



FY 2017 – 2020 Strategic Plan

Initial Approval: February 16, 2016

Revised:

IV. STRATEGIES, OBJECTIVES AND TACTICS

STRATEGIC GOALS

1. Provide relevant services for people with disabilities to support their person-centered service plan.
2. Develop and operate business services to support mission.
3. Preserve organizational agility and vitality to achieve desired outcomes.
4. Inform, and influence our external environment to improve the lives of people with disabilities, and our ability to provide them quality services.

OBJECTIVES AND TACTICS TO ACHIEVE STRATEGIC GOALS

To achieve Strategic Goal #1 (provide relevant services for people with disabilities to support their person-centered service plan), we will commit:

- 1. To developing a Person-Centered Plan (PCP) for all clients that is based on informed choices.**
 - a. Provide PCP training to all program-designated coordinators and support staff.
 - b. Define and document a consistent process (including tools/forms) to gather detailed interests/needs of each individual; review choices with them; and assess feasibility of their selections.
 - c. Develop a certificate program validating completion of various individual experiences.
 - d. Ensure 100% of individuals complete the process by 12/31/2017.
- 2. To making measurable progress in accomplishing each client's PCP goals.**
 - a. Use the above documentation as the basis for setting and reviewing client goals.
 - b. Track progresses electronically; compile and communicate results per outcome-based dashboard.
- 3. To embracing (understanding/supporting/living) a person-centered philosophy across the ProAct organization.**
 - a. Stay current on approved parameters for “informed choice” process and modify our model accordingly.
 - b. Provide philosophy of PCP training to all remaining staff and board members (including Train the Trainer).

To achieve Strategic Goal #2 (develop and operate business services to support mission), we will commit:

- 1. To managing our service portfolio in ways that increase revenue and profitability while providing our clients with more choices to fulfill their Person-Centered Plans.**
 - a. Analyze accurate financial performance for each program to determine profitability levels. This may mean declining some contract jobs. (Steve)
 - b. Examine options for improving our transportation system. (outside resource or intern)
 - c. Investigate opportunities to broaden our business portfolio through acquisitions, new ventures and partnerships. (outside resource or intern)
 - d. Brainstorm credible options to transform and/or repurpose “center” space per external environment. (sales team)
 - e. Align our enclave programs to anticipate future needs, including more variety and number of minimum wage jobs.
 - f. Continue to monitor the recycling program for financial/service viability.

- 2. To developing and/or strengthen partnerships with various stakeholders to meet the changing work, training and community integration needs of our clients.**
 - a. Increase employment, skill building and community experiences to help clients make informed choices.

To achieve Strategic Goal #3 (preserve organizational agility and vitality to achieve desired outcomes), we will commit:

- 1. To attract and retain talented staff who are inspired to meet the changing needs of those we serve.**
 - a. Promote ProAct employment opportunities at job fairs and enhanced online resources.
 - b. Enhance employee engagement by tying individual work, compensation and incentives to achieving results on the strategic plan. Improve methods for gathering and reporting results to all employees.
 - c. Review pay/benefits of comparable positions within our industry. If possible, make changes to be in top third of our industry for majority of our positions.

- 2. To developing the necessary skills, attitudes and behaviors among all staff to drive organizational agility.**
 - a. Enhance staff training. One option is to create and fill a new staff training position (part time?) across all facilities. This person would design, coordinate, source resources and/or deliver training for all contact areas, including new-hire onboarding.

- 3. To implementing systems, processes and technologies to maximize our flexibility.**
 - a. Enhance enterprise software to ensure it provides necessary data to support our current and future operation.

To achieve Strategic Goal #4 (inform and influence our external environment to improve the lives of people with disabilities, and our ability to provide them quality services), we will commit:

- 1. To proactively communicating what we do, how we do it, and how it benefits all stakeholders.**
 - a. Reassess our marketing and public relations strategy; refresh deliverables to better reflect our current/future environment.
 - b. Involve clients, families and business customers in preparing for change (e.g., forums, etc.)
 - c. Create a repository to consolidate stories and information to support our work.

- 2. To serving as a leading advocate for providing appropriate and desirable choices to people with disabilities.**
 - a. Create multi-faceted funnel of data, success stories and other information coming from people, families and communities we serve. This includes targeted surveys, focus groups, and tours.
 - b. Use this funnel to influence funders, county and state officials, legislators, chambers and other entities that can impact our future success.