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| **PRIORITY** | **STRATEGY** | **OBJECTIVE** | **DEPT.** | **ANALYSIS OF PERFORMANCE/Progress** | **Financial and workforce needs/Barriers** |
| Area # 1  Mission Strategy and Evaluation | Enhance Quality based systems to measure effectiveness and efficiency of programs and services | Develop and initiate tool to measure Effectiveness & Efficiency of programs. Bi-annually, | Quality Dept,  Program Directors |  |  |
|  | Evaluate Mission Vision and Values Statements to incl. a community impact statement | Revise Mission w/Program Directors and Board | Dept. Directors, Exec. Staff & Board |  |  |
|  | Create a menu of services and provisions for distribution | Create multimedia communication regarding current and future services | Quality Dept,  Adult Services  Dept |  |  |
| Area #2  Leadership,  Board, Staff  & Volunteers | Develop a Workforce Development plan that fosters key competencies  and retention | Develop and initiate, multiyear plan with HR/Comp committee input and approval by 1/1/19 | Human Resources  Executive staff |  |  |
|  | Create career path development for current employees that accounts for new service opportunities and expanding consumer demographics | Outline possible academic and career development opportunities for employees, promote/  market as part of recruitment efforts by 7/1/19 | Executive Staff,  Human Resources |  |  |
|  | Recruit and expand Board Membership strategically and by profession | Develop recruitment materials/ letter and target companies and individuals for recruitment. Cultivate 6 or more potential board/ trustee members per year. | Executive staff,  Foundation  Staff |  |  |
| Area # 3  Legal Compliance and Ethics | Create an active environment of cultural competency that engages both employees and service recipients | Schedule and initiate activities that promote cultural competency | Human Resources  Clinical Services |  |  |
|  | Identify and become proficient in Medicaid Compliance/assurances. Create competencies in key positions | Add Medicaid Compliance/ assurances to key job descriptions and performance review competencies | Executive Staff,  Human Resources |  |  |
|  | Centralize intellectual resources of the agency to improve workforce access, efficiency and consistency to support public out reach | Develop website tab that defines agency resources delineated by individuals served, families, Support Coordinators, employees /candidates and the community | Executive staff  Director of Quality  Program Directors  Director of HR |  |  |
| Area # 4  Finance and Operations | Expansion of Services to meet the diverse needs and desires of current and new customers | Explore and analyze the expansion of services. Develop a service expansion business and marketing plan. | Executive staff  Director of Quality  Program Directors  Director of HR |  |  |
|  | Provide increased financial education to leadership to increase proficiency in budget management | Provide ongoing individual and group educational opportunities for leadership. All leadership attend at least 1 session by 7/1/19 | Executive staff  Finance staff  Program Directors |  |  |
|  | Steward our financial resources in a fiduciary manner | Update investment policy statement and explore investment manager  Ensure timely and accurate spending of restricted funds/ donations and grants as per the donors wishes | Executive staff  Finance staff |  |  |
| Area # 5 Resource Development | Identify renewable resources to support programs & departments in a sustainable manner | Work with current and new corporate/  volunteer/  learning institutions for regular ongoing volunteer support. Create 6 new ongoing relationships by 3/1/19 | Executive staff,  Foundation  Staff |  |  |
|  | Increase visibility to enhance outreach, communications and public awareness | Leadership staff to attend or create 4 outreach opportunities per year starting 1/1/19 | Foundation  Staff |  |  |
| Area #6 Public Awareness Engagement and Advocacy | Increase community involvement to promote agency mission and awareness | Identify 6 new community outlets for promotion by 4.1.19 | All Dept. |  |  |
|  | Create strategic partnerships that support expansion and sustainability of programs | Identify 6 new community outlets | All Depts |  |  |
|  | Engage in internal and external advocacy to promote full active membership in communities throughout the lives of those served | Work with consumers and staff on advocacy initiatives/ action alerts. Employees will engage in available advocacy initiatives | Executive staff  Director of HR  Clinical Services |  |  |