

EDISON COURT, INC

Organizational Strategic Plan

2017-2019

Edison Court, Inc. (ECI) was founded in 2003 and established as a not-for-profit corporation with the mission to provide therapeutic and evaluative services to at risk youth and victims of crime. As ECI's mission and services have evolved, the organization has focused on Forensic Behavioral Health services for children, adolescents and adults. Since its inception, ECI has dedicated its work to providing the most responsive and innovative services to these populations. ECI currently serves its clients through three distinct programs; Mathom House, Ravenhill Psychological Services and Easton Manor.

Mathom House is a Residential Treatment Facility dedicated to protecting our communities by treating juvenile sexual abusers, their victims and their families. We do so in a spirit of collaboration and cooperation with our residents and their families, relevant members of the mental health and juvenile justice system, and the community at large.

Easton Manor is a residential treatment facility specifically designed to serve adjudicated sexual offenders and clients with mental illness. At a minimum, each individual accepted into the program must demonstrate that they have participated in a treatment regimen, which included the tentative development of a Relapse Prevention Plan (RP) and Wellness Plan or have committed less intrusive offenses but are in need of a structured living environment. Residents are viewed as being capable of eventual safe return to the community, while still having continuing mental health needs, social deficits, and a need to improve their relapse prevention skills.

Ravenhill Psychological Services provides Forensic Behavioral Health services to juveniles and adults.

Case Management, Mentoring and Community Re-integration programs are designed to offer assistance to Juvenile Probation Officers and the Court to enhance the supervision and management of juvenile offenders by providing intensive community based services to juveniles that have not been deemed appropriate for placement.

Adult group therapy is provided to individuals that have been court ordered to complete sex offender, batterer intervention or anger management treatment programs.

ECI Values:

- Treating clients with DIGNITY
- Providing families with HOPE
- Protecting the community from HARM
- Delivering the most cutting-edge treatment as supported by BEST PRACTICES
- Reducing RECIDIVISM
- Improving client adjustment by enhancing EDUCATIONAL, VOCATIONAL, AND OCCUPATIONAL SKILLS
- Repairing the harm done to the VICTIM AND THE COMMUNITY

The Board of Directors, in conjunction with a cross-disciplined employee team, has worked to establish a clear vision for the organization, identify key strategic priorities over a one to three year period necessary to achieve that vision and ensure that the organization as a whole remained focused on executing strategic initiatives. The team utilized a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of the organization in order to identify organizational strengths and opportunities that can be leveraged to further ECI's mission and to identify potential organizational weaknesses and threats that require mitigation in order to fulfill the mission. Based on the SWOT analysis and taking into consideration the current and anticipated political, economic, social and technological factors impacting the organization, the team developed the key strategic priorities enumerated in this plan. A strategy map for the organization was constructed to illustrate the framework of strategic processes required to support Edison Court's Mission and Strategic Vision. See Appendix 1. Further, Management's system for strategy execution and adaptation which links the strategic planning process and operational execution is illustrated in Appendix 2 to this document.

MISSION: Edison Court is dedicated to providing services in line with best practices to promote recovery and resiliency for those experiencing behavioral challenges.

Strategic Vision:

To be a leading provider of behavioral health services by delivering research-informed and quality assessed programming within a framework of strict regulatory compliance.

Key Strategic Priorities:

- Program Development and Expansion
- Organizational Training and Development
- Explore Opportunities to Gain Access to Capital

Defined Actions and responsibility regarding identified priorities

1. Program Development and Expansion

- a.** Ravenhill will expand its current service offerings to four additional counties over the next two years. Currently, Ravenhill has been largely limited to servicing Bucks and Montgomery counties. Lehigh County will be the first county addressed under the expansion plan, with three additional counties to follow suit.
- b.** Opportunities for the expansion of Residential Services will be evaluated with the goal of adding 6-10 residential beds over the next two years. Opportunity may exist as other providers seek to cease serving youth with problematic sexual behaviors via an inpatient setting. Our expertise in this niche combined with the creation of concurrent program descriptions for both medically necessary and OCYF eligible residents leaves us uniquely qualified to exploit this opportunity.
- c.** We will work to create a new brand, independent of the Ravenhill, Mathom House and Easton Manor brands in order to expand the breadth of services offered outside of our sex offender niche.
- d.** We will evaluate the Foster Care Group Home model and residential services for the Intellectually and Developmentally Disabled.

2. Organizational Development and Training

- a.** We recognize that continued expansion of programs and fulfillment of our mission is predicated on maintaining properly trained and motivated staff. We will work to establish a dedicated Human Resources/Talent Management Department. The Department will be responsible for:
 - i. Recruiting and Onboarding
 - ii. Training and Supervision
 - iii. Performance Evaluation and Coaching
 - iv. Disciplinary Actions
 - v. Payroll and Benefits Administration
 - vi. Exit Interviews
 - vii. Workforce Management Policy and Procedure Improvement

3. Explore Opportunities to Gain Access to Capital

- a.** One of the largest challenges to the organization is maintaining sufficient levels of capital to service our clients in the face of increasing regulation, unfunded mandates and stakeholders with often conflicting priorities. Further, our lack of Real Estate, or other hard assets, to serve as collateral impedes our ability to obtain debt financing.
- b.** Utilizing our new branding strategy that focuses on our more traditional behavioral health services rather than problematic sexual behaviors, we will seek to raise funds from the public to support our programming
- c.** Where appropriate, we will consider merger or affiliation with other like-minded organizations that bring to bear more robust credit facilities and/or other access to capital not currently available to Edison Court.
- d.** We will explore the opportunity to pursue grants that support our programming

Ongoing Measurement of progress and accountability

The Board of Directors is ultimately responsible for the ongoing measurement of progress and accountability regarding achievement of and focus on the key strategic priorities.

The CEO and COO report regularly to the Board with sufficient rigor and detail for the Board to evaluate the ongoing progress of strategic initiatives. Each Board meeting includes a line by line review of the identified strategic priorities and the progress to date provided by the individual being held accountable for that item. As noted in Appendix 2, performance measures associated with strategic processes are continually monitored and adapted as necessary based on regular operating and strategy reviews. Additionally, strategic priorities are properly and regularly communicated to all employees to ensure organization-wide understanding and focus on said priorities.