

Core Values	Integrity      Innovation Respect Collaboration      Accountability Empowerment	3-Year Picture
Core Vision	To be the agency of choice for persons served To be the premier human services employer	<b>Future Date: January 2028</b> <b>Revenue Target: TBD</b>  <b>Strategic Goals:</b>  <b>1. Create comprehensive weekend and evening programming for members.</b> <b>2. Establish industry-leading staff development program and pathway options.</b> <b>3. Streamline operations through technology-enabled process improvements.</b> <b>4. Enhance quality of life through person-centered wellness support.</b> <b>5. Build and Sustain High-Performing Team Leaders through individualized leadership development.</b> <b>6. Achieve best in class employee benefits and support.</b> <b>7. Build long-term financial sustainability through optimized operations and strategic resource management.</b>
5-year Target	<u>Regional leader in human services known for:</u> - Excellence as an employer - Superior service delivery - Innovation in programming and operations - Strong community partnerships - Fiscal sustainability	
Uniques	1. Comprehensive service delivery model 2. Exceptional employee experience and development 3. Innovation in both employment practices and service delivery	
	<b>1-Year Plan</b>	
Service Excellence	1. Expand the number of members served 2. Create new or expanded community integration and/or peer social initiatives. 3. Explore technology-enabled supports. 4. Implement supports that proactively address physical and mental wellness through enhanced preventive care, early intervention, and coordinated support strategies.	- Increase number of members in all programs by 5% - Member participation in two evening/weekend activities per month - Develop a proposal that would provide a pathway to piloting remote supports - 100% of members receive care from a primary physician at least once per year - 100% of sites receive member-specific training pertaining to health/safety/etc.
Employee Excellence	1. Explore comprehensive compensation structure. 2. Enhance employee recognition program. 3. Launch individualized training plan for Team Leaders. 4. Create 10-year succession plan.	- Overall staff retention of 65%; 75% for employees employed greater than one year. - 100% of Team Leaders receive individualized training plan. - Minimum of 1 successor identified for each key role.
Operational Excellence	1. Implement digital solutions for paper processes. 2. Create efficient communication protocols (i.e. shift to shift, guardian, etc.) 3. Enhance accountability with the development of quality metrics and KPIs for all departments.	- Eliminate a minimum of 1 paper process for each department by year end. - 95% of guardians indicate effective communication from organization. - On-time monthly reporting of KIPs by all departments with quarterly update shared with governing body.
Culture Development	1. Strengthen core values integration into agency activities. 2. Improve cross-departmental communication and team cohesion. 3. Increase visibility of EMT and department leadership.	- 100% of new employees engage in values-specific training during first 60 days. - 95% of employees indicate effective communication from supervisor. - 95% of employees indicate effective communication between departments - Employee Engagement opportunity with EMT offered quarterly.
Community Leadership	1. Increase visibility in the community. 2. Develop a plan to celebrate the organization's 50th anniversary. 3. Enhance member and guardian education and awareness.	- 50% of employees engage in one community service or volunteer activity per year. - Integration of 50th year anniversary recognition into minimum of 4 activities/events - Member and/or guardian education or participation opportunity offered quarterly.