



***Strategic Plan
Fiscal Year 2015 - 2020***

July 1, 2015

MISSION

“We support people who strive to reach their full potential.”

VISION

“Our vision is for every person we serve to be included in all facets of the community, free to exercise the greatest degree of personal independence and empowered to pursue individual goals and dreams.”

VALUES

STRIVE is committed to, and holds these values as essential for, the quality of our operation:

- Integrity
- Compassion
- Positive Attitudes
- Dependability
- Mutual Trust, Respect, and Teamwork
- Accountability to Both our Clients and the Community
- Making Meaningful Contributions
- Providing Stability

STRIVE.... People Supporting People

1) STRIVE will provide Satisfaction, Quality and Delivery of Service Goals that meet the Identified and Expressed Needs & Desires of the People We Support

- a. STRIVE will demonstrate a culture that is committed to excellence in customer service by maintaining a minimum of a 95% rating of average or better for services provided based on satisfaction surveys.
 - a. Satisfaction survey to be completed 2015.
- b. STRIVE will utilize CQL initiatives and techniques to increase the average number of personal outcomes present per individual by 20%.
 - a. FY 14 baseline was 73%, target is 87%. June, 2014-84%
 - b. FY 15 March 2015 was 75%
- c. STRIVE will reduce the percentage of full or partial investigations resulting in a substantiated finding by 20%
 - a. FY2014 The baseline was 64%, target is 51% 4th qtr. of FY 14-20.6%
 - b. FY2015 Baseline was 36%; 3rd quarter 2015 46% Metric to be revised
- d. STRIVE will complete natural support mapping on 100% of adults receiving SLS or Community Residential Supports.
 - a. FY 14 baseline was 9.45%. June, 2014- 59%
 - b. Baseline for FY15 is 59%; 3rd quarter FY 2015 is 45%
- e. STRIVE will utilize appropriate methods of communication with the goal of improving communication with individuals, parents and guardians.
 - a. Strive will develop an e-mail group for individuals, parents and guardians to facilitate timely and cost-effective sharing of information.
 - b. Completed in FY 2015
- f. 15% of adults supported by Strive will have access to their personal record via Therap.
 - a. FY14 baseline-.33% June, 2014-8.5%
 - b. FY 15 9.5% of individuals have access to personal records

2) STRIVE will continue to Diversify & Expand Program Services in both Content & Geographical Presence to include Individuals who would otherwise not be served

- a. STRIVE will identify new service opportunities within and outside Mesa County & will implement approved start-up, merger and/or purchasing plans directed at these opportunities.
 - The Parenting Place joined with STRiVE in July 2013 and new programs have been added. The Incredible Years parent education program is now being offered in 2 local schools and increased numbers of families are participating in parent support groups. These services expand our parent education efforts to the broader community.
 - FY 14: Audyssey initiated the SKILLS program, a behavior analysis-based service for all ages. FY 14:

- FY 14: SLS services have been expanded to Delta County.
 - FY 15: Strive has entered at least 3 private pay arrangements w/DHS to provide supports to challenging individuals under the age of 18.
 - FY 15: Family Caregiver services have been expanded to Garfield County and increased in Mesa County to 6 families
 - FY 15 Sweet Success, a supported employment food preparation crew started and mobile crews have gone from 3 to 4
- b. STRIVE will have a yearly increase in the number of people served
- FY 14: Strive served a total average of 426 individuals
 - FY 15: Strive served a total average of 476 individuals
- c. FY 16: Strive will evaluate local demographics to determine what programs are needed in the future and begin development of a plan to meet these needs, including feasibility and need for a dementia unit for individuals with developmental disabilities.
- 3) STRIVE will develop & implement strategies aimed at creating greater public awareness of the services we provide to the local, regional and statewide communities and continue to diversify funding sources. The following are the active strategies Public Relations staff initiated since FY 2014.**
- a. Develop an active Foundation Board that generates at least \$20,000 in annual net revenue.
 - b. Outreach to local service clubs for presentations of our organization focusing on the lower funded programs of Children Services and Audyessy.
 - c. More direct contact with CMU for partnerships in the nursing, behavioral/human services and student volunteer.
 - d. Public radio show with focus on STRiVE services and activities monthly.
 - e. Continued outreach through Striving for Success presentations to ensure community leaders become knowledgeable and friends of STRiVE.
 - f. Enhance relationship w/MBC Grand (7 stations), that are now advertising many of our public events at the Gardens and with the Foundation
 - g. Develop an advertising focus that is built around the STRiVE story. This will accomplish a better understanding of why the community should want to become a “champion” of our organization. During FY 15, a local writer has written several articles about individuals and their families that are connected to STRIVE.
 - h. During FY 2015, a plan for specific grant requests was developed and these applications are being made systematically.
 - i. FY 16: planned collaborative grant request with CMU Education, JFK and STRIVE for autism outreach.

- j. FY 15 and 16: grant and donation requests focused on children's program; through 3rd quarter of FY 15 have received \$62,650 in funding from UW, IY, garage sale.
- 4) **STRIVE will develop a positive work culture that recognizes and values employee contributions and provides opportunities for employee development.**
- a. Strive/MDS will evaluate alternative evaluation timelines and tools as well as alternative means for employee goal setting and will adopt a new plan by June 30, 2015.
 - b. Strive will develop standardized compensation practices and communicate these to employees by June 30, 2015.
 - c. Strive will initiate an exit interview process and analyze the data from exit interviews to determine if there are actions that can be taken to reduce turnover and improve retention rates---to be initiated by July 1, 2015.
 - d. During FY 15 STRiVE implemented employee driven staff meetings and employee driven recognition and appreciation committee.
 - e. During FY 15 STRiVE joined with a nursing education group to offer free CAN training to one staff 6 to 7 times per year.

5. **STRIVE will develop and utilize financial and performance metrics that support financial stability for the organization.**

STRIVE Financial Metrics:

- Number of months of unrestricted reserves will exceed 3.0 June, 2014 2.55; 3rd quarter FY 2015 2.6
 - Current Ratio will exceed 3.0. June, 2014 2.40; 3rd quarter FY 2015 2.90
 - The Debt to Equity Capital Ratio (calculated by Total Liabilities divided by Total Assets) will not exceed 1.0 June, 2014 .37; 3rd quarter FY 2015 .34
 - A minimum unrestricted Cash Balance of \$1,000,000 shall be maintained at all times June, 2014 \$1,896,000; 3rd quarter FY 2015 \$1,972,000
 - Residential occupancy will be 93% or more. June, 2014 86.5% 3rd quarter FY 2015 83%
 - Monthly cash flow statement
6. **STRiVE will continue to expand the use of various online/electronic reporting and data systems that are user friendly, in an effort to increase effectiveness and decrease the dependence on manual systems and tasks.**