



## **Long-Range Strategic Plan**

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*2016 – 2017 Strategic Plan Summary*

## **Message from the Board President and Executive Director**

We are pleased to share with you the following summary of our current Strategic Plan for CHANGE, Inc.

To create the plan, we utilized a process that engaged nearly every segment of the organization.

With this strategic plan, we embark on a new organizational strategy that focuses on the redesign of current services. We will build sustainability and scalability, enhance recruitment and development of our team, and develop best practices to ensure organizational excellence.

CHANGE, Inc. will undergo a significant transformation that will enhance and sustain the future of how we deliver person centered services for the individuals we partner with and support.

The strategic planning process is significant for our agency as it provides future direction and outlines measurable goals. We will utilize this vital tool to guide our day to day decision making, evaluate progress and changing approaches as we move forward.

Because our management team was so integrally involved in the planning process, they are fully capable of answering any questions you might have. Please do not hesitate to engage them as you seek to better understand our plan and its role in developing our organizational excellence.

**Sincerely,**

**Keith R. Peterson,  
Board President**

**Michael F. Shriver,  
Executive Director**

## Mission Statement

CHANGE, Inc. partners with and supports individuals with disabilities to achieve community integration and independence through personal choices.

## Vision Statement

In 2016, as the leadership of CHANGE, Inc. begins its planning activities, it has created the following vision of the outcomes of its efforts.

CHANGE, Inc. is a progressive leader partnering with families, caregivers and advocates to support individuals with disabilities. We embrace evidenced-based, customized approaches to service delivery to continuously improve individualized outcomes and scale services to communities where needs and opportunities exist. Our work environment is rooted in integrity, trust, teamwork and celebrating successes. We provide our teammates with the necessary resources, training, and tools for growth. CHANGE, Inc. is recognized as an effective, efficient, fiscally sound organization focused on one goal: person-centered outcomes for individuals with disabilities.

## Our Core Values

***Synergy:*** We foster an environment that promotes cooperation across departments, employers, other agencies, and families in order to encourage success as a whole; understanding that working within this community is necessary the success of each individual.

***Integrity:*** We are honest in both word and deed while accepting responsibility for both collective and individual actions. We utilize good judgement while communicating in a timely fashion with clear standards and procedures for all processes; dealing fairly, truthfully and constructively in all interactions with all facets of our community.

***Transparency:*** We operate honestly and with respect in each endeavor. We work towards encouraging an environment that embraces trust and commitment, while striving to serve our community in the best way possible.

***Edification:*** We develop and pursue higher standards that foster an environment that promotes continuous improvement by encouraging creativity, innovation, and interdepartmental collaboration. We utilize opportunities to promote growth and success while viewing setbacks as learning experiences.

***Appreciation:*** We work together in an environment that recognizes and celebrates not only communal successes but also individual accomplishments, while working towards building a strong and skilled team in order to serve our community better.

## Long-Range Strategies

CHANGE, Inc. has identified four overriding strategies, with supporting strategic actions, it will implement in its efforts to fulfill its mission and achieve its vision.

**CHANGE, Inc. will ensure its mission fulfillment, sustainability, and scalability by;**

- **optimizing its current funding streams,**
- **expanding opportunistically, and**
- **launching a multi-faceted development initiative.**

*2016 – 2017 Operational Objectives*

- Clearly define our cost to deliver services.
- Identify and explore additional continuing sources of earned revenue (to capture all due funding).
- Develop and implement a five-year development plan focused on annual giving, grants, and planned giving.

**CHANGE, Inc. will recruit, develop, and retain the staff needed to fulfill its mission and vision in an inclusive, respectful, and professional environment.**

*2016 – 2017 Operational Objectives*

- Evaluate our current recruitment efforts and adjust as needed to meet our staffing needs.
- Develop a comprehensive on-boarding process, and fully implement it for new staff members.
- Develop a well-defined leadership and management development program.

**CHANGE, Inc. will provide its people with the tools and technology, processes and protocols to consistently perform their routine and change work in line with its expectations.**

*2016 – 2017 Operational Objectives*

- Identify, define, and implement strategies which integrate person-centered thinking throughout CHANGE.
- Evaluate the use of an integrated database management system.

**CHANGE, Inc. will define and embrace the best practices needed to ensure highly effective organizational governance.**

## Critical Measures of Success

In order to evaluate the effectiveness of and progress toward its long-range strategic plan, CHANGE, Inc. will measure and track the following *Critical Measures of Success*. The results will be reviewed by the leadership team on a regular basis.

### Strategy One

- Number of individuals served
- Number of donors
- Number of new “friends”
- Dollars of revenue growth
- Dollars of deficit reduction/surplus
- Number of services offered/expanded (under acceptable rates)

### Strategy Two

- Percent of employee retention
- Average time required to hire a new employee
- Number of unfilled openings
- Percent of employees in the 2-Year Club
- Net Promoter Score

### Strategy Three

- Number of new individuals served
- Number of individuals who moved to CHANGE (from another provider)
- Number of individuals who freely chose to leave a CHANGE service based on the success of their person-centered plan
- Percent of person-centered plans on target
- Average time required for admission

### Strategy Four

- Percent of board attendance
- Number of best practices deployed