

Strategic Initiatives

Strategies

- Finance
- Programs & Services
- Marketing & Development
- Human Resources
- Quality Enhancement & Compliance
- Technology
- Infrastructure & Alignment/Governance



INNOVATION
SUCCESS
EVALUATION
DEVELOPMENT
GROWTH
SOLUTION
PROGRESS
MARKETING

Finance

Maintain the organization's financial stability and promote and manage long-term strategic growth and viability.

Goals	Strategy/Action	Timeline	Person(s) Responsible	Status/Updates
Increase cash reserve	Add funds per month or annually to our unrestricted cash reserves.	Annually	Joe	
Educate managers on finance.	Hold quarterly conference calls on programmatic and overall corporate financial performance.	Quarterly	Joe, Donald, Dawn	
Explore small real estate investments.	Consider purchasing a house/small apartment complex for transitional housing. Weigh pros and cons of renting vs. continuing to lease some of our facilities	12/2017	Strategic Team	

Finance

Maintain the organization's financial stability and promote and manage long-term strategic growth and viability.

Goals	Strategy/Action	Timeline	Person(s) Responsible	Status/Updates
Continue to emphasize best business practices	Maintain and update appropriate business policies: Accounting P&P manual, Risk Management Plan, Corporate Compliance Plan, etc.	Ongoing	Joe	
Implement 403(b) plan	Open ERISA employer contribution plan with 5 year vesting period.	7/1/2015	Joe	

Human Resources

Improve employee relations, corporate communication and retention.

Goals	Strategy/Action	Timeline	Person(s) Responsible	Status/Updates
Reduce agency turnover to 30%.	<ul style="list-style-type: none">• Review/update of compensation policies and practices, Internal equity pay for performance,.• development of career paths and assessment of internal development and promotion opportunities.• consider mileage reimbursement to be in line with standard rates,• incentive compensation• monitoring of timely evaluation .	Annually	Adam	

Human Resources

Improve employee relations, corporate communication and retention.

Goals	Strategy/Action	Timeline	Person(s) Responsible	Status/Updates
Identify external training for development of staff.	Implement training institute for leadership development to help improve internal development and promotional opportunities for high performers. www.coursera.org	12/2017	Adam	
Enhance HR online	Utilize Paychex to complete evaluations and manage performance. Add FMLA triggers and rehire eligibility. Develop Office Managers Tool Kit to include hire packets and forms for easy access. Develop quarterly reports. Develop and track workplace incidents via Paychex.	10/1/2015	Adam	

Human Resources

Improve employee relations, corporate communication and retention.

Goals	Strategy/Action	Timeline	Person(s) Responsible	Status/Updates
Recruitment and Hiring	Implement online Paychex Applicant Tracking System to enhance/improve recruitment process. Workforce planning (communicate need for staffing once identified). Redesign New Hire Orientation and Onboarding process. Develop new hire training schedule. Employee review of program manuals.	10/1/2015	Adam, Dawn	
Succession planning	Identify and develop an internal plan for emergency crisis situations.	10/1/2015	Strategic team	

Human Resources

Improve employee relations, corporate communication and retention.

Goals	Strategy/ Action	Timeline	Person(s) Responsible	Status/Updates
Employee Engagement	Incorporate “Annual” employee motivational programs to include Recognition and Awards. Continue Wellness Campaigns.	Ongoing	Adam	

Development

Increase awareness, fundraising and events. Expand community partnerships.

Goals	Strategy/Action	Timeline	Person(s) Responsible	Status/Updates
Expand/continue community partnerships.	Expand partnership with CVS/Kohl's, etc.; continue positive partnership with Century 21.	Ongoing	Bernie	
Increase ESL awareness in community and among employees.	Increase awareness through billboards, print, news and radio. Participant success stories for all ESL programs.	Ongoing	Bernie	

Development

Increase awareness, fundraising and events. Expand community partnerships.

Goals	Strategy/Action	Timeline	Person(s) Responsible	Status/Updates
Campership	Providing options for both in state and out of state camping options - Camp ASCCA (Alabama) and Camp Able (Pollock, LA)	Annually	Bernie	
Increase events to generate new revenue and knowledge of ESL mission.	One major event in North and South LA. Trademark our 2 major events – C&C and Sealed in Style. Increase small events.	12/2016	Bernie	

Development

Increase awareness, fundraising and events. Expand community partnerships.

Goals	Strategy/Action	Timeline	Person(s) Responsible	Status/Updates
Create Development Policies and Procedures manual.	Create Development Policies and Procedures to ensure procedural processes for fundraising events.	7/2016	Bernie	

Programs and Services

Increase program diversification via community grants. Implement CARF standards across OAAS, OCDD and Behavioral Health programs.

Goals	Strategy/Action	Timeline	Person(s) Responsible	Status/Updates
Increase diversification and program support via community grants.	Identify potential grant writer and related costs during peak grant writing periods. Employment services grants – meaningful employment for participants. Explore developing new service lines related to people first language and accessibility surveys.	Ongoing	Donald, Dawn, Tracy	

Programs and Services

Increase program diversification via community grants. Implement CARF standards across OAAS, OCDD and Behavioral Health programs.

Goals	Strategy/Action	Timeline	Person(s) Responsible	Status/Updates
Expand Behavioral Health housing services.	Continue to explore acquiring innovative housing and provide services.	12/2017	Tracy, Donald	
Identify additional Behavioral Health services.	Review and identify additional Medicaid billable services. Identify potential program restructuring (i.e. Physician, Clinical Director) Looking at providing medical management, crisis intervention, etc.	12/2015	Donald	

Programs and Services

Increase program diversification via community grants. Implement CARF standards across OAAS, OCDD and Behavioral Health programs.

Goals	Strategy/ Action	Timeline	Person(s) Responsible	Status/Updates
Obtain another 3 year CARF accreditation	Implement CARF standards into BH/Waiver programs. Develop CARF QE monitoring process. Update policy manuals based on CARF standards. Create CARF grid sheet. Train employees on updates.	9/2016	Strategic Team	
Continue to monitor and position ESL strategically in the development of State managed care.	Continue to monitor and position ESL.	Ongoing	Tracy, Donald, Dawn	

Quality Enhancement

Ensure that all offices are producing consistent products at an acceptable level of quality and that all individuals served are satisfied, supported appropriately, safely, and to also assess the level of stakeholder satisfaction.

Goals	Strategy/Action	Timeline	Person(s) Responsible	Status/Updates
Community Stakeholders, providers and participants are aware of and satisfied with ESL services.	Consider combining stakeholder and provider satisfaction survey. Gather stakeholder, provider and participant satisfaction data. Analyze results and implement improvement protocols. Share results with community stakeholders and providers timely via newsletter, ESL website and Facebook.	Annually	Chris, Donald, Dawn	

Quality Enhancement

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Goals	Strategy/Action	Timeline	Person(s) Responsible	Status/Updates
Corporate Compliance review	Conduct quarterly Corporate Compliance monitoring to review billing processes and documentation practices.	Quarterly	Joe, Chris	
Ensure clients and employees are safe and healthy	Review incident reports. Include health and safety training in quarterly employee modules.	Quarterly	Chris, Donald	

Quality Enhancement

Ensure that all offices are producing consistent products at an acceptable level of quality and that all individuals served are satisfied, supported appropriately, safely and to also assess the level of stakeholder satisfaction.

Goals	Strategy/Action	Timeline	Person(s) Responsible	Status/Updates
<p>Provide identified information (i.e. satisfaction survey results, ESL committee reports, etc.) back to all ESL employees timely.</p>	<p>Create tracking system of timeframes of relating information to all ESL employees. Present information within 45 days of initial meeting (i.e. Quality assurance, safety and ethics committee). Methods of distribution include staff newsletter, Facebook and face to face visits. All other information will be presented upon ESL Board of Directors approval.</p>	<p>Quarterly</p>	<p>Tracy, Chris, Donald, Dawn</p>	

Technology

Create a consistent, secure, protected agency network through which staff can assess their consumer documents and ESL administrative documents in real time from any shared computer as well as remotely. Create tracking system to monitor ESL electronic inventory.

Goals	Strategy/Action	Timeline	Person(s) Responsible	Status/Updates
Install data servers in each office.	Ensure adequate cable internet, bandwidth, updated software and number of working computers in each office.	12/2015	Jordan	
Utilize Smart televisions for meetings/trainings.	Train PM's on smart television functions. Utilize available technology for scheduled meetings/trainings.	12/2015	Jordan	

Technology

Create a consistent, secure, protected agency network through which staff can assess their consumer documents and ESL administrative documents in real time from any shared computer as well as remotely. Create tracking system to monitor ESL electronic inventory.

Goals	Strategy/Action	Timeline	Person(s) Responsible	Status/Updates
Have a complete/accurate inventory and asset tracking system in place for all ESL computer equipment.	Incorporate tracking system to monitor ESL electronic equipment inventory.	12/2015	Jordan	

Infrastructure and Alignment

Ensure appropriate Senior Management infrastructure is in place. Ensure Board Members are active, educated on ESL programs and services, and an ethnic, geographic and socio-economic representation of the individuals and locations served.

Goals	Strategy/Action	Timeline	Person(s) Responsible	Status/Updates
Diversify the Board of Directors.	Recruit a diverse mix of members to be on the Board. Increase event participation by Board members.	Ongoing	Tracy, Bernie	