



# FY 2020- 2021 Strategic Plan

Initial Approval: November 3, 2020 Revised:

1. Provide relevant person-centered services for people with disabilities to support day programs, training and work through barriers to employment.
2. Develop and operate a business services to support our 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.

In the current pandemic situation, ProAct is reviewing tactics of implementing the Strategic Plan in a one year time frame. Our focus is on the organization's COVID-19 recovery efforts with objectives and tactics of this strategy that can be rolled over into the next phase of strategic planning.

## **OBJECTIVES AND TACTICS TO ACHIEVE STRATEGIC GOALS FOR 2020-2021**

**Goal #1: Provide relevant person-centered services for people with disabilities to support day programs, training and work through barriers to employment.**

### **Objectives:**

Provide a variety of service models to reach a greater number of participants with improved experiences, quality curriculum and choice options. To develop strategies that allow ProAct to reach individuals in other ways beside a center based (brick and mortar) model.

Review and evaluate the Special Minimum Wage Certification and determine if continuation is advisable.

### **Tactics:**

- A. Virtual Opportunities
  - i. Individual classes
  - ii. Care calls
  - iii. Employment skills training

- B. Day supports
  - i. Specialty supports (autism room, seniors, dementia)
  - ii. Maximize opportunities for choice in day activities
  
- C. In home supports
  - i. Review the current status and evaluate room for growth. Focus on participants that could not easily receive (or choose to receive) other services Ex: medically fragile, difficulty with transportation, choice.
  
- D. Expansion into other counties
  - i. Review need of other geographical areas
  - ii. Establish or strengthen relationships with the counties
  - iii. Evaluate the needs of the industry and look for opportunities to expand our mission
  
- E. Transportation
  - i. Contracted services – investigate the use of contracted services to meet the needs of clients during the current and future situations.
  - ii. Evaluate the type and number of vehicles in our fleet to maximize efficiencies and meet the needs of current regulations on transport.
  
- F. Special Minimum Wage Certification (SMWC)
  - i. Review and research if a phase out of this program should take effect.
  - ii. Look at operating a training program to move individuals out of the special minimum wage category to minimum wage paying jobs.
  - iii. Review/survey/focus groups - with participants and families to evaluate the response/need of the SMWC.
  - iv. Evaluate using the SMWC in another model (ex; geographic areas, training wage).

**GOAL #2: Develop and operate a business services to support our mission.**

**Objectives:**

Evaluate our current software and hardware equipment and evaluate whether our needs for data and reporting are being met.

**Tactics:**

- A. Implement Technology designed to provide efficiencies, effective and accurate information.
  - i. Evaluate software needs to gain accurate information outcomes
  - ii. Replace outdated or inefficient software systems

- iii. Evaluate and review replacement schedule for hardware
  - iv. Create a solid database for communications
  - v. Appraise the organization's social media presence.
- B. Look at our current locations of service to assess feasibility of continuing in those areas.
- i. Evaluate both revenue and expenses at each location
  - ii. Assess the opportunity of other services to provide to individuals
  - iii. Gauge the opportunity for growth to ensure outreach

**GOAL #3:** Preserve organizational agility and vitality to achieve desired outcomes.

**Objectives:**

To ensure continuity of management and development of staff to meet the needs of the organization, vendors, customers, families and participants.

**Tactics:**

- A. Staff development
  - i. Succession planning – President/CEO
  - ii. Cross training among key staff members essential job duties
  
- B. Financial stability
  - i. Develop a pandemic recovery plan
  - ii. Research and apply for grant opportunities that will assist in offsetting our budgetary loss.

**GOAL #4:** Inform, and influence our external environment to improve the lives of people with disabilities, and our ability to provide them quality services.

**Objectives:**

Evaluate risks to the organization with a proactive approach. Current risks are Federal and State regulation, financial loss due to limitations of service, safety concerns during the pandemic and

**Tactics:**

- A. Impact of abnormally high unemployment costs
- B. Indirect support costs
- C. Maintain relationships with vendors and customers
- D. Provide educational opportunities to the community