Strategic Plan January 1, 2020- December 31, 2022

Purpose
Create a framework that enables Erin's Hope for Friends to live into its vision and expand our services to reach the maximum number of communities and individuals on the Autism Spectrum through the following steps:

- **Creation of a sustainable model for e's Club operations**
  - Financial requirements such as expenses, dues and donations
  - Facility operations
  - Policies/Processes/Code of Conduct
  - Onboarding criteria/execution
  - Staffing/volunteers
  - Training
  - Board development/expectations/execution
  - Development of committees to address key issues and ensure continued success
- **Development of format for successfully scaling e's Club on a national basis**
  - Drive National or targeted Awareness/Reach
  - Determine or assess fit/qualifications of each potential chapter
  - Establish local community Boards (needs, positions, expectations)
  - Focus and align the community, staff and Board of Directors to the mission
  - Provide tools for successful community engagement and activation
  - Define Fundraising approaches
  - Brainstorm on how to connect and unify current and potential stakeholders
  - Establish National Board oversight
- **Development and implementation of a rollout plan**
  - Ensure targeted approach
  - Board agreement on yearly capacity

Mission
Erin's Hope for Friends creates lasting relationships through joyful interactions for (High Functioning) Autism Spectrum teens and young adults.

Long term Vision
To fundamentally change the lives of teens and young adults on the (High Functioning) Autism Spectrum by providing a safe, loving and fun place for them to connect with others, build

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relationships and have fun. We desire to scale e's club to new locations, eventually serving the entire population of children on the High Functioning Autism Spectrum globally.

Values
Anti-bullying: We believe in proactive prevention of bullying through safe, social environments. Bullying is defined as unwanted, aggressive behavior among school aged children that involves a real or perceived power imbalance. The behavior is repeated, or has the potential to be repeated, over time.

Awareness: We believe in fostering awareness and providing educational opportunities for both our neuro-typical and neuro-atypical populations.

Lasting friendships: We believe just one friendship can change the course of one's life.

Acceptance: We believe in the promotion of the acceptance of all individuals.

Programs
Teen Program
e's Essentials
Young Adult Program
Adult Program

The Why
The bell rings to signal the end of the school day and the start of the weekend. Excited shrieks from flushed faces fill the hallway as kids head to the busses. They chatter about where they will get together to hang out: movies, football games, late-night meals, sleepovers...it seems everyone has a place to go on Friday and Saturday. For some, however, this is not always the case. Making friends can be easy but for those on the Autism Spectrum it can feel like an impossible task. Struggling with social cues and often appearing awkward, neuro-atypical teens and young adults can find themselves lonely. Many become a target for bullying, further isolating them.

Erin's Hope for Friends (EHFF) is on a mission to create lasting relationships through joyful interactions for High Functioning Autism Spectrum teens & young adults. Born out of the tragic loss of Erin Horst, a vibrant teen with High Functioning Autism, Erin's Hope for Friends offers to teens and young adults on the HFAS a place to feel welcome. Because of Erin, our organization understands the importance of a support network; a place to go to escape the bullying that is a reality. Open consistently every Friday, Saturday and Sunday, teens and young adults find places to chill out, play games and a time for creating activities. Inclusive, supportive and engaging, our clubs get teens out of the house and into a social environment. Nobody feels alone.

EHFF's flagship e's Club opened in February 2016 in Alpharetta, followed in 2018 by e's Club in Acworth. Through our Teen Program, we welcome teens ages 12 through 18, or middle school through member's senior year of high school. Our Young Adult Program, added in 2018, serves those ages 18 through 24.

We are not aware of any non-profit clubs exclusively offering social experiences in the US. While we are not social skills therapy, the indirect results are undeniable. Serving more than 500 teens and young adults in two locations, our participants show tremendous growth in their ability to interact and engage. Anecdotal data from family members, teachers and members support this claim.

e's Club is highly focused on facilitating positive social interactions and developing friendships. Our spaces were designed with the help of a Mental Health Advisory Board; from the colors of the walls to the types of activities provided, the clubs encourage social interaction. Each program can host up to 32 members per session, with volunteer support ratio of 4:1.

Open room activities include:
Ping pong
Air hockey
Foosball
Billiards
Pinball
Skee ball
Video games (at least 2 player)
Board games
Legos
Visual arts

Each session also includes an optional structured activity, such as yoga or an art project.

Prior to attending a program session, all teens and young adults must participate in a drop-in process to evaluate whether the program is an appropriate fit for them. Parents are required to be present in a separate space during their child's first visit to the club.

Provided members adhere to the Code of Conduct, they are free to be themselves in an inclusive environment

While we do charge a nominal participation fee, no child is refused service. Both scholarships and a sliding scale are available to assist with financial restrictions. This income is used to support club operations, from snacks to activities.

Studies show the need for social interaction for those with HFAS. So often, these intelligent and caring people are frequently misunderstood. 61% of them fall subject to bullying and social isolation. With depression rates and suicidal thoughts 50% higher in children with HFAS than the general population, this type of loneliness does immeasurable damage to their sense of self-worth and can take over their lives. It is our vision to become the leading support network across the US for those with HFAS. We seek to have locations in every state by 2025.

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Financial support comes from a diverse portfolio and 100% Board of Director participation in giving to the organization, above and beyond annual dues.
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To support e's Club is to save a life.
"If Erin had one really good friend she connected with, a friend she could do something with just one evening a week, it would have changed her whole life."

-Darren Horst

Strategic Priority 1
Board Development and Empowerment

Goal: Board members will focus their commitment on strategic direction, "thought leadership", community relations, and program management, while EHFF formalizes board structure, governance, and operations.

Initiative 1
Expand and diversify the Board of Directors through a pro-active need and skills-based assessment

Output	Short Term	End of Year	3 Years
Skills based assessment	Create skills assessment tool based on best practices	Administer assessment	Meet need determined
Needs assessment	Create needs assessment tool based on best practices	Administer assessment	Meet need determined
Power statement	Craft EHFF power statement	Incorporate board wide	Adhere to statement

Initiative 2
Create sub-committees utilizing board and outside resources for specific initiatives

Output	Short Term	End of Year	3 Years
Operations	Determine duties/needs	Create descriptions	Full utilization of committee
Finance	Determine duties/needs	Create descriptions	Full utilization of committee
Growth and Outreach	Determine duties/needs	Create descriptions	Full utilization of committee
Development	Determine duties/needs	Create descriptions	Full utilization of committee

Initiative 3
Harness current and new relationships within the community via the network of EHFF's Board of Directors and/or e's club member lists

Output	Short Term	End of Year	3 Years
Review board relationships	Develop survey	Engage relationships	Full immersion

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Expand CRM	Create list of potential contacts	Develop network	Regular contact
Explore member lists	Scrub lists and prioritize	Establish contact	Maintain contact
Empower board to share story	Training via NPO specialists	Develop stories	Communicate

Initiative 4
Define the roles and expectations of the Board of Directors

Output	Short Term	End of Year	3 Years
Board Handbook	Develop handbook	Review by legal	Full implementation
Job Descriptions	Develop descriptions for each position, including members and officers	Review by legal	Full implementation
Defined Committees	Develop committee descriptions	Review by legal	Full implementation
Giving Expectations	Determine appropriate time, talent and treasure	Communicate to board	Full compliance
Professional Development	Determine best practices and most appropriate need (fundraising, storytelling, etc.)	Engage with experts	Regular professional development sessions
Officer Positions	Research and determine need	Establish positions to meet compliance and organizational need	Full implementation
Establish Succession Plan	Research	Craft and employ	Full implementation

Strategic Priority 2

Build EHFF's impact capacity and sustainability by increasing organizational revenue

Goal: By 2023, EHFF will increase the number of current number of funders by 50%.

Initiative 1
Diversify sources of revenue to achieve an optimal and sustainable balance of funding

Output	Short Term	End of Year	3 Years
Establish 3-month operational reserve	Establish timeline	Plan initiated	Full reserves in place
Identify matching gift opportunities	Research and identify	Steward opportunities	Maintain and further relationships
Development training for board	Needs assessment	Annual training plan	Board engaged in successful development practices
Increase donor advised funds	Identify via Community Foundation	Craft full portfolio for multiple DAF platforms	Maintain and expand
Apply for 5 grants monthly (minimum)	Utilize pipeline	Expand pipeline and funders	Hire grant writer part-time

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| Continue to invest funds | Determine opportunity | Invest semi-annually | Re-invest interest |

Initiative 2
Establish major giving and planned giving programs

Output	Short Term	End of Year	3 Years
Create moves management timeline	Assess current giving levels	Move funders through pipeline	Employ moves management consistently
Hire development director	Begin preparations for full-time development director	Employ development director	Support staff in place

Initiative 3
Improve stewardship

Output	Short Term	End of Year	3 Years
Increase donor retention	Assess current standings	Determine methodology	Increase
Improve acknowledgements	Determine appropriate acknowledge system	Employ system	Full implementation
Increase communication	Assess current outputs	Monthly communication	Full implementation
Maintain relationships with key individuals	Assess current relationships	Employ methodology and determine responsible parties	Full implementation

Initiative 4
Formalize giving levels for individuals and corporations

Output	Short Term	End of Year	3 Years
Develop giving levels for individuals	Research best practices	Full implementation	Assess increase in revenue and adjust
Develop giving levels for corporations	Research best practices	Full implementation	Assess increase in revenue and adjust
Develop giving levels for events	Research best practices	Full implementation	Assess increase in revenue and adjust

Initiative 5
Expand corporate sponsorships annually

Output	Short Term	End of Year	3 Years
Community ambassador program	Identify candidates	Program in place	Full utilization
Create timeline and strategy			Full implementation
Define connections	Survey parents, volunteers, board and staff	Leverage current membership lists	Increase number of corporate sponsorships by 25%

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Strategic Priority 3

Develop Programming Aligned with Community Need

Goal: Erin's Hope for Friends will provide appropriate and meaningful programming for those on the Autism Spectrum.

Initiative 1
Identify gaps in service for the Autism Community

Output	Short Term	End of Year	3 Years
Determine community input	Survey schools	Review data	Adjust and meet needs as appropriate
Focus groups and surveys	Medical Advisory Board and counselors	Members and parents	Adjust and meet needs as appropriate
Parent subcommittee	Develop subcommittee	Parent on Board	Ownership over committee
Incorporate social media group support systems	Facebook group, email group	Monitor and adapt	
Partner with like-minded organizations	Identify organizations with similar focus	Evaluate benefits	Adjust as needed

Initiative 2
Program evaluation and mission alignment

Output	Short Term	End of Year	3 Years
Develop program assessment tool	Review best practices	Establish evaluative measures	Annual review
Expand scope of metrics	Review best practices	Establish evaluative measures	Apply metrics annually
Operations	Review best practices	Establish evaluative tool for operations	Annual review
Programs	Review best practices	Establish evaluative tool for program success	Annual review
Staff	Review best practices	Establish evaluative tool for staff	Annual review
Board	Review best practices	Establish evaluative tool for board success	Annual review

Initiative 3
Increase interactions with stakeholders and overall community engagement

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Output	Short Term	End of Year	3 Years
Open house	Determine plan	Host at least one per location	Host annually
Annual meeting	Determine dates		
Lunch and Learns	Identify current platforms	Partner with platform	Develop series of Lunch and Learns for e's Club
Ambassadors	Identify needs		

Initiative 4
Improve brand awareness

Output	Short Term	End of Year	3 Years
Develop marketing plan	Needs assessment	Developed plan	Full implementation
Intern	Identify potential candidates	Hire intern	
Social media training	Identify learning opportunities	Participation by ED and Board member	Assess annually

Strategic Priority 4

Increase Staff Training and Resources While Improving Operational Procedures

Initiative 1
Professional Development

Output	Short Term	End of Year	3 Years
Mandated Reporter	Evaluate need and legal compliance	All staff and board in compliance with training	Assess needs annually
Sexual Abuse	Evaluate need and legal compliance	All staff and board in compliance with training	Assess needs annually
Emergency situations	Identify procedural needs for various events	All staff and board in compliance with training	Assess needs annually
Bullying Zero Tolerance	Evaluate need and legal compliance	All staff and board in compliance	
Technology Training		Needs met	Assess needs annually
CPR	Evaluate need and legal compliance	All staff and board in compliance	Full compliance
Autism Resource Conferences and Educational Platforms	Assess opportunities	Participate in at least one event by year end	Participation in at least one national, one state and one

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			local conference

Initiative 2
Operations and Procedures

Output	Short Term	End of Year	3 Years
Employee Operations Manual • Opening and Closing Procedures • Incident Reports • Data Collection • Drop-In Procedures	Examine current manual and assess best practices	Full utilization	Amend as needed

Initiative 3
Volunteer Procedures

Output	Short Term	End of Year	3 Years
Improve onboarding procedures	Communication with volunteer groups	Meet with groups to assess	Full compliance
Recognition and support	Determine feasible recognition events via communication with groups	Host at least one recognition event per group	Annual event

Initiative 4
Employee Empowerment

Output	Short Term	End of Year	3 Years
Establish communications policy	Determine formal reporting structure	Share with staff	Full implementation
Voices heard/solutions based	Research best practices	Share and engage with staff	Full implementation
Institutional culture	Survey employees	Evaluate and adjust	Full implementation
Improve employee interactions	Survey employees	Provide opportunities for interaction and engagement	Full implementation

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