4.1:

Increase staff awareness of the Amistad vision, mission, and values, as well as comprehensive understanding of Amistad services and its role in the community.

- *By spring 2017, discuss vision, mission, and values with staff and utilize as daily inspiration and tools to enhance the focus and quality of Amistad service.*
- *At all employee staff meetings, instill greater responsibility for each Amistad staff member to understand and serve as an ambassador for all Amistad programs and services.*

OBJECTIVE 4.2:

Utilize the Amistad vision, mission, and values to inspire, guide, and communicate the work of Amistad.

- *At regular board meetings, develop and present clear messaging and user-friendly tools to guide BOD member and staff conversations about the work and role of Amistad.*
- *By 2018, update all published materials to reflect vision, mission, and values and consistently utilize in communications as appropriate.*

OBJECTIVE 4.3:

Further increase the Amistad's positive public profile and identity.

- *On a continuous basis, adapt messages to emphasize the important role Amistad plays in the community at-large by utilizing content marketing strategies.*
- *Throughout the year, develop marketing and promotional resources that can be used in multiple Amistad communication channels to deepen brand identity and impact while maximizing resources.*
- *Annually, enhance the public relations value of the Humanitarian Awards history.*
- *Request BOD members to increase their proactive promotion of Amistad's vision, mission, and values within their circles of influence.*

OBJECTIVE 4.4:

Increase awareness and continue to educate the public on all agency programs.

- *Meet annually with decision makers to educate them about Amistad and its positive impact on the community as well as the correlation to the success of their initiatives such as economic development and quality of life.*
- *Throughout the year, continue to inform the public, funding sources, and clients about the services provided by the agency.*
- *On an annual basis, optimize segmentation of contact lists for more effective, targeted messaging.*

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AGENCY HISTORY AND PROFILE

Formerly known as Project Amistad, based on the Spanish word meaning “friendship,” the agency was created as an initiative under LULAC. Spearheaded by Lucy G. Acosta and a core group of volunteers, the team sought to provide much needed medical transport for the elderly in the city of El Paso, Texas. Much was inspired by Ms. Acosta, as she saw her own parents beginning to age and unable to drive, undertake simple chores, and pay bills. The group of change-makers started transporting elderly to medical appointments with their own cars. Soon, they were able to purchase one van to act as a bridge for better health outcomes for the most in need. Ms. Acosta became the director of the agency for over 25 years and was instrumental in establishing its firm foundation.

Ms. Acosta had great support from her family and served many organizations that assisted the fledgling agency, which many attribute to its current highly collaborative and friendly culture. Organizations that supported Amistad’s start included the Bowie Alumni Board of Directors; El Paso County Child Welfare Board; El Paso County General Assistance Program, the former El Paso Electric Company Consumer Advisory Council; El Paso Del Norte Food Bank; El Paso Parks and Recreation Board; Project Bravo; and many more. Many of them, despite change in leadership, branding, and staff, continue to support the agency.

Leveraging the nurturing foundation of LULAC, the agency shifted its focus and roots of transportation to a four-pronged approach to serving the elderly: advocacy, money management, guardianship, and medical transportation. The approach was done because of the overwhelming need witnessed by volunteers as they would pick up the elderly for the appointments. Who could turn a knowing eye from kitchens without food, mounds of unpaid bills, and isolated individuals without local family? They needed a voice, an advocate... a friend.

With passion and perseverance, the agency pushed past obstacles, financial barriers, and criticisms to be the safety net for elderly and individuals with disabilities in the region. In 2002, the agency had eight drivers with four vehicles, providing approximately 50 to 70 trips per day. The vision of the agency peered beyond the horizon of El Paso County and saw need within the neighboring counties. The agency’s footprint grew as it was awarded a contract by the Texas Department of Transportation (TxDOT) to become a Transportation Service Area Provider (TSAP) and began to serve the adjacent five Texas counties. By 2009, Amistad had become an agency of 90 employees, managing a multi-million-dollar budget, and received federal, state and local funds to support its various programs.

Once more, the strategy evolved in order to meet the growing demands of the agency. In 2010, Amistad was awarded the ADTRC contract, opening the door to serve not only the elderly, but veterans, individuals with disabilities, children in need, and many more. The culture

of collaboration ensured the inclusion of major state stakeholders to leverage resources to the maximum potential. In partnership with DADS, the local state mental health authority, and a coalition of nonprofits, the agency grew a portfolio of interconnected programs to address the largest gaps in our community. These included veteran's mental health, general assistance, job training, health insurance coverage, and addressing evidenced-based safe transitions from "hospital to home."

In 2014, HHSC awarded Amistad a contract to be one of five Managed Transportation Organization's (MTO) providing non-emergency medical transportation in Texas. That first year, Amistad was named the Best Performing MTO in Texas by HHSC! It is today that Amistad stands strong with a team of over 160 employees and a \$20 million dollar budget that has served millions of persons since its inception forty years ago.

METHODOLOGY

With its 40th anniversary and tremendous programming and resource growth, 2016 was a key year to evaluate, strategize, and plan for the future of Amistad. Its 2016 strategic planning was a journey designed to inspire, challenge, and discover with the goal of creating a roadmap to mission achievement. The BOD and staff worked hand-in-hand with consulting firms Incite Consultancy, LLC and MJD and Associates, LLC.

Five months of effort was dedicated to achieve the following five priorities: (1) Immersion and Due Diligence, (2) Community Engagement and Discovery, (3) Objective Seeking and Action Plans, (4) Refine and Formalize, and (5) Disseminate. Each phase had specific goals leading to the development and formalization of the 2017–2021 Strategic Plan.



JUNE 2016

Immersion and Due Diligence
Study the Amistad Strategic Plan

Surveys were collected



JULY TO AUGUST 2016

Community Engagement and
Discovery

July 25th Working Session I

Board members and staff

were assigned to a Focus

Areas sub-committee



AUGUST TO SEPTEMBER 2016

Objective Seeking and Action
Plans

August 29 Working Session II



SEPTEMBER TO OCTOBER 2016

Refine and Formalize

*Finalize strategies,
objectives, and measurable
outcomes*



NOVEMBER 2016

Disseminate

November 16 Board Final

Approval of Plan

IMMERSION AND DUE DILIGENCE

A Planning Committee comprising the Chief Executive Officer, Chief Operating Officer for Social Services, Chief Operating Officer for Transportation, and the Board Chair was formed. Incite Consultancy, LLC and MJD and Associates, LLC facilitated an objective analysis of Amistad programs and services, as well as the landscape in which it operates. Each program was assessed for financial and programmatic metrics and then rated for mission alignment. A financial scan was completed to review the agency's financial trends seen through the last five years of publicly filed information. A peer comparison with five other similar agencies was also completed to help create external benchmarking for programmatic growth.

Incite Consultancy, LLC and MJD & Associates, LLC completed a "deep dive" of the agency culture, communication style, and approach to mission achievement, which included:

- *Vision, mission, and values assessment*
- *Historical accounting of Amistad*
- *Standard Operating Procedures (SOP) review*
- *Comprehensive review of internal documents, including, but not limited to, client satisfaction surveys, government reports, fundraising materials and plans, budget and financial reports, audits, control and procedure manuals, compliance plans, agency charts, communication plans and collateral, personnel policies, employee surveys, IT plans, BOD materials, and previous strategic plans.*
- *Internal and external Political, Economic, Social, and Technological assessment (PEST)*
- *Market analysis of competitors*
- *Resource availability assessment*
- *Identification of competitive advantages*
- *Examination of partnership opportunities*
- *Sourcing of market trends.*

Comprehensive program assessments were also conducted for analysis of mission impact and financial viability. With this background, the BOD and staff conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis during the first working session.

COMMUNITY ENGAGEMENT AND DISCOVERY

Once the planning committee completed the due diligence, its members focused attention on obtaining objective perspectives of Amistad's satisfaction, awareness, and support from community members and partners, employees, and the BOD through hundreds of online surveys. Surveys were customized for the BOD, staff, and community stakeholders. Employees were also asked to complete an additional survey specifically related to Amistad's vision, mission, and values. Sub-committees were then identified and subsequently met to conduct more in-depth analyses and to make recommendations as to strategies, objectives, and action plans for specific areas and functions.

OBJECTIVE SEEKING AND ACTION ITEMS

Armed with an objective analysis of Amistad operations, programs, and services, the BOD and staff were able to plan a realistic future. They also completed the following:

- *Developed key strategies and objectives*
- *Created strategic action plans to achieve the objectives*
- *Attached specific measures for accountability and progress*
- *Evaluated capacity and budget needs to meet the objectives.*

The Amistad BOD approved the 2017–2021 Strategic
Plan on November 16, 2016.

AMISTAD BOARD OF DIRECTORS

Mr. Dan Olivas, President
Ms. Enriqueta “Queta” Fierro, President Emeritus
Mr. Peter Nicolaou, Vice President
Ms. Lisa M. Acosta, Secretary
Mr. Roberto Torres, Treasurer
Ms. Jan M. Engels
Ms. Rosa Ortega
Mr. Robert Almonte II
Justice Yvonne Rodriguez
Ms. Deborah Telles
Mr. James Baca
Mr. Jorge Vielledent
Mr. Xavier Bañales, Ex-Officio