



Strategic Plan

Goal 1: Attract, Retain, and Develop Top Talent to meet the needs of current clients and expand GBS's reach

Objectives within 3-5 years	Action Item	Person Responsible	Success Measures	2023	2024	2025	2026	2027	Restrictions/Issues
1. Ensure competitive & equitable wages for all staff	a. Establish annual Cost of Living increase	Pam/Kristi	CoL increase for all staff	x	x	x	x	x	Dependent on sustainable financial support from federal and other resources.
	b. Establish competitive entry level wages		Entry-level DSP wage 10% higher than peers of similar size	x	x	x	x	x	
2. Ensure clear & transparent career mobility for DSPs	a. Create tiers of professional development linked to title & wages	Pam/Kristi	Document structure of tiered DSP titles & wages linked to programmatic needs		x	x	x	x	Dependent on sustainable financial support from federal and other resources.
3. Explore innovative means of recruiting new staff	a. Advertise job postings to schools with night/weekend classes, libraries, job fairs	Pam/Jon	Recruit 5 staff over 5 years through these resources	x	x	x	x	x	Dependent on GBS staff time & local educational institutions' receptivity.
	b. Investigate \$5250 tuition reimbursement tax-free - what is the ROI?		Completed research presented to Finance Committee for review & approval		x				
	c. Approach UNE, SNHU, UNH & local CCs to find interns & potential staff		Recruit 5 volunteers/staff over 5 years through these resources				x	x	
4. Explore innovative approaches to staff development, incentives, & structure	a. Learn about regional & national organizations' approaches	Pam/Dawn	Liaise with contacts, collate approaches		x		x		Dependent on staff time & engagement.
	b. Learn about GBS staff priorities/needs		Poll staff, allowing for multiple choice and open-text responses		x		x		

Goal 2: Achieve Financial Sustainability through increased, diversified funding

Objectives within 3-5 years	Action Item	Person Responsible	Success Measures	2023	2024	2025	2026	2027	Restrictions/Issues
1. Get all programs to break-even through operational income	Conduct financial projections and analyses as needed	Pam/Kristi	Program income should equal program expense by maximizing effective client & staff numbers and reducing expenses - see also 2.4 below	x	x	x	x	x	Dependent on maximizing program profitability.
2. Pursue & achieve fundraising goals	Make ambitious goals based upon clear annual calendar of events & appeals	Pam/Chrissy	Bring in 10% of budget through fundraising (donors/events)	x	x	x	x	x	Dependent on GBS staff time & community engagement.
3. Pursue & obtain grant opportunities	Work with consultant to identify, pursue, and administrate suitable grants	Kristi/Pam	Bring in 10% of budget through grant income	x	x	x	x	x	Dependent on successfully connecting with appropriate grantors.
4. Create a new revenue stream through a social business/enterprise	Investigate ways to transition existing program elements (cooking class, volunteerism, gardening, art class) into a social enterprise	Pam/Jon/Kristi	Employ 5-10 members of the IDD community in an enterprise highlighting GBS community, and reach \$5,000 net income				x	x	Dependent on GBS staff time & financial/structural support.

Goal 3: Heighten Awareness through increased community integration										
Objectives within 3-5 years	Action Item	Person Responsible	Success Measures	2023	2024	2025	2026	2027	Restrictions/Issues	
1. Develop & Maintain Social Media Strategy	a. Develop and communicate social media strategy to leadership and staff	Pam/Chrissy	Drafted, finalized, approved, implemented by Q4'23 - with goals of raising public awareness of GBS & IDD and raising funds, and strategy of increasing video content across platforms	x					Dependent on GBS staff time investment.	
	b. Conduct quarterly reviews of social media strategy, traffic, and collateral		Every quarter, review & report to Senior Management & Board	x	x	x	x	x	Dependent on GBS staff time investment.	
	c. Update social media strategy every 2 years		Drafted, finalized, approved, implemented by Q4 of every odd fiscal year			x		x	Dependent on GBS staff time investment.	
2. Increase Volunteer Opportunities	a. Connect with high schools and colleges to drive volunteers and interns	Pam/Dawn	Strengthen existing relationships, and establish relationships with 2 new schools' administrative & academic offices each year		x	x	x	x	Dependent on GBS staff time investment.	
	b. Work with senior centers and local libraries		Establish formal relationships with 2 senior centers & 3 libraries in each state		x	x	x	x	Dependent on GBS staff time investment.	
	c. Participate in or host community events		Leverage the above relationships into 1 public event each quarter in each state			x	x	x	Dependent on GBS staff time investment.	
	d. Increase the number of non-Board volunteers		Continue to evolve volunteer programming to leverage 3.2.a-c into 20 non-Board volunteers across programs/states				x	x	Dependent on GBS staff time investment & community interest/engagement.	
3. Re-engage local community with GBS	a. Participate in or host community events	Pam/Chrissy	Leverage community relationships into 2 annual public events			x	x	x	Dependent on GBS staff time investment.	
	b. Work with senior centers and local libraries		Relationships established & sustained with 2 senior centers & 3 libraries in each state		x	x	x	x	Dependent on GBS staff time investment.	
	c. Cross-promote on business partner's sites and platforms		Leverage community relationships into 1 cross promotional opportunity each year	x	x	x	x	x	Dependent on GBS staff time investment.	
Goal 4: Increase Accessibility of programs and services										
Objectives within 3-5 years	Action Item	Person Responsible	Success Measures	2023	2024	2025	2026	2027	Restrictions/Issues	
1. Decrease reliance on ModivCare in Maine	Engage volunteer drivers	Jon	Develop shortlist of 3-5 vetted volunteer drivers to utilize on-call as needed		x	x	x	x	Success is dependent upon sourcing, vetting, and training sufficient volunteer drivers with availability 7-9am and 12-2pm.	
2. Investigate opportunities to fund NH transportation	Engage with Medicaid transportation peers	Pam/Arlene	Fund transportation paid by Medicaid but unaccounted for in DHHS budgets		x	x	x	x	Success is unprecedented but reasonable given similar organizations providing similar services to elders (also Medicaid funded).	

Goal 5: Diversify Offerings to meet individual needs

Objectives within 3-5 years	Action Item	Person Responsible	Success Measures	2023	2024	2025	2026	2027	Restrictions/Issues
1. Cultivate Career Planning in Maine	a. Hire and train staff to support Career Planning in Maine	Pam/Jon/PamF	Hire/train 3 staff for CP			x	x	x	Dependent upon hiring/training staff and obtaining sufficient CP clients
	b. Initiate vendor calls and launch Career Planning in Maine		Get these CP staff to full caseloads within 6 months of hire/launch			x	x	x	
2. Cultivate Self-Advocacy in NH and Maine	a. Research, plan, and develop model for Self-Advocacy in NH and Maine	Pam/Jon	A sustainable & attractive plan established with stakeholder buy-in			x	x	x	Dependent upon interest on the part of community members, establishing a fun enough platform, and sustaining the group through volunteer leaders
	b. Advertise and launch Self-Advocacy in NH and Maine		Monthly meetings established & sustained			x	x	x	
3. Leverage our robust volunteer program in NH & ME in exploring future social enterprise opportunities	Put Volunteer Coordinator into place and facilitate their relationship-building with management in Dover & Sanford offices as well as with other community members	Pam/Jon/Cory	Ongoing support of the VC and facilitation of relationships	x	x	x	x	x	Dependent on GBS staff time investment and buy-in from all stakeholders.
4. Explore opportunities to expand existing programs and institute new programs which meet pressing community needs	Opportunities include expanding CCM, ES, & ILP into NH, as well as introducing supported living (home provider) supervision in both states	PamF/Susan/ Sandy	Review 2 to 3 expansion opportunities over the next 5 years				x	x	Dependent on GBS staff time & financial/structural support. For SL/HP (foster & respite care for IDD adults) introduction, would be dependent on proper vetting & supervision of GBS-aligned providers.

Goal 6: Board Evolution

Objectives within 3-5 years	Action Item	Person Responsible	Success Measures	2023	2024	2025	2026	2027	Restrictions/Issues
1. Provide board training on trustees' roles and responsibilities pertaining to fundraising	Develop robust, responsive training program integrating general, fundraising, & legal responsibilities presented in an engaging format	Pam/Board	Ongoing training of incoming & current Board members within 3 months of Board entry		x	x	x	x	Dependent on GBS staff time investment and Board availability.
2. Grow the Board to 9-11 members total	Establish strong, engaged Board membership engaged with Committee work with a broad spectrum of knowledge, including nonprofit, finance, IDD (family/etc), real estate, legislature, and community connections	Pam/Board	Recruit 1 new Board member every year	x	x	x	x	x	Dependent on GBS staff (investigating resources) and Board time investment.
3. Educate the Board on current and potential services and approaches for our service recipients	a. Educate the Board on current services/approaches	Pam/Managers	Program Managers attend Board meetings on rotating schedule to present their work and respond to questions	x	x	x	x	x	Dependent on staff time & Board engagement.
	b. Educate the Board on potential services/approaches		Present a regular ED Report section on "What's New in HCBS/IDD" - to include financial, political, and other considerations	x	x	x	x	x	
4. Revise Strategic Plan for 2028-2032	Identify consultant(s), gather data, draft, refine, & finalize Strategic Plan	Pam/Board	Develop new Strategic Plan for the following 5 years				x	x	Dependent on GBS staff and Board time investment.