



Community Living Oakville

Strategic Plan

April 1, 2024 - March 31, 2027

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Message from the Chair and Executive Director

As we embark on the journey of shaping the future of Community Living Oakville (CLO), we are pleased to share the outcomes of our recent Strategic Planning process. Over the past months, our Strategic Planning Committee organized stakeholder workshops to gather insights and perspectives from our community. We are grateful for the invaluable contributions from people we support, their families, staff, management, and families who are currently not affiliated with CLO who generously shared their perspectives.

From these collaborative focus groups four overarching themes emerged that will guide our strategic direction for the period of 2024-2027:

Person Centered Services: A commitment to ensuring that every program and service provided by CLO is deeply rooted in the unique needs and aspirations of those we support

Community Partnerships and Engagement: Initiating strong partnerships within the community to enrich the quality and diversity of opportunities available to people we support

Talent Development: Our dedication to nurturing and empowering our workforce through comprehensive skills enhancement initiatives, with a focus on recruitment and retention strategies

Financial Sustainability: Recognizing the evolving needs and fiscal realities, driving us to proactively identify and secure funding sources while upholding the utmost accountability in resource allocation

Following the identification of these strategic priorities, our management team, in collaboration with the Board strategy and transformation committee, prioritized areas and actionable steps under each theme. Facilitated by a third party, this interactive planning process with our management team ensured alignment between management and governance, laying the foundation for both execution and accountability throughout the period of this strategic plan.

We extend our sincerest gratitude to all who contributed to this strategic plan. Your insights and commitment have been instrumental in shaping a roadmap that reflects our collective aspirations and values. Together, we eagerly anticipate the

implementation of these strategic initiatives and are confident in our collective ability to realize our shared goals, while enhancing the lives of the people we support.

Warm regards,

Shannon O'Neill
Chair of the Board, Community Living Oakville

Alexandra Hoeck-Murray
Executive Director, Community Living Oakville

Oakville, May 2024

Vision, Mission and Values

As we transformed our Strategic Plan to meet the needs of people we support, we appreciated that our Vision and Mission Statements continue to express what CLO stands for today and the direction our organization is moving toward, despite the unsteady environment within which we find ourselves. The foundational statements within our Vision and Mission will continue to represent our purpose and focus for CLO. Our five Core Values for CLO have not been changed either; they continue to reflect what we represent and how we treat every person. We are motivated to adapt and change with the world that we live in, within our Vision and Mission, as we continue to encourage and foster each person's abilities, enabling their dreams and goals, while advocating within an inclusive, equitable, and diverse community.

Our Vision

A world where each person with a developmental disability lives their dreams and choices as a respected and valued contributor to community life.

Our Mission

We encourage and support each person to live active, rewarding and fulfilling lives in the community, by providing quality services, supports and opportunities that are determined by their dreams and goals.

Our Core Values

For each person we support, we value:

Citizenship

We support each person to enjoy safe participation in all aspects of community life, respecting their dignity and individuality.

Individuality

We provide person-directed services and supports, tailored to meet individual goals and needs.

For our organization and ourselves, we value:

Quality

We provide quality services and supports with care and compassion by skilled, trained, and dedicated staff.

Progressiveness

We are adaptable and open-minded, constantly striving to improve our services and supports, applying best practices and creativity.

Accountability

We accept responsibility for our actions and are answerable to each person we support, their families, our funding partners and to each other.

Strategic Context

Community Living Oakville is dedicated to empowering people with developmental disabilities to achieve their fullest potential. It is important to also note, that our current Strategic Plan also aligns with the guiding principles of Personal Outcome Measures, which serve as cornerstones of our operations and are consistently reinforced throughout our accreditation processes. Moreover, it is pertinent to highlight that our agency's vision, mission, and values underwent review during this strategic planning process, affirming their continued relevance and alignment with our organization's direction.

Furthermore, our strategic context is relevant to the current landscape in the developmental services sector. While conscious of the ongoing Journey To Belonging initiative shaping developmental service reform, we are proud to note that pivotal aspects of this endeavor are already integrated into CLO's operational framework and strategic process. This is particularly reflective in our commitment to person-centered services. We remain flexible and are prepared to incorporate emerging insights as needed from the ministry's plan as they unfold.

Additionally, we recognize the financial uncertainty within our sector. Our strategic focus, therefore, identifies the need for resourcefulness and cultivating strong community partnerships. Emphasizing financial sustainability in this plan, outlines our commitment not only to enhancing service offerings but also to safeguarding essential support systems for those in our care. In essence, we are confident that this strategic plan, rooted in our mission, vision, values, and key priority areas, serves as a catalyst for elevating the quality of life for the people we serve.

Strategic Themes: The Next 3 Years

Our strategic themes have been determined based on the key priority areas determined by the people we support, our stakeholders, recommendations made through the accreditation process, as well as through various focus groups.

PERSON CENTERED SERVICES

All programs and services will be person-centered and directly align with the needs, dreams, and goals of the people we support. Community Living Oakville (CLO) will remain aware of the changing needs allowing us to remain consistent while providing individualized quality services and ensuring safe, inclusive, and positive environments for the people we support. Through the collection and analysis of data and trends, we will further identify opportunities upon which to focus, develop, and improve.

We will provide direct communication about the person-centered services we offer which will help to inform the people we support and their loved ones about CLO supported opportunities and help to manage expectations.

We will turn a newer focus toward supporting transitions into CLO, through CLO, and onward after CLO. We recognize as our people supported age or have different and more complex needs, how we support them may need to look different.

COMMUNITY PARTNERSHIPS & ENGAGEMENT

CLO continues towards our vision to ensure that the people we support experience active and meaningful participation, and contribution to community life. We will focus on community partnerships to help improve our person centered service offerings, the sense of inclusiveness and belonging, and the services themselves. We are also committed to further developing our current partnerships and fostering new ones to secure employment in our community for the people we support.

CLO will continue to build on and strengthen engagement with families through already established networks as well as new ones to continue to foster and build positive relationships.

TALENT DEVELOPMENT

CLO believes our talent, including our staff, volunteers, students, management, and leadership, is vital to the successful operations and the quality of support of services we offer to the people we support. We are committed to providing enhanced education, skills training, and development of our talent to best meet the needs of the people we support. Modernizing how we build and develop our talent through Human Resources will be a key transformation that will help support the recruitment and retention strategies to meet the needs of today and the future.

FINANCIAL STABILITY

As the needs of the people we support change along with the fiscal landscape, CLO recognizes the importance of identifying and securing reliable sources of funding and look to be innovative as we expand revenue sources. CLO will proactively manage the allocation of resources while managing the responsibility of how funds are utilized. We will continue to be efficient and transparent as we look to be sustainable in a volatile fiscal environment.

Strategic Initiatives

Over the next few pages, we have set out our ambitions and initiatives in these three areas. For more details on our plans for activities and interim milestones, see the separate Strategic Initiatives timeline. On an ongoing basis, we will track our progress in a Strategic Initiatives Dashboard, published quarterly.

Person Centered Services

Initiative	Key Activities	Target Completion
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<p>Objective: To develop and implement alternative data collection methods that accurately reflect the satisfaction and individual choices of people supported with developmental disabilities, ensuring their voices are heard and their preferences are prioritized in all aspects of support services.</p>			
<p>1.1</p>	<ul style="list-style-type: none"> Implement Diverse Feedback Mechanisms 	<ul style="list-style-type: none"> Explore and develop a range of feedback tools tailored to the communication needs of people supported Train staff on effective communication techniques and the use of assistive technologies to facilitate feedback collection Pilot the feedback tools in select locations, gather data, and refine the tools based on initial results Regularly review and update feedback mechanisms to ensure they remain relevant and effective 	<p>December 2024</p>

Objective: To develop and implement alternative data collection methods that accurately reflect the satisfaction and individual choices of people supported with developmental disabilities, ensuring their voices are heard and their preferences are prioritized in all aspects of support services.			
	<ul style="list-style-type: none"> Enhance Data Analysis and Reporting 	<ul style="list-style-type: none"> Create a standardized process for analyzing data collected from diverse feedback mechanisms Implement software solutions to aggregate and analyze feedback data, providing insights into satisfaction and individual choices Develop reporting templates that clearly present findings and actionable insights to stakeholders Schedule regular reporting cycles to continuously monitor satisfaction levels and track improvements over time 	December 2024
Objective: To develop opportunities for education, exposure, and experiences for people, enabling them to achieve personal fulfillment and work towards their individual goals.			
1.2	<ul style="list-style-type: none"> Utilize Personal Outcome Measures (POMs) to Identify Educational and Experiential Opportunities 	<ul style="list-style-type: none"> Analyze data from POMs to identify specific areas where people express a desire for education and new experiences. Collaborate with people and their support networks to tailor educational and experiential opportunities based on their identified interests and goals. Provide ongoing training to people supported, staff and families on dignity of risk. Develop personalized plans that align educational opportunities with each person's aspirations and support needs. 	June 2025

Objective: To develop and implement alternative data collection methods that accurately reflect the satisfaction and individual choices of people supported with developmental disabilities, ensuring their voices are heard and their preferences are prioritized in all aspects of support services.

	<ul style="list-style-type: none"> Establish Community Partnerships to Expand Learning and Experiential Opportunities 	<ul style="list-style-type: none"> Monitor and evaluate the effectiveness of these opportunities in enhancing personal fulfillment and progress toward goals. Identify and engage with local organizations, businesses, and educational institutions to create partnerships that offer diverse learning and experience opportunities. Develop a database of community resources and opportunities available for people. Facilitate regular workshops, field trips, and interactive sessions with community partners to provide hands-on learning experiences. Continuously assess and expand the network of community partners (outside of the DS sector) to ensure a wide variety of opportunities that meet the evolving interests and needs of the people supported. 	<p>March 2025</p>
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Objective: To develop and expand opportunities for choice in all aspects of life, empowering people to make decisions that shape their own lives.

<p>1.3</p>	<ul style="list-style-type: none"> Develop transportation partnerships 	<ul style="list-style-type: none"> Identify and collaborate with local transportation providers to create accessible and affordable transportation options. Establish agreements with transportation services to ensure consistent and reliable access for people supported. Develop a transportation training for people to use public and private transportation independently. 	<p>March 2025</p>
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Objective: To develop and implement alternative data collection methods that accurately reflect the satisfaction and individual choices of people supported with developmental disabilities, ensuring their voices are heard and their preferences are prioritized in all aspects of support services.

	<ul style="list-style-type: none"> Expand the Community Participation Support (CPS) Model Agency-Wide Facilitate Choice in Living Arrangements 	<ul style="list-style-type: none"> Monitor and evaluate transportation partnerships to ensure they meet the needs and preferences of people supported. Assess the current CPS model to identify strengths and areas for improvement. Develop a comprehensive plan to standardize and implement the CPS model across all locations within the agency. Provide training and resources to staff to ensure consistent application of the model. Regularly review and update the model based on feedback and outcomes to ensure it effectively promotes community involvement as well as meets people’s goals. Use POMs to understand individual preferences regarding living arrangements. Collaborate with housing providers and developers to create and expand housing options that align with the preferences of people supported. Offer meetings and educational opportunities to people and their families about available housing choices. Develop and implement a monitoring system to ensure that people are satisfied with their living arrangements as well as housing goals. 	<p>March 2027</p> <p>March 2027</p>
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Objective: To develop and implement alternative data collection methods that accurately reflect the satisfaction and individual choices of people supported with developmental disabilities, ensuring their voices are heard and their preferences are prioritized in all aspects of support services.

Objective: To educate people we support, staff, and families on the concept of 'support,' emphasizing its definition and significance as determined by each person receiving services.

<p>1.4</p>	<ul style="list-style-type: none"> • Invest In Our Self-Advocates (Raise Your Voice Council) • Provide 'Train The Trainer' Workshops for Self-Advocates 	<ul style="list-style-type: none"> • Allocate resources to support the development of the Self-Advocates and their initiatives. • Create leadership opportunities for Self-Advocates within the organization. • Establish a mentorship program where experienced Self-Advocates can guide and support new advocates. • Enhance and grow our Self-Advocate membership. • Recognize and celebrate the achievements and contributions of Self-Advocates to reinforce their essential role and impact. • Develop comprehensive "train the trainer" programs tailored to the needs and strengths of Self-Advocates. • Partner with experienced Self-Advocate committees to deliver specialized training sessions for our Self-Advocates. • Facilitate workshops and practice sessions where Self-Advocates can refine their training skills. • Implement a feedback system to continuously improve the training programs based on Self-Advocate input and outcomes. 	<p>December 2025</p> <p>September 2025</p>
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Objective: To develop and implement alternative data collection methods that accurately reflect the satisfaction and individual choices of people supported with developmental disabilities, ensuring their voices are heard and their preferences are prioritized in all aspects of support services.

	<ul style="list-style-type: none"> Educate Stakeholders On The Concept Of Support vs. Over Supporting 	<ul style="list-style-type: none"> Develop educational materials and/or opportunities that clearly explain the difference between support and over-supporting. Organize training sessions for staff, families, and other stakeholders to reinforce the importance of promoting independence while providing necessary support. Create case studies and examples to illustrate effective support strategies and the effects of over-supporting. Implement a feedback mechanism to gather input on these concepts and people’s understanding of this concept. 	<p>June 2025</p>
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Community Partnerships & Engagement

Initiative	Key Activities	Target Completion
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<p>Objective: To develop strategic partnerships with various sectors to enhance our services and support the overall health and growth of the organization.</p>			
<p>2.1</p>	<ul style="list-style-type: none"> • Develop Partnerships Within The Health Sector • Foster and Further Develop Partnerships Within The Education Sector 	<ul style="list-style-type: none"> • Identify key stakeholders in the health sector, including hospitals, clinics, and healthcare providers, for potential collaboration. • Establish partnerships to facilitate access to healthcare services, promote health and wellness initiatives, and integrate health supports into our services. • Develop joint programs or initiatives aimed at addressing specific health needs, including dual diagnosis, ageing (including dementia and Alzheimer’s) and promoting overall well-being for people we support. • Regularly assess the effectiveness of health sector collaborations and identify areas for adjustment or expansion based on people’s needs. • Identify educational institutions, such as schools, colleges, and adult training centers, to explore collaboration opportunities. 	<p>September 2026</p> <p>December 2026</p>

Objective: To develop strategic partnerships with various sectors to enhance our services and support the overall health and growth of the organization.			
	<ul style="list-style-type: none"> Collaborate With Other Ministries, Organizations, Businesses, and Not-for-profits 	<ul style="list-style-type: none"> Establish partnerships to promote inclusive education, provide skill-building opportunities, and support transitions to adulthood and independent living. Develop joint programs or initiatives focused on educational support, training, and workforce development for people we support. Monitor and evaluate the impact of education sector collaborations on the academic and personal development of people we support. Identify relevant ministries, government agencies, organizations, businesses, and not-for-profits that share similar goals or serve overlapping populations. Forge partnerships to leverage resources, share best practices, and address systemic issues impacting people with developmental disabilities. Collaborate on advocacy efforts to influence policy and promote inclusivity and accessibility. Establish communication channels and regular meetings to foster collaboration, exchange ideas, and coordinate initiatives across sectors. 	January 2027
Objective: To develop strategic partnerships with social services organizations to broaden resources and support, enhancing the overall capacity to meet the diverse needs of the people we serve.			
2.2	<ul style="list-style-type: none"> Establish Partnerships with Autism Ontario, Down 	<ul style="list-style-type: none"> Initiate conversations with representatives from Autism Ontario, Down Syndrome Society, and 	December 2026

Objective: To develop strategic partnerships with various sectors to enhance our services and support the overall health and growth of the organization.

<p>Syndrome Society, and Special Olympics</p> <ul style="list-style-type: none"> • Forge Relationships with Multicultural Associations and Places of Worship • Engage with Not-for-Profits Outside of the Developmental Services (DS) Sector 	<p>Special Olympics to explore collaboration opportunities.</p> <ul style="list-style-type: none"> • Identify areas of mutual interest and potential joint initiatives to support people with developmental disabilities. • Establish formal partnerships through memorandums of understanding or collaboration agreements outlining shared goals and commitments. • Coordinate events, workshops, and programs in collaboration with these organizations to provide enhanced support and resources to people we serve. <ul style="list-style-type: none"> • Connect with multicultural associations and places of worship in the community to initiate dialogue and build relationships. • Organize cultural sensitivity training for staff to better understand the needs and preferences of people from diverse cultural backgrounds. • Collaborate on cultural events, workshops, and support groups to foster inclusivity and provide culturally sensitive services. • Develop partnerships with multicultural associations and places of worship to access additional resources and support networks for people we support. <ul style="list-style-type: none"> • Identify not-for-profit organizations outside of the DS sector that share similar values or serve overlapping populations. 	<p style="text-align: center;">June 2026</p> <p style="text-align: center;">September 2026</p>
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Objective: To develop strategic partnerships with various sectors to enhance our services and support the overall health and growth of the organization.			
		<ul style="list-style-type: none"> • Reach out to these organizations to explore potential synergies and collaboration opportunities. • Participate in joint initiatives, such as community service projects or fundraising campaigns, to broaden the impact and reach of both organizations. • Establish reciprocal referral systems to ensure people in need of additional support are connected to appropriate services and resources beyond the scope of our organization. 	
Objective: To develop meaningful opportunities for family engagement and involvement, empowering families to actively participate in advocacy efforts and contribute to the advancement of services and supports.			
2.3	<ul style="list-style-type: none"> • Expand and Leverage the Existing Family Group • Provide Educational Opportunities for Family Members 	<ul style="list-style-type: none"> • Assess the current structure and activities of the Family Group to identify areas for expansion and improvement. • Develop strategies to increase participation and engagement of family members in the group, such as hosting regular meetings, workshops, and social events. • Encourage family members to represent the organization in local clubs, community events, and advocacy efforts to reach additional interested families. • Provide resources and support to empower family representatives to effectively communicate the organization's mission, services, and needs to external stakeholders. • Establish feedback mechanisms to gather input from family members and adapt the Family Group's activities and initiatives based on their 	<p>March 2026</p> <p>December 2026</p>

Objective: To develop strategic partnerships with various sectors to enhance our services and support the overall health and growth of the organization.

preferences and needs/goals of people we support.

- Identify relevant topics and trends in the developmental sector that are of interest and relevance to family members.
- Develop a comprehensive educational program consisting of workshops, webinars, and informational resources to keep family members up to date with sector trends and resources.
- Collaborate with experts and professionals in the developmental sector to facilitate educational sessions, host guest speakers and provide insights into best practices and available resources.
- Offer personalized support and guidance to family members to help them navigate the complexities of the developmental sector and access appropriate services and resources for their loved ones.
- Evaluate the effectiveness of the offerings provided through feedback surveys/focus groups, and make necessary adjustments to continue to enhance the experience of family members.

Objective: To establish strategic partnerships aimed at securing diverse opportunities for employment, volunteerism, and community involvement, tailored to the individual choices and goals of the people we support.

Objective: To develop strategic partnerships with various sectors to enhance our services and support the overall health and growth of the organization.

<p>2.4</p>	<ul style="list-style-type: none"> Strengthen Stakeholder Relationships and Forge New Partnerships 	<ul style="list-style-type: none"> Conduct a comprehensive assessment of existing stakeholder relationships to identify strengths, areas for improvement, and new partnership opportunities. Develop strategies to foster stronger connections with current stakeholders, such as regular communication, collaboration on joint initiatives, and acknowledgment of their contributions. Identify potential new partners in the employment, volunteer, and community sectors through networking events, outreach efforts, and research. Initiate outreach initiatives to engage prospective partners and communicate the benefits of collaborating with CLO to provide opportunities for people we support. Establish formal partnership agreements with key stakeholders to outline mutual goals, expectations, and commitments, ensuring alignment with the organization's mission and values. 	<p>June 2026</p>
	<ul style="list-style-type: none"> Expand Outreach Initiatives to Increase Opportunities 	<ul style="list-style-type: none"> Enhance marketing and outreach efforts to raise awareness of CLO's programs and services among employers, volunteer organizations, and community groups. Provide ongoing support and training to people we support to enhance their readiness for employment, volunteer roles, and community engagement activities. Develop targeted outreach materials and campaigns highlighting the benefits of hiring people with developmental disabilities or engaging them as volunteers. Participate in job fairs, community events, and industry conferences to promote CLO's mission and 	<p>September 2026</p>

Objective: To develop strategic partnerships with various sectors to enhance our services and support the overall health and growth of the organization.

		<p>connect with potential employers and volunteer partners.</p> <ul style="list-style-type: none"> • Collaborate with local agencies, educational institutions, and employment support organizations to expand referral networks and increase access to employment and volunteer opportunities for people we support. • Implement tracking mechanisms to monitor the effectiveness of outreach initiatives and evaluate the impact on securing employment and volunteer opportunities for people receiving services at CLO. 	
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Talent Development

Initiative	Key Activities	Target Completion
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Objective: To attract and retain dedicated talent and staff members whose values, skills, and goals align with the needs and aspirations of the people we support.

3.1	<ul style="list-style-type: none"> • Enhance Recruitment Initiatives 	<ul style="list-style-type: none"> • Conduct a comprehensive analysis of current recruitment strategies and practices to identify areas for improvement and expansion. • Develop targeted recruitment campaigns that highlight the organization's mission, values, and 	March 2025
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Objective: To attract and retain dedicated talent and staff members whose values, skills, and goals align with the needs and aspirations of the people we support.

		<p>commitment to supporting people with developmental disabilities.</p> <ul style="list-style-type: none"> • Utilize a variety of recruitment channels, including online job boards, social media platforms, community events, and professional networks, to reach a diverse pool of candidates. • Collaborate with local educational institutions, vocational training programs, and job placement agencies to recruit students, graduates, and people with relevant skills and qualifications. • Implement innovative recruitment techniques, such as virtual job fairs, informational webinars, and referral programs, to attract top talent and increase the visibility of career opportunities at the organization and within the DS sector. • Provide ongoing training and support to HR staff and hiring managers to ensure fair and inclusive recruitment practices and to effectively assess candidates' alignment with the needs, values, and goals of the people supported. • Solicit input from people we support regarding job postings and desired qualities of candidates, ensuring their preferences and needs are considered in the recruitment process. • Integrate core competencies assessment into recruitment and interviewing processes to identify candidates who demonstrate alignment with the organization's values, mission, and the needs of the people supported. 	
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Objective: To attract and retain dedicated talent and staff members whose values, skills, and goals align with the needs and aspirations of the people we support.			
		<ul style="list-style-type: none"> Review and revise interview and hiring practices and policies through a diversity, equity, and inclusion (DEI) lens to eliminate bias and promote fairness and inclusivity. 	
Objective: To develop talent within the organization through targeted training initiatives aimed at enhancing skills and knowledge to better meet the evolving needs of the people we support.			
3.2	<ul style="list-style-type: none"> Expand Staff Training Offerings to Meet The Diverse Needs of People We Currently Support, As Well As Prepare For New Intakes 	<ul style="list-style-type: none"> Conduct a comprehensive needs assessment to identify specific training needs and aspirations of people we support, including those with complex needs, dual diagnoses, involvement in the justice system, and aging-related challenges such as dementia or Alzheimer's. Develop specialized training programs tailored to address the unique needs and aspirations of different demographic groups within the population served by our organization. Collaborate with subject matter experts, external partners, and community resources to design and deliver training sessions that cover topics relevant to the identified needs and aspirations, such as behavior management strategies, trauma-informed care, legal rights and advocacy, and dementia care. Implement a variety of training modalities to accommodate diverse learning styles and preferences, including in-person workshops, online courses, hands-on simulations, and/or peer-to-peer mentoring programs. 	March 2026

Objective: To attract and retain dedicated talent and staff members whose values, skills, and goals align with the needs and aspirations of the people we support.			
		<ul style="list-style-type: none"> • Involve the people we support in staff training by incorporating their perspectives, experiences, and feedback into training materials and sessions. • Support and engage with local DSW programs and the DSW apprenticeship • Evaluate the effectiveness of training initiatives through participant feedback, assessments, and observations of skill application, and make adjustments as needed to ensure alignment with organizational goals and the evolving needs of the people supported. 	
Objective: To enhance talent retention by implementing robust recognition initiatives and fostering an environment where meaningful feedback is provided to employees.			
3.3	<ul style="list-style-type: none"> • Conduct Stay Interviews and Implement Feedback Mechanisms 	<ul style="list-style-type: none"> • Develop and implement a stay interview process to regularly assess job satisfaction and gather feedback from employees regarding retention factors. • Establish mechanisms for collecting and analyzing feedback obtained from stay interviews to identify trends, concerns, and areas for improvement. • Utilize insights gained from stay interviews to inform retention strategies and initiatives aimed at addressing identified concerns and enhancing employee satisfaction. • Conduct 360-degree performance reviews to provide comprehensive feedback to employees from multiple perspectives, fostering personal and professional growth. 	December 2024

Objective: To attract and retain dedicated talent and staff members whose values, skills, and goals align with the needs and aspirations of the people we support.

<ul style="list-style-type: none"> Enhance Staff Recognition and Appreciation Programs Facilitate Staff Roundtables with Management and Senior Leadership 	<ul style="list-style-type: none"> Implement regular feedback mechanisms based on core competencies to provide ongoing guidance and support to employees in their development and performance. Develop a range of staff recognition ideas and initiatives to acknowledge the contributions and achievements of employees at all levels of the organization. Implement staff appreciation events and initiatives, such as employee of the month awards, recognition ceremonies, and team-building activities, to celebrate successes and foster a positive work environment. Establish a process for soliciting nominations and selecting recipients for recognition awards based on predetermined criteria aligned with organizational values and goals. Regularly review and evaluate the effectiveness of staff recognition programs to ensure they remain relevant, impactful, and inclusive of diverse contributions and achievements. Organize regular staff roundtable discussions where employees have the opportunity to engage directly with management and senior leadership. Provide a platform for open dialogue and exchange of ideas, allowing employees to share feedback, 	<p>September 2026</p> <p>December 2024</p>
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Objective: To attract and retain dedicated talent and staff members whose values, skills, and goals align with the needs and aspirations of the people we support.			
		<p>raise concerns, and propose suggestions for improvement.</p> <ul style="list-style-type: none"> • Ensure that management and senior leadership actively listen to employee input, acknowledge their perspectives, and respond constructively to address identified issues and implement actionable solutions. • Follow up on discussions held during staff roundtables by communicating outcomes and sharing progress on action items. 	

Financial Stability

Initiative	Key Activities	Target Completion
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Objective: To diversify funding sources and ensure sustainable financial stability by developing annualized revenue streams that support the organization's mission and strategic objectives.			
4.1	<ul style="list-style-type: none"> • Explore Funding Opportunities Across Ministries and Various Government Levels 	<ul style="list-style-type: none"> • Conduct research to identify potential funding opportunities within other ministries, federal agencies, and municipal government programs that align with our organization's mission and goals. 	March 2025

Objective: To diversify funding sources and ensure sustainable financial stability by developing annualized revenue streams that support the organization's mission and strategic objectives.

	<ul style="list-style-type: none"> • Seek New Funding Sources and Partnerships 	<ul style="list-style-type: none"> • Establish connections and partnerships with key stakeholders in government sectors to understand funding priorities, eligibility criteria, and application processes. • Develop targeted funding proposals and grant applications tailored to the requirements and objectives of each funding source. • Allocate resources to dedicated staff members or teams responsible for actively seeking and pursuing funding opportunities from government entities. • Implement tracking mechanisms to monitor progress and outcomes of funding applications, and adjust strategies as needed to optimize success rates. • Conduct research to identify potential new funding sources, such as corporate sponsors, philanthropic foundations, and private donors. • Build relationships and cultivate partnerships with prospective funders and donors through networking events, meetings, and outreach initiatives. • Develop customized funding proposals and partnership pitches that reflect our organization's mission, impact, and funding needs to attract support from new sources. • Collaborate with existing stakeholders, board members, and community partners to leverage their networks and connections in identifying and securing new funding opportunities. 	<p>June 2025</p>
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Objective: To diversify funding sources and ensure sustainable financial stability by developing annualized revenue streams that support the organization's mission and strategic objectives.			
		<ul style="list-style-type: none"> Implement strategies to diversify revenue streams and reduce reliance on any single funding source 	
Objective: To establish a systematic process for cost control and resource management, optimizing efficiency and ensuring the effective allocation of resources to support the organization's mission and strategic priorities.			
4.2	<ul style="list-style-type: none"> Establish a Structured Cost Control Process 	<ul style="list-style-type: none"> Develop a realistic budget that aligns with the organization's strategic priorities and financial constraints, incorporating input from relevant stakeholders and departments. Implement a quality control process to ensure that expenditures are justified, necessary, and in line with budgetary allocations. Explore opportunities for sharing resources internally across departments, optimizing utilization and reducing duplication. Identify potential partnerships with external organizations or partners to share resources. Consider purchasing items in bulk or from preferred vendors that offer cost-effective options, negotiating terms and discounts where possible. 	December 2024
	<ul style="list-style-type: none"> Provide Training on Budgeting and Cost-Effective Practices 	<ul style="list-style-type: none"> Develop and deliver training on budgeting, financial management, and cost-effective purchasing practices for staff members involved in financial decision-making. Encourage staff to take advantage of cost-saving opportunities, such as pumping gas when prices are lower, scheduling dish washing or laundry during 	June 2025

Objective: To diversify funding sources and ensure sustainable financial stability by developing annualized revenue streams that support the organization's mission and strategic objectives.

	<ul style="list-style-type: none"> • Optimize Resource Utilization and Cost Savings 	<p>off-peak times where possible, and utilizing energy-efficient practices.</p> <ul style="list-style-type: none"> • Implement policies and procedures for evaluating and selecting preferred vendors that offer cost-effective options and provide quality products or services. • Establish protocols for bulk purchasing or collective buying arrangements to reduce costs and maximize purchasing power. • Evaluate the feasibility of outsourcing certain functions or services to specialized providers or partners to achieve cost savings and efficiency gains. • Invest in staff recruitment and retention efforts to hire qualified long-term staff, reducing turnover costs and enhancing organizational stability and effectiveness. 	<p>September 2025</p>
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Objective: To expand outreach efforts to engage with a wider network of community partners, businesses, and donors, fostering collaborative relationships and securing additional resources and support for the organization.

<p>4.3</p>	<ul style="list-style-type: none"> • Strengthen Community Engagement and Outreach 	<ul style="list-style-type: none"> • Continue to develop and action items outlined in our marketing and outreach plan • Organize and participate in community events, fairs, and festivals to increase visibility and engage with community members. • Utilize digital marketing channels, including social media platforms, email newsletters, and the 	<p>December 2025</p>
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Objective: To diversify funding sources and ensure sustainable financial stability by developing annualized revenue streams that support the organization's mission and strategic objectives.

<ul style="list-style-type: none"> • Expand Donor Cultivation and Fundraising Efforts • Enhance Public Relations and Media Engagement 	<p>organization's website, to amplify outreach efforts and reach a broader audience.</p> <ul style="list-style-type: none"> • Collaborate with local media outlets to generate press coverage and feature stories about our organization's work and achievements. • Develop targeted strategies to expand our organization's donor base, including identifying and cultivating relationships with individual donors, corporate sponsors, and philanthropic foundations. • Organize fundraising events and campaigns to mobilize financial support from the community, leveraging storytelling and impact to inspire giving. • Explore innovative fundraising ideas and events, to diversify revenue streams and engage new supporters. • Engage families and community members in planned giving initiatives, encouraging them to consider donating part of their will or estate to the agency. • Develop a public relations strategy to increase media coverage and raise awareness about the organization's initiatives, achievements, and impact. • Cultivate relationships with local journalists, editors, and influencers to secure media placements and feature stories about our organization's work. • Utilize press releases, media pitches, and editorial opportunities to share success stories, milestones, 	<p>September 2025</p> <p>March 2026</p>
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Objective: To diversify funding sources and ensure sustainable financial stability by developing annualized revenue streams that support the organization's mission and strategic objectives.

<ul style="list-style-type: none"> • Expand Grant Acquisition Efforts • Engage Families and Community Members for Giving 	<p>and upcoming events with the community and wider audience.</p> <ul style="list-style-type: none"> • Monitor media coverage and social media channels to track engagement, responding to inquiries and comments, engaging with our followers. • Identify and pursue grant opportunities from government agencies, foundations, and other funding sources that align with our organization's mission and programs. • Develop grant proposals and applications that effectively communicate our objectives, outcomes, and impact to prospective funders. • Cultivate relationships with granting organizations and program officers to better understand their priorities and funding criteria. • Implement an approach to grant writing and management, including calendarizing grant deadlines, tracking application progress, and reporting on grant outcomes and deliverables. • Develop targeted campaigns and initiatives to engage families and community members in giving back to our organization, highlighting the impact of their support on the lives of those served. • Provide opportunities for families and community members to participate in fundraising events, volunteer activities, and advocacy efforts, fostering 	<p style="text-align: center;">September 2025</p> <p style="text-align: center;">January 2027</p>
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Objective: To diversify funding sources and ensure sustainable financial stability by developing annualized revenue streams that support the organization's mission and strategic objectives.

a sense of ownership and involvement in our mission.

- Educate families and community members about planned giving options, such as donating part of their will or estate to the agency, and provide resources and support to facilitate the process.
- Recognize and appreciate donors and supporters through personalized thank-you messages, donor appreciation events, and recognition programs to build lasting relationships and inspire continued support.