

# SLI STRATEGIC PLAN 2020-2022

Updated July 2020

## Introduction

This plan is the product of the work of the Board of Directors, staff, and observation of community need, determining direction, ensuring resources and providing oversight of the work of SLI. The strategic plan provides a guiding influence for the organization. The leadership component addresses where we go tomorrow; the delegation component addresses who is responsible; the management component addresses what is to be done, and, the oversight and vigilance component assesses if it happened. This plan represents our ongoing commitment to continue the tradition of quality services to our clients and our community by focusing our efforts and resources strategically, wisely, and reflective of the mission and vision of the organization. A variety of resources, data and information is utilized in the development of this plan. These resources include but are not limited to: Client, staff and stakeholder satisfaction Outcome Measurement System, Accessibility Plan and Report, Risk Management Plan, Technology Plan, annual budget, current and projected financial position, audit, demographic information, legislative and regulatory requirements, Development Plan, monthly management reports, Safety Committee reports, Human Rights Committee reports, CARF accreditation standards, Disaster Plan, Critical Incident Reports, and the availability of funds and resources to implement the plan. This plan is shared with clients, families, staff of SLI, community members, donors, and other stakeholders. This plan is reviewed and revised at least annually at the July Board of Directors meeting at which time a S.W.O.T. analysis is completed. The results of the analysis are utilized in the development of strategic goals. The leadership assures implementation of the plan throughout the year. The most recent review and revision to this plan was July 2020.

## Mission and Vision

**We are SLI:** A not for profit supporting the efforts of individuals living with intellectual/developmental disabilities by promoting;

Success

Learning

Inclusion

### Our Vision

To accomplish the mission of SLI, the organization will:

- Offer guidance to clients in determining and following their chosen path in life
- Enhance clients' individual capabilities and skills by offering life-long learning opportunities
- Engage clients, families, and guardians in developing plans and measuring accomplishments
- Promote clients' rights through education and advocacy
- Promote inclusion in all aspects

## **Fundraising and Fund Development/Financial Strength and Stability**

A stable financial structure is critical to the successful implementation of the strategic plan. In light of federal legislation and increasing state accountability, oversight of our financial system and overall financial health drives our efforts to use dollars effectively and efficiently. This strategic area encompasses activities aimed at developing and maintaining resources to set the foundation for supporting and maintaining the services provided to our clients while sustaining financial viability and health.

### **Goals:**

1. The Development and Marketing Department will prioritize its efforts and resources to acquire funding that will help support the organization's mission. To accomplish this, the Department will:
  - a. Seek to raise \$250,000 - \$300,000 in 2020 through a variety of activities including but not limited to annual giving, planned giving, special events, 3<sup>rd</sup> party events, grant acquisition, plus outreach to corporations, clubs and organizations, and the faith community. Although SLI has the capacity to raise these funds, the impact of the COVID-19 pandemic may impact giving; however, our best effort will be applied.
  - b. Seek to establish long-term programs that will strive to accomplish the following:
    - i. Raise \$150,000 a year by 12/31/2023 through a recurring donor program
    - ii. Raise \$100,000 a year by 12/31/2023 through a major donor program

Implementation: Vice President of Development and Marketing and the Special Events Manager in collaboration with the CEO/President and the SLI and FSLI Board of Directors.

2. Pay off debt on all properties. The total debt owed on all SLI properties except for HUD properties and 19<sup>th</sup> street (this loan is through FSLI and we want to continue to carry that loan there) was \$565,005 as of July 2017. This was down \$374,159 from previous year. The total debt as of July 2018 is \$432,217.34 which is down \$132,787.66 from 2017. The total debt as of July 2019 was \$266,675 which was down \$165,542.34. The total debt as of July 2020 is \$91,639.36 and will be paid off in February 2021. The debt reduction plan started with pay off of lowest remaining mortgages working upwards while applying the extra dollars from mortgage pay offs as they occur. The only remaining mortgages outside of HUD properties and 19<sup>th</sup> street are the Shenandoah duplexes. Shenandoah is projected to be paid off by February 2021. There are three remaining HUD properties with mortgages to be paid off in 2023, 2025 and 2027. The total balance of the three HUD properties combined is \$323,524. The 19<sup>th</sup> street property loan is through FSLI at 5% interest and will be paid as per schedule. The remaining balance on 19<sup>th</sup> street is \$123,431.

Implementation: SLI Board of Directors, CFO and CEO.

## **Festival of Trees**

The Festival of Trees was started in 1977 in order to raise the money the budget was short. It has continued every year since and has become the signature fundraising event for SLI. The amount of money raised, the community involvement that occurs and the positive public relations make this event extremely significant for SLI. It is critical that this event continue to be successful in each of these areas and continue to grow and develop.

### **Goals:**

1. Gather input from the participants in order to ensure continued improvement. Target: live auction party guests, Tinsel and Treasure guests, designers, volunteers, and the general public.

Implementation: Marketing and Special Events Manager, Vice-President of Development and CEO.

2. Raise a minimum of \$50,000 of sponsorships beginning in 2021 and then grow event sponsorships by 10% annually through the creation of a new FOT subcommittee. The Sponsorship Committee will be developed in 2020 and implemented in 2021. This committee will focus entirely on acquiring cash sponsorships for Festival of Trees.

Implementation: Vice-President of Development, Special Events and Marketing Manager, CEO.

3. Increase number of quality designers and volunteers through community presentations, increase in SLI/FOT social media presence, recruitment from committee members, and direct contact with businesses and organizations. The goal is to increase the number by 5 new designers or volunteers each year.

Implementation: Marketing Manager and Special Events Manager and Vice-President of Development.

4. Improve the area referred to as "Holiday Market and Sweet Shoppe." Many of the same vendors bring their same items each year. Surveys have indicated that the "market" should have new items and a broader selection or that the space be utilized differently. A committee will be formed to evaluate current pros/cons of the "market" and make recommendations for improvements or change in utilization of the space that would be likely to meet fundraising goals.

Implementation: Marketing and Special Events Manager and Vice-President of Development.

5. Grow Tinsel and Treasure attendance and increase number of new attendees to live auction. Evaluate survey feedback each year and make changes based on the suggested areas to improve for each event. Advertise the events earlier in the year, increase the advertisement on SLI/FOT social media, have registration for events ready on website by October 15 of each year, have 5-10 additional attendees each year at each event and increase funds raised by 5% each year.

Implementation: Marketing and Special Events Manager and Vice-President of Development.

6. Create and implement a plan to successful move the event from Ag Hall to Exhibition Hall for the 2021 event.

Implementation: Marketing and Special Events Manager, Vice-President of Development

7. Develop and grow the Festival of Trees committee to increase involvement and responsibilities in each specified area as assigned by the Marketing and Special Events Manager. Additionally, each specified area needs to have a Chair person. Ongoing recruitment must occur for committee volunteers.

Implementation: Marketing and Special Events Manager and Vice President of Development.

8. Consider adding additional event(s) to Festival of Trees such as "Christmas in July" by evaluating options, determining resources required, and deciding upon future event(s). Evaluate the effectiveness of the two events added to the 2020 event and determine if they should continue in 2021 (scavenger hunt and the decorating contests).

Implementation: Marketing and Special Events Manager, Vice President of Development, CEO.

## Client Services and Programming

At the heart of our organization are the programs and services designed to address the needs of the clients, families, and the community we serve. To that end, services must be continually reviewed to determine efficacy and viability, community needs assessed and opportunities for new services identified. They must be aligned with our mission and vision.

### Goals:

1. Fill vacancies, maintain, and increase enrollment in community living program. Keeping slots full in residential housing is critical to financially afford to provide the service. The target goal for residential housing is to be fully enrolled at all times. The target goal for independent living is to increase enrollment by 3-5 persons per year. As of July 2019, there were 2 vacancies in community living which was down 8 from previous year and ILP enrollment was at 37 participants which was up by 2 from previous year. As of July 2020 there are 9 vacancies which is up 7 from previous year. ILP has 31 participants which is down 6 from previous year.

Implementation: COO, Admissions Committee and Community Living Directors

2. Increase enrollment in the Community Integration Program. As of July 2019, enrollment was at 57 which was up 2 from previous year. The number enrolled as of July 2020 is 57.

Implementation: Director of Admissions and Habilitation, COO and CEO

3. Continued development of opportunities that enhance programs and meet the needs of individuals with age related issues, autism and behavioral challenges and medical issues. Increase staff training in all of these areas and provide education to stakeholders and community in these areas. Increase community partnerships. Evaluate current program structure, accessibility and capacity. Conduct needs assessment and research additional funding sources. A separate retirement program is in the process of being added to address the growing age-related needs of a number of those being served. The program will be held at the lower level of 36<sup>th</sup> street and will be tailored to meet the needs of those attending the program. Due to the COVID-19 pandemic, no one has started attending this program as of yet but it will be ready for services as soon as it is safe to do so.

Implementation: Support Services Director, COO, VP of Employee Relations, VP of Development, CEO

4. Maintain CARF Accreditation. SLI received full accreditation with no recommendations in 2018 and will have the next survey in 2021. The suggestions received will be evaluated to determine those that will be implemented.

Implementation: CEO, executive leadership team, all employees.

5. Evaluate the way in which housing is offered. The majority of new enrollees are between the ages of 18-23 and have unique challenges and needs differing from those historically served. The housing options need to include arrangements that focus on meeting the needs of this population. Such as multi-family style homes in areas that are not heavily populated. SLI is a participant in the FHLB grants which restricts sale of properties that benefited for a certain period of time. That time expires in 2023. SLI needs to evaluate which homes should be sold due to age, maintenance or accessibility issues. In addition, the evaluation should include what type of housing needs to replace any homes sold.

Implementation: Director of Admissions and Habilitation, COO, CEO.

6. A number of case management staff retired, found other employment or moved out of state in 2020. The program was evaluated related to effectiveness, efficiency and capacity. It was determined to eliminate the program by first keeping the 78 clients who had been with SLI case management the longest. With 2.5 case managers, this is the amount that SLI had the capacity to continue to serve. The remainder of the program will be closed through attrition of clients and/or case managers. All clients who were given notice of discharge/closure were assisted in finding new case managers.

### Infrastructure and Organization Capacity

Human resources and basic facilities, technology based support and homes of SLI form the foundation for this organization. Ensuring capacity in these arenas creates an enabling environment for service delivery and development. Resource development and periodic review of our human resources and basic facilities is vital in determining how and where improvements should be made.

#### Goals:

1. Evaluate current homes to determine continued capacity to meet the needs of individuals receiving services at SLI owned properties. Utilize the Accessibility Plan and Report, staffing and housing plans and number of people currently enrolled or requesting service as well as their needs as they relate to the home and the neighborhood, transportation and mobility. This evaluation should occur at least annually and ongoing as needed. The ownership requirement on some homes that received a FHLB grant will expire in 2023. There are three homes that support 10 individuals total (29<sup>th</sup> street, Jewel, College) that are targeted to be sold due to age of homes, accessibility issues and traffic safety issues. Planning needs to begin to determine the best living arrangements moving forward. SLI owns land that is surrounded by multi-family housing making this an area that could be utilized for building duplexes or other multi-family housing. This type of housing will continue to be ideal as long as funding remains insufficient as staff can more efficiently be utilized in these settings.

Implementation: Director of Admissions and Habilitation, Community Living Directors, COO, Vice-President of Development and CEO.

2. Utilize technology to support efficient operations, effective service delivery, performance management and improvement and analysis. Knowing how to use technology to organize, store, access and analyze data, and to communicate both internally and externally, are key components to efficient and effective operations and service delivery and to sustaining our mission. We will identify core software competencies necessary for each of our departments and offer relevant training to achieve efficient and effective service delivery and operations. In addition, the organization will expand the use of technologies to improve efficiency, eliminate redundancy and ensure accuracy of data. Systems improvements will facilitate the evaluation of accurate results and will be utilized as a marketing tool as well. Computers have been installed at all SLI homes and a computer lab for our clients and staff was added at the new service center. The target goal is the continued successful implementation of all aspects of MITC and to research and seek grant opportunities for the purchase of software that will support service related areas such as contact notes, person centered support plans, medications and the like. A Technology Committee was implemented in 2014. Speed Script, an eMAR software, is being re-piloted at one of the locations. Thin client devices are slated to be replaced in 2020. All workstations are in the process of being upgraded to Windows 10, and all servers have been upgraded to Server 2012/2016 due to Microsoft End-of-Life support for Windows 7 and Windows Server 2008 as of January 2020. Relias training is being utilized company-wide for all required annual training. KnowBe4 Cyber-Awareness training is being utilized company-wide with one training event per quarter. SolanaPro is being moved to a vendor-hosted instance so that SLI may use the Client Care module to collect data via the web, moving toward a more paperless real-time, less human error workflow. SLI is slated in 2021 to replace the aging HyperHost server that hosts our virtual machines as it's almost 7 years old. SLI added an additional access control entry point at a location for a new day service area. A new cloud VOIP phone system was installed in 2020 replacing an aging on-premises system. Systems alterations were made to allow administrative staff remote work capability due to the COVID-19 pandemic. Location surveillance systems, access control, telephone, backups and networks remain operations. Location surveillance systems, access control, telephone and networks remain operational.

Implementation: IT Manager, CFO, Technology Committee, and CEO.

3. Decrease vacancy percent by evaluating the ability of the organization to provide competitive salaries and benefits. Annually, the board and executive leadership will evaluate salary surveys and industry trends and make determinations about the organization's ability to be a competitive employer. The board and leadership team will utilize information regarding industry trends, salary surveys, staff satisfaction surveys, turnover reports and any other information necessary in the decision making process. The board will make final decisions related to annual salary increases, bonuses, benefits and/or salary adjustments. The priority goal in this area is to increase direct service pay range and to provide a weekend differential rate. The starting wage in 2017 was \$8.75 with no weekend differential. In 2015, a 3% raise was implemented based on satisfactory evaluation. In addition, bonuses were given to staff in the equivalent of about 5%. This practice remains in effect. Direct care starting wages were increased in January 2017 to \$9.00 and a weekend differential was added at \$10.00 per hour. Direct care starting wages were increased again in January 2019 to 10.25 per hour across the board and no differential. The starting wage in 2020 was not increased due to the inability to afford to do so. A 3% raise continued to be offered in 2020 to all who qualified. Starting wages will continue to be increased as the organization is financially able to do so. This will be evaluated each year during the budget planning process. In addition, the hiring and referral bonus was restructured in September 2020 to offer more money upfront and faster. The cost to increase direct service wages .25 per hour is approximately \$65,000 per year. The budget for 2021 will be scrutinized to determine a recommendation to increase starting wages in 2021.

Implementation: SLI Board of Directors, VP of Employee Relations, Employee Services and Supports Director, COO, CFO and CEO.

## **Governance**

It is of primary importance that a governance plan demonstrates the respective roles board and staff play in governance of the organization. Leadership, management and delegation processes for board operations and staff operations must be able to respond to changing environments and changing conditions while maintaining focus on the mission and vision of the organization. The following goals are tailored to address the emergent issues of governance for SLI.

### **Goals:**

1. Conduct regular board orientation and training sessions for new and continuing board members. Ensure board members are provided an opportunity to tour program sites. Provide topical training and discussions that lead to generative thinking and planning. Review and develop leadership and board transition plans.

Implementation: Nominating Committee, Board of Directors, CEO.

2. Board members will play an active role in providing resources for the organization by providing monetary support through participation in fundraising events, sponsorships, recruitment of sponsorships, personal donations, in-kind service and active work on fund development and donor cultivation.

Implementation: Board of Directors and CEO.

3. Recruit and develop a diverse Board of Directors. Refer to Cultural Competency Plan.

Implementation: Nominating Committee, Board of Directors, and CEO.

4. Board members will have the primary role to approve the annual budget and all policies of the organization. Board members will also be responsible to review board policy and board committee guidelines at least annually.

Implementation: Board of Director, Finance Committee, Executive Committee, Risk Management Committee, Nominating Committee, CEO.