



## Service Alternatives 2017-2019 Strategic Plan Accomplishments-Outcomes

Background: In April 2017, Service Alternatives (SA) established an organizational two-year strategic plan to set the direction and priority for SA to move thoughtfully and boldly into the future. It is based on identified strengths, opportunities, weaknesses and threats; it is fully in service of actualizing our organizational vision and values.

The plan focuses on three specific strategies.

- **Adaptive Structure:** We will have an adaptive and efficient structure to carry out our services which are guided by our vision and values.
- **Products and Services:** We will have an efficient means to evaluate, measure, and respond to existing, expanding and emerging markets, products, and services.
- **Culture of Engagement:** We will have established 3-5 Culture of Engagement Systems that are consistent and proactive across Service Alternatives.

Throughout this past year, we have been working across our organization to develop tools, systems, and programs to carry out the strategic plan. We are very excited to share the accomplishments and outcomes tied to each strategy:

Strategy	Accomplishment	Outcome
Adaptive Structure	Functional Dashboard	<p>Maximizes efficiencies in job function, minimizing duplication of tasks and allowing for improved specialization</p> <p>Informs defined and undefined functions within our existing structure</p>

Adaptive Structure	Service Implementation Tool	Supports efficient and excellent start-up of new work
Adaptive Structure	<p>Cross-Organizational Recruitment Project Team</p> <p>At this point, the following have been accomplished and are in use:</p> <ul style="list-style-type: none"> <li>• Applicant tracking system</li> <li>• Screening questions</li> <li>• Base employee interview questions</li> <li>• Consistent reference process</li> <li>• One sheet description of SA benefits</li> <li>• Consistent recruiting “message”</li> </ul> <p>A number of other aspects are in development or pilot phases.</p> <ul style="list-style-type: none"> <li>• Building the career center</li> <li>• Identifying an advertising platform</li> </ul>	Establishes an efficient and functional employee recruitment system that operates consistently throughout SA and supports leadership to hire qualified, skilled and passionate team members.
Adaptive Structure	Marketing Firm Research	Assessed local design and marketing firms to produce new materials to support our products, marketing and branding. Resulted in three proposals that were further vetted and a marketing firm has been identified to partner with SA. A project manager has also been identified to work as the SA liaison to the firm.

Products and Services	Strategic Planning and Evaluation of Developing New Work Tool	Strategic decision making leading to new work development that aligns with our vision and values
Products and Services	Strategic Evaluation to determine the discontinuation of contracts or closure of programs	Sound decision making when faced with contracts or programs that need to be evaluated for continuation/discontinuation
Culture of Engagement	Direct Support Professionals Week	Meaningful celebration of SA DSP's
Culture of Engagement	Advocate Advisory Council	Formal system for obtaining consultation from SA's adult clients served in supported living and employment services
Culture of Engagement	SA Value Awards and banquet	Recognition of SA employees who embody SA values; celebration of them through monthly award an annual banquet
Culture of Engagement	Rising Stars	Opportunity for SA staff to participate in organization-wide Emerging Leaders training
Culture of Engagement	Community Service	Statewide service projects completed (Special Olympics, Habitat for Humanity)
Culture of Engagement	Longevity Awards	Organization-wide system designed and launched for annual longevity awards
Culture of Engagement	SA's 35 <sup>th</sup> Anniversary	Celebrations launched