



FY 2022- 2024 Strategic Plan

Initial Approval: April 26, 2022

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1. **Provide relevant person-centered services for individuals with disabilities.**
 2. **Develop and operate business services to support ProAct's mission.**
 3. **Preserve organizational agility and vitality to achieve desired outcomes.**
 4. **Inform, and influence the external environment to improve the lives of individuals with disabilities, and our ability to provide them quality services.**
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OBJECTIVES AND TACTICS TO ACHIEVE STRATEGIC GOALS FOR 2022-2024

Goal #1: Provide relevant person-centered services for individuals 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 options to choose from. To develop strategies that allow ProAct to reach individuals in other ways beside a center based (brick and mortar) model.

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 and community outings
- C. In home supports
 - i. Review the current status and evaluate room for growth. Focus on participants that could not easily receive (of 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. Develop a phase out of this program with a target end date of May 2023.
 - 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 other opportunities for services and satisfaction with services provided.

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

Objectives:

Develop and operate business services to support our mission

Tactics:

- A. Evaluate and expand our production departments to be profitable and help support the mission with additional funding.
 - i. Evaluate both revenue and expenses at each location to ensure profitability
 - ii. Assess the opportunity of other customer assembly needs (new and existing)
 - iii. Gauge the opportunity for growth to ensure outreach to each location
- B. Create a process for community engagement for employment opportunities.
 - i. Develop marketing flyers
 - ii. Plan personal outreach to employers to enhance relations and assess needs

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 – for key positions
 - ii. Cross training among key staff members essential job duties
 - iii. Ensure training for all positions.
 - iv. Research and implement competitive wages.
- B. Financial stability
 - i. Continue to assess each location to be profitable.
 - ii. Research and apply for grant opportunities that will assist in offsetting our budget
- C. Increase efficiencies as we continue to replace old technology and software.
- D. Research and explore ways to attract and retain staff.
- E. 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 ongoing technology needs
 - iv. Create a solid database for communications
 - v. Appraise the organization's social media presence.
- F. Board Development
 - i. Develop a pool of potential board members keeping needs of the board, diversity and inclusiveness in mind.

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 government regulation, financial loss due to limitations of service, staff recruitment and retention, and safety concerns during the pandemic.

Tactics:

- A. Research and implement competitive wage ranges and balance with revenue streams.
- B. Review the impact of employee benefit costs.
- C. Maintain relationships with vendors and customers and solicit new business prospects.
- D. Provide educational opportunities to the community and legislative bodies to our industry and our needs.
- E. Remain accountable to stakeholders and the general public by being transparent and forthright in pursuing the Mission.
- F. Remain purposely active in external mission related activities.