

JUBILEE 2021-2024 STRATEGIC PLAN

1. Invest in the people of Jubilee.

- a. **Enhance lives through person-centered planning.** Supporting the goals and dreams of the people Jubilee supports is our #1 priority. A new apartment? A new job? Getting in shape? Pursuing hobbies? Spending time with friends? Jubilee will use the CQL tool to reveal those dreams and goals and use a robust person-centered planning process to help each person get there. This support will be done with the highest level of customer service, engagement, and clear communication.
- b. **Invest in our employees.** We want our employees to know how much they are valued. Through the One Job Program, we will create an avenue for employees to earn a living wage from just one job. We will invest more in training, professional development, compensation, and benefits for all employees. We will ensure Jubilee is in a financial position to make these investments sustainable. And employees will be represented and be able to give input on decisions that affect them.
- c. **Overcome loneliness and isolation with community engagement.** Spending time with friends and loved ones is essential. Jubilee will build programming that enhances and supports each person's Circle of Friends. And direct support professionals will be trained and supported to make social connections central to their work.

2. Grow.

- a. **Offer services to more people.** Many people want and need our services. Jubilee will continue to grow at a sustainable rate (currently one new person per month).
- b. **Launch Housing Support services.** For most people, their dream home is a place where they hold the lease or deed. For years, Jubilee has helped the people it supports achieve that goal. With the launch of the new Housing Support Services under the Maryland Medicaid Waiver program, Jubilee will now be able to offer this essential service beyond those already receiving Jubilee's residential services.
- c. **Create more affordable housing opportunities.** Working with community partners, Jubilee will refer at least 16 people to affordable apartments and homes currently being renovated. Jubilee will continue to explore and advocate for more opportunities.

3. Do Justice.

- a. **Break down barriers to services for underserved people in Montgomery County.** People with intellectual and developmental disabilities from all backgrounds should have access to the services they need to live their best lives. Through its Breaking Barriers Program, Jubilee will do outreach to underserved groups to help them access services from Jubilee and other service providers in Montgomery County.
- b. **Integrate anti-racist practices and awareness throughout the organization.** We believe practicing anti-racism is essential to our mission and to being a just organization. Jubilee will complete a racial justice audit of its policies and practices. Jubilee will also improve leadership diversity and make anti-racism training part of Jubilee's ongoing employee curriculum.