



Mission Association for Community Living

# Strategic plan

2015-2018

We are pleased to present you with the Mission Association for Community Living's (MACL's) three-year Strategic Plan. Our plan serves as a roadmap for our leadership, staff and board to follow as we progress through the changing world of vital services to people with intellectual disabilities. Our strategic plan originated from an environmental scan and was crafted over 3 months of meetings, drafts and careful deliberation. The result is a plan with challenging goals, informed processes and vision as we strive to be an innovative and high quality service provider in our community.

As with any plan, we will find reasons to change and adjust our goals as the world continues to change around us. We are confident that we have in place the leadership, personnel and processes to make informed changes as necessary, while always keeping in mind our mission and the well-being of the people we serve. Please examine our plan and learn of the direction we envision our organization to be going. It is important for the future of MACL that members of our organization be informed, involved and invested. Thank you for your role in our ongoing legacy of providing responsive and high quality services for families of and individuals with developmental disabilities.



# Vision

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Our vision is an inclusive and caring community where each person has choices, opportunities and a fulfilling quality of life.

# Mission

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Our purpose is to support individuals with developmental disabilities, children who require extra support, and their families

# Core Values

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- Integrity
- Accountability
- Safety
- Respect
- Empowerment
- Quality Services
- Community Inclusion
- Appreciation of Diversity
- Collaborative Relationships



# Strategic Goals

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The following goals are MACL's response to the important issues identified in the environmental scan completed as part of the strategic planning process. These goals provide the course for fulfilling the strategic direction.

- Goal I **Increase Access to Service at MACL**
- Goal II **Ensure Person & Family Centered Support**
- Goal III **Recruitment, Retention, Succession**
- Goal IV **Increase Capacity through Partnerships**
- Goal V **Increase Revenue**
- Goal VI **Position Organization for Growth**



- **Goal I Increase Access to Service at MACL**
  - Maintain Family Support group(s)
  - Host information nights and attend information fairs
  - Website expansion to include:
    - section for transitioning youth
    - clear process for accessing service
  - Expand service delivery areas (outreach, children's residential, individualized inclusion, possible fee for service or sponsored events (dances/coffee house?))
  - Include clearer information in the Mosaic on how to access services
  - Expand social media presence
  - Ensure print materials are kept up to date and distribute to:
    - Funders
    - Family groups
    - Schools
    - Doctor's offices
    - Welcome Wagon
    - Community events
    - Chamber of Commerce



- **Goal II Ensure Person & Family Centered Support**

- Support communication and teach choice
- Train staff in assistive communication and person/family centered practice
- Outcomes
- Surveys
- Development and Review of service plans aligned with expressed needs of family/person served

- **Goal III Recruitment, Retention, Succession**

- Training
- Expand recruitment efforts to include:
  - use of Social Media
- Monitor Work/Life balance of staff through employee survey and supervisor check-in
- Expand performance appraisal process to include possible leadership development and mentor opportunities for interested staff
- Succession plan for targeted leadership positions
- Attend job fairs
- Present to relevant university/college programs
- Host Practicum Students



- **Goal IV Increase Capacity through Partnerships**

- Internally, between departments
- Externally, sharing of space, resources & services
- Offer our expertise for \$\$
- Possible merger/amalgamation

- **Goal V Increase Revenue**

- Fundraising: continue with Gala; add a second event
- Find a partner within hospitality industry to train in customer Service
- Explore Social Enterprise/Value Village
- Collect Stories and highlight successes
- Increase membership and membership fees
- Explore sharing of space and services with another not-for-profit
- Increase Marketing/Education to families of children/youth
- Build social capital through:
  - Illuminaria
  - PR (welcome wagon, women's trade show, social media, Chamber of Commerce, Rotary)
  - Gala
  - Respitality
  - Employment Services



- **Goal VI Position Organization for Growth**

- Visioning for each department
- Pursue grant opportunities
- Hire HR/LR Administrative Staff
- Acquire space to allow for growth in Community Inclusion and Youth Programs
- Purchase Nucleus Labs Case Management Software
- Apply CARF Governance standards for 2019 survey
- Enhance marketing materials
- Work with Comvida to streamline Service Level and Employee Reports

