

	Goals and Interventions	Timeline/Goal Responsible Person(s)	Results
Goal 1:	Integrate Person-Centered Thinking (PCT) into all programs.		
Interventions:	a) Transition participant goals from traditional to PCT based. b) Staff members to attend PCT trainings.	Goal: 100% by 12/31/21 Program Directors, program staff Goal: 2 per quarter Director of Human Resources, Program staff	Not completed in 2021 due to lack of resources. Although these courses have been assigned by HR during second half of 2022, statistical reports on completions has not yet been completed.
Added 6/30	c) PCT certified trainers will conduct in-person trainings with staff	Goal: 1 meeting per quarter Director of Human Resources, Program staff	16 hour Intro to PCT class took place in May and August. Staff were unable to complete a training during the 4th quarter. Next course scheduled for January 2022
History:	New goal in 2021		
Goal 2:	Establishment of meaningful impact goals.		
Interventions:	a) Identification of meaningful impact goals for each program. b) Participants placed in jobs and paid interships c) Community integration activities by participants	Due: 6/30/21 Executive Director and staff Directors Goal: 2 placements per quarter Director of Employment Programs, Job Developer, IECBS staff Goal: 50% each month Director of Day Programs, Day program staff	Outcomes report has been developed and first data report was completed in Sept. 2021. Certain Strategic Plan goals will be moved to Outcomes report in 2022. Placements 2021: Jan = 2, Feb = 1, Mar = 2, Apr = 1, May = 1, Jun = 3, Jul = 2, Aug = 3, Sep = 0, Oct = 1, Nov = 4, Dec = 3 Q1 = 5, Q2 = 5, Q3 = 5, Q4 = 8, Total 2021 = 23 Dec 2021: ADC = 37.9%, RASS = 34.4%, IECBS = 67.7% YTD 2021: ADC = 27.41%, RASS = 14.0%, IECBS = 33.75%
History:	New goal in 2021		
Goal 3:	Redesign programs based on post-COVID guidelines.		
Interventions:	a) Transportation changes due to community based services including funding from Omnitrans. b) Continue to provide remote services as part of alternative services and as part of hybrid program post-COVID.	Due: 9/30/21 Executive Director, Director of Administration, Program Directors Goal: Average percent of daily remote services provided per participant Program Directors and program staff	Transportation has resumed for Day programs in August and Omnitrans is funding trips from home to community or our facilities. 2 year renewal for funding has been submitted to Omnitrans. Sept. 2021: ADC = 6.0%, RASS = 10.3%, IECBS = 19% YTD 2021: ADC = 13.2%, RASS = 19.9%, IECBS = 67.4%
History:	New goal in 2021		
Long Term Goals:	Develop programs for Supported Living Services (SLS) and Independent Living Services (ILS)		
	Anthesis to hire staff or consultants to help us enhance Autism Spectrum understanding and capabilities in each program.		
	Implementation of Self Determination program to allow for creative services with interested participants and their families that are not bound by DDS/Regional Center bureaucracies.		

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Goal 1:	Recruit, retain and reward staff.		
Interventions:	a) Maintain ongoing training through Relias. b) Set criteria to reward and honor staff. c) Define and implement program to develop Anthesis culture and help improve motivation.	Goal: 80% completion rate throughout 2021 Director of Human Resources Due: 6/30/21 Director of Human Resources and staff Directors Due: 9/30/21 Director of Human Resources & Program Directors	Human Resources Assistant is responsible for assigning training and reporting results. Monthly reporting of completions will start in 2022. This was discussed during Board/Staff retreat with goals being refined to be included in 2022 strategic plan This was discussed during Board/Staff retreat with goals being refined to be included in 2022 strategic plan
History:	This goal has been incorporated in the Programs Core Impact Area in the past and moved to Infrastructure in 2021		
2020	1a: Relias implemented for all staff, 1b: Recommendation made in Envision Assessment, 1c: n/a in 2021		
2019	1a: Relias purchased for training, 1b: Started highlighting in publications, 1c: n/a in 2021		
Goal 2:	Implementation of computers and networking for all staff members.		
Interventions:	a) Implementation and deployment of Chromebooks with Outlook, Nextiva and Microsoft Teams.	Goal: 100% of DSP staff by 5/31/21 Director of Administration and Program staff	All Chromebooks were deployed to DSP staff in March 2021. Staff are still getting used to them including using applications provided. Goal completed
History:	New goal in 2021		
Goal 3:	Increase use of Case Magic to monitor services provided.		
Interventions:	a) Increase service hours reported in case notes by monitoring staff totals b) Increase average service hours per month.	Goal: 2.0 ratio for Day programs and IECBS by 12/31/21 Program Directors and Managers Goal: 100 hours per month by 12/31/21 Program Directors and Managers	DayPrgms: Dec 2021: 321 DirServ / 384 PdHrs = .84 Ratio 4th Qtr 2021: 4,564 DirServ / 3,775 PdHrs = 1.25 Ratio IECBS: Dec 2021: 232 DirServ / 195 PdHrs = 1.19 Ratio 4th Qtr 2021: 2,970 DirServ / 2,520 PdHrs = 1.18 Ratio Dec 2021: DayPrgms = 1720 @ 115.12, IECBS = 10 @ 162.71 YTD 2021: ADC = 17.7 @ 104.3, IECBS = 8.4 @ 104.3
History:	New goal in 2021		

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Goal 4:	Holt site improvements.		
Interventions:	a) Patch and repair all walls	Due: 12/31/21 Executive Director, Director of Administration	Interior of both Thrift Store and RASS program have been painted. New wall had to be created in T/S due to water damage Current Quote received, looking for funding source.
	b) Repair roof over RASS	Due: 12/31/21 Executive Director, Director of Administration, Director of Development, Grant Writing Consultant	
Added 4/1/21	c) Install air filtration system	Due: 12/31/21 Executive Director, Director of Administration, Director of Development, Grant Writing Consultant	Current Quote received, looking for funding source.
History:			
Long Term Goals:	Enhance Volunteer opportunities		
	Purchase property and building for ADC and vehicle storage		

	Goals and Interventions	Timeline/Goal Responsible Person(s)	Results
Goal 1:	Improve Development department capacity building through planning.		
Interventions:	a) Develop SWOT analysis for development department.	Due: 6/30/21 Director of Development, Fundraising committee	Development department has decided this is unnecessary. Will be removed in 2022.
	b) Complete Development department detailed plan of all activities for the year.	Due: 3/31/21 Director of Development, Development Staff	Completed as of 3/31 based on use of Google Doc spreadsheet but was transitioned to Asana Project Management software in 2nd quarter. Asana working well for Development staff.
	c) Complete Development Plan to detail goals and outcomes for the department.	Due: 9/30/21 Dir. of Development, Development Staff, Exec. Dir.	Delayed due to resignation of Development Director.
History:	New goals for 2021		
Goal 2:	Enhance donor cultivation and database management.		
Interventions:	a) Increase new donors to Anthesis.	Goal: 25 per quarter Director of Development, Board of Directors and development staff	1st Qtr = 54, 2nd Qtr = 1, 3rd Qtr = 5, 4th Qtr = 12 Total 2021 = 25
	b) Identify top donors and provide one touch point for each donor monthly. (make this two goals)	Goal: Count of touchpoints as recorded in Salsa Director of Development, Fundraising committee, Development staff	Not started as of this date. Waiting for start of Individual Giving Specialist and now resignation of Development Director
	c) Donor retention goals met.	Goal: 70% as of 12/31/21 Director of Development, Fundraising committee and development staff.	Retention rate as of 12/31/21: Donors: 2021 Retained 178, 2020 Total 329 = 54% Donations: 2021 \$70,869, 2020 Total \$96,869 = 73%
History:	New goals for 2021		
Goal 3:	Develop database infrastructure and integrity.		
Interventions:	a) Identify development metrics needed for growth of fundraising.	Goal: 5 new metrics identified by 9/30/21 Executive Director, Director of Development, Fundraising committee	Will be included in Development Plan after new Director is hired.
	b) Create reporting and distribute monthly.	Goal: 5 new metrics reports created by 9/30/21 Executive Director, Director of Development, Director of Administration	Will be included in Development Plan after new Director is hired.
History:			

	Goals and Interventions	Timeline/Goal Responsible Person(s)	Results
Goal 4:	Enhance storytelling efforts.		
Interventions:	<p>a) Publish blog posts each month</p> <p>b) Publish social media posts on different platforms (i.e. Facebook, Instagram, LinkedIn)</p> <p>c) Increase followers on each social media platform.</p> <p>d) Increase visits to website.</p>	<p>Goal: 5 per month Director of Development, Development Staff</p> <p>Goal: 5 per week on each platform Director of Development, Development Staff</p> <p>Goal: 10% increase year over year Director of Development, Development Staff, Social Media Consultant</p> <p>Goal: 10% increase year over year Director of Development, Development Staff, Marketing consultants</p>	<p>Jan = 3, Feb = 2, Mar = 11, Apr = 4, May = 5, Jun = 4, Jul = 4, Aug = 4, Sep = 3, Oct = 3, Nov = 4, Dec = 3 2021 total = 50, Monthly Ave. = 4.2</p> <p>Facebook: Jan = 18, Feb = 26, Mar = 33, Apr = 23, May = 23, Jun = 28, Jul = 25, Aug = 22, Sep = 26, Oct = 20, Nov = 25, Dec = 25 Total 2021 = 294, Monthly. Ave. = 24.5</p> <p>Instagram: Jan = 4, Feb = 3, Mar = 9, Apr = 11, May = 11, Jun = 13, Jul = 12, Aug = 12, Sep = 23, Oct = 20, Nov = 22, Dec = 25 Total 2021 = 165, Monthly Ave. = 13.8</p> <p>LinkedIn: Oct = 3, Nov = 6, Dec = 18 Total 2021 = 27, Monthly Ave. = 9.0</p> <p>Facebook followers 3/31/20 = 634; 2021: Mar = 756, Apr = 751, May = 752, Jun = 750, Aug = 762, Sep = 764, Oct = 765, Nov = 771, Dec = 778. % increase year over year: 22.7%</p> <p>Instagram followers 3/31/20 = 233; 2021: Mar = 280, May = 299, Jun = 303, Aug = 316, Sep = 316, Oct = 319, Nov = 320, Dec = 322. % increase year over year: 38.2%</p> <p>LinkedIn followers: Oct = 222, Nov = 222, Dec = 225. % increase year over year: n/a</p> <p>Users: 4Q 2020 = 1,918; 2021 1Q = 2,305, 2Q = 2,544, 3Q = 2,354, 4Q = 2,079; Increase by 8.8%</p> <p>Sessions: 4Q 2020 = 3,014; 2021 1Q = 3,473, 2Q = 3,617; 3Q = 3,121, 4Q = 2,674; Decrease by 11.3%</p> <p>Bounce Rate: 4Q 2020 = 55.24%; 2021 1Q = 48.98%, 2Q = 53.33%, 3Q = 58.22%, 4Q = 63.58%; Inc. by 15.1%</p>
History:	New goals for 2021		
Goal 5:	Develop community group to replace Association		
Interventions:	<p>a) Revise Bylaws to remove Association as governing body</p> <p>b) Survey community and families to determine needs</p>	<p>Due: July 2021 Executive Director, Board of Directors</p> <p>Due: June 2021 Director of Development, Selected Board members, Executive Director</p>	<p>Bylaws have been completed and were voted on at the Final Association Meeting on 8/4/21. Association no longer exists.</p> <p>Survey in draft form and delayed due to resignation of Development Director.</p>

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	b) Conduct community meetings on a monthly basis.	Due: June 2021 Director of Development, Selected Board members, Executive Director	Implementation delayed due to resignation of Development Director.
History:	New goals for 2021		
Long Term Goals:	Establish programs for planned giving, bequests and endowments.		
	Expand individual giving to include major gifts.		

	Goals and Interventions	Timeline/Goal Responsible Person(s)	Results
Goal 1:	Refine the recruitment process and identifying criteria for new Board members with the goal of recruiting two new Board members based on criteria by 12/31/21.		
Interventions:	a) Refine the recruitment process and identifying criteria for new Board members. b) Assess make-up of the Board using demographic matrix in order to identify potential Board needs. c) Survey Board to determine areas of interest to be included in Board agenda. d) Revise annual Board survey to ensure meaningful input is provided.	Due: 12/31/21 Executive Committee, LRP/Board Development Committee and Executive Director Due: 9/30/21 Executive Director, Executive Committee Due: 9/30/21 Executive Director, President, Exec Comm. Due: 10/31/21 Executive Director, Board President	Ad hoc committee formed in Oct. 2021 to recruit new Board candidates for 2022. Goal completed Not implemented in 2022. Board President reviews and has input as to items on agendas. Executive Committee reviewed in December 2021 and no changes were implemented.
History: 2020 2019	Worked on some of the goals but results were hit and miss. Goal not met. Goal was pending throughout the year. Goal not met.		
Goal 2:	Conduct Board and staff retreat in 2021. Completed prior to 9/30/21		
Interventions:	a) Determination of content and subject matter to be discussed. Date and site selection. b) Logistics and detailed planning of retreat c) Retreat is held	Due: 5/31/21 Executive Committee, LRP/Board Development Committee and Executive Director Due: 7/31/21 Executive Committee, LRP/Board Development Committee and Executive Director Due: 10/31/21 Executive Committee, LRP/Board Development Committee and Executive Director	Subject of retreat will focus on Employee Engagement with goal of improving recruitment, retention and rewarding of staff. Center for NonProfit Management has been hired to facilitate Retreat. 3 meetings were held to plan the Retreat with our facilitator from the Center for Nonprofit Management. Retreat took place on 11/13 at which time goals were developed for both the Board and Staff that will be included in the 2022 Strategic Plan.
History: 2020 2019	No retreat was held due to restrictions caused by COVID-19 pandemic. Retreat was held in October 2019 with Storytelling presentation and SWOT analysis conducted.		
Long Term Goals:			