



	Goals and Interventions	Timeline/Goal Responsible Person(s)	Results
Goal 1:	Integrate Person-Centered Thinking (PCT) into all programs.		
Interventions:	a) Develop system to categorize and track PCT goals with meaningful outcomes. b) Staff members to attend PCT trainings on Relias c) PCT certified trainers will conduct in-person 16 hour or virtual trainings with staff	Due by 12/31/22 Program Directors, Dir Admin, program staff Goal: 2 per quarter using Relias Director HR, HR Asst, Program staff Goal: 1 meeting per quarter Director of Day Programs, Outcomes Manager	
History:	Partially completed in 2022 but lack of resources and impact of COVID caused delay in establishing goals.		
	New goal in 2021		
Goal 2:	Redesign programs based on post-COVID guidelines and implementation of Rate Study.		
Interventions:	a) Implement changes to program funding and operations when 1st phase of Rate study is implemented on 4/1/22 b) Increase service hours in Day programs as measured in Outcomes report with a ratio of 2.5 by year end 2022	Due: 7/1/22 Executive Director, Director of Administration, Program Directors Goal: Achieve 2.5 staff to participant ratio by 12/31/22 Program Directors and program staff	
History:	Transportation changes completed in 2022 and other goals moved to Outcomes report.		
	New goal in 2021		
Goal 3:	Anthesis to hire consultants and/or staff to help us enhance Autism Spectrum understanding and capabilities in each program.		
Interventions:	a) Utilize funding received from San Manuel grant to hire consulting firm to work with staff and autistic participants. b) Autism training for others	Due: 6/30/22 Director Emp Prog, Dir HR Goal: 9/30/22 Program Directors and program staff	
History:	New goal in 2021		
Goal 4:	Explore new programs and/or services that allow more work-life balance for staff		
Interventions:	a) Implement individuals goals that increase service hours in a manner similar to SLS/ILS programs b) Develop and implement productivity goals that allow for more remote work opportunities and/or flexible schedules.	Due: 12/31/22 Director of Employment Programs, Program Staff Goal: 12/31/22 CEO, Directors and program staff	
History:	New goal in 2021		



	Goals and Interventions	Timeline/Goal Responsible Person(s)	Results
<u>Long Term Goals:</u>	Develop programs for Supported Living Services (SLS) and Independent Living Services (ILS)		
	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.		

	Goals and Interventions	Timeline/Goal Responsible Person(s)	Results
Goal 1:	Recruit, retain and reward staff.		
Interventions:	a) Maintain ongoing training through Relias.	Goal: 80% completion rate throughout 2022 Director of HR, HR Assistant	
	b) Be prepared to implement bilingual and DSP credential for pay rate increases. Determine strategy for covering potential costs.	Due: 6/30/22 DHR, Program Directors	
	c) Annual Staff evaluations are completed each year	Goal: 100% Due by 6/30/22 All Managers/Directors	
History:	2021: This goal has been incorporated in the Programs Core Impact Area in the past and moved to Infrastructure.		
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:	Maintain financial sustainability of the organization		
Interventions:	a) Development of Financial Goal Project	Due 3/31/22 CEO and Director of Administration	
	b) monitoring of FGP on quarterly basis throughout year.	Goal: Achieve breakeven financial performance in each program by 12/31/22. CEO, Director of Admin, Program Directors	
History:	New goal in 2022		
Goal 3:	Enhance Diversity, Inclusion and Equity throughout organization		
Interventions:	a) Development Cultural Competency Plan	Due 3/31/22 CEO, Director HR, all Directors	
	b) Training for Board, Staff and Participants	Due 12/31/22 CEO, Board, Director HR, all Directors	
History:	New goal in 2022		

	Goals and Interventions	Timeline/Goal Responsible Person(s)	Results
Goal 4:	Facility improvements.		
Interventions:	a) Repair roof over RASS	Due: 12/31/21 Executive Director, Director of Administration, Director of Development, Grant Writing Consultant	
	b) Develop capital improvement and maintenance schedule for facilities, IT and vehicles.	Due 6/30/22 Dir. Admin	
	c) Repair 6th St. parking lot through solicitation of grant funds	Due 12/31/22 CEO, Dir. Admin, Grant Writer	
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) Complete Development Plan with detailed goals and outcomes for the department	Due: 9/30/22 CEO, Director of Development, Development Staff, Fundraising committee	Start pending acclimation of new development staff
History:	Asana project implemented but Development plan not completed due to resignation of DD. New goal for 2021		
Goal 2:	Implement Moves Management system for donor cultivation and stewardship		
Interventions:	a) Implement Moves Management system in Salsa CRM b) Qualify all donors in last 3 years and categorize them within Moves Management system c) Develop goals for all levels of donors	Due 6/30/22 CEO, DD and development staff Due 9/30/22 CEO, DD and development staff Due 9/30/22 CEO, DD and development staff	Start pending acclimation of new development staff
History:	New goal for 2022		
Goal 3:	Enhance storytelling efforts.		
Interventions:	b) Develop Case for Support for Board, staff and other ambassadors b) Produce a Facebook Live session once a month	Due: 9/30/22 CEO, Director of Development, Development Staff, Fundraising committee Goal: 1 Facebook Live per month in 2022 Executive Director, Director of Development, Director of Administration	Start pending acclimation of new development staff ???
History:	New goal for 2021, goals were tracked for social media and website. Those stats moved to Outcomes report in 2022		
Goal 4:	Develop community group to support, engage, educate and involve parents and other family members		
Interventions:	a) Determine structure of group and who should support b) Begin Monthly meetings	Due: 7/31/22 CEO, Board of Directors, All Directors Due: 9/1/22 CEO, Board of Directors, All Directors	Not started, need to set up strategy and goals meeting for group.
History:	New goals for 2021, No progress on this goal following resignation of DD.		
Long Term Goals:	Establish programs for planned giving, bequests and endowments.		
	Expand individual giving to include major gifts.		



Annual Strategic Plan 2022

Core Impact Area: Governance

Report ending: Draft

	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 12/31/22		
Interventions:	a) Refine the recruitment process and identifying criteria for new Board members.	Due: 6/30/22 Executive Committee and CEO	
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:	Provide ongoing educational opportunities for the Board		
Interventions:	a) standing agenda item at end of each meeting requesting ideas for next meeting b) plan and hold Board/Staff Retreat c) training for Board members for duties & expectations	Goal: 1 educational segment per Board meeting. President, CEO, Directors Due: 10/31/22 CEO & Executive Committee Due: 10/31/22 CEO, President, & Carmen (Recruitment)	
History: 2020 2019	2021: Board/Staff retreat conducted in Nov. 2021 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:			