



FIVE STRATEGIC FOCUS AREAS

Leadership, Advocacy, and Social Capital

- To be an innovative leader, resource, and change-agent so individuals can be supported in the setting of their choice and live the life they love. Social Capital is the linkage, shared values and understandings in society that enable individuals and groups to trust each other and so work together. Every decision affects social capital. Building trust, communities, communication, and knowledge.

Expansion & Capacity Building

- Grow existing service markets and craft solutions to meet the needs of future markets.

Operational Integrity

- The merging of People, Process, and Assets into a well-defined, highly efficient, and proactive organization.

Recognition and Engagement

- To be a recognized leader in the field of services and supports to people with disabilities. Comprehensive strategy to help shape positive public perception and increase awareness that Diversified Enterprises is the provider of choice.

Satisfaction

- To be the employer and service provider of choice, consistently provide an experience that exceeds expectations, to provide an environment in which persons supported, families, staff, referrers are highly satisfied.



FY2027-2029 STRATEGIC PLAN

EXECUTIVE SUMMARY

The following *FY2027-FY2029 Strategic Plan* is the result of gathering input and ideas from all areas of the organization – Board of Health / Advisory Board members, organization management and staff, host home providers, employers and people we support. This was an intentional process done at the UGA Conference Center, and the result was driven by a thoughtful and careful examination of our services, our future, and how we need to adapt and adjust to continue to successfully execute our mission.

This plan came together from a session held in Spring 2026 where we brainstormed and focusing on our accomplishments from our previous 3-year strategic plan, how we achieved a 3-year accreditation without any recommendations, what we are doing right, areas for improvement, opportunities for growth, and ways to address challenges from external factors. Instead of having individual workgroups this year, the entire group worked on all areas of focus as a team. Many of the broad objectives remain the same while the tasks and action items change.

The five strategic areas of focus – that address our future remained the same. The five focus areas are *Leadership/Advocacy/Social Capital, Expansion/Capacity Building, Operational Integrity, Recognition and Satisfaction*. Previously there were six focus areas, but this year we decided to combine Social Capital with Advocacy since many of those goals were overlapping.

Focusing our plan around these five areas gave the group a structure to work from and regular and ongoing input from members of the organization leadership helped shape strategies that speak the trajectory of Diversified Enterprises today and into the future. These five areas do not stand alone but are also interwoven to achieve our overall vision. Included in our plan, we included results of satisfaction surveys from stakeholders, people supported, and employees.

Having a strategic plan is key to developing a shared vision for Diversified Enterprises and critical to the ongoing success of our Organization. We believe this plan is particularly powerful since it involved multi-dimensional planning, multi-team collaboration, and meaningful actions towards helping **people LIVE THE LIVES THEY LOVE**.

Strategic Plan

Leadership, Advocacy, and Social Capital

Vision 2027 - 2029

Our vision is to be an innovative leader, resource, and change-agent so individuals can be supported in the setting of their choice and live the life they love.

Leadership, Advocacy, and Social Capital Goal 2027 - 2029

Our goal is to position the Organization and its members as valued advocates and as innovative leaders in Georgia.

Leadership, Advocacy, and Social Capital Objectives

Fiscal Year 2027	Fiscal Year 2028	Fiscal Year 2029
Develop our internal team of leaders. Participate more in our local community to increase local social capital.	Engage Organization members in local/state Boards, Councils and advocacy groups. Cultivate Organization leadership.	Establish Organization members as Advocates and leaders in the State of Georgia. Evaluate National opportunities. Enroll leaders in Organization growth.

Leadership, Advocacy, and Social Capital Strategy

Fiscal Year 2027	Fiscal Year 2028	Fiscal Year 2029
Create an atmosphere of growth, learning, and professional development for our staff and people supported. Identify, contribute, and participate in community events to increase our local reach and expand our social capital as an organization.	Identify, Assess and Apply to various local/state Boards, Councils and advocacy groups for membership. Develop a local Mayor / County Commission for People with disabilities. Promote development of Aktion club. Development of internal team leader curriculum, Engage PCO to assist in leadership. Develop succession plans at all levels.	Participate and contribute to various local/state Boards, Councils and advocacy groups for membership. Survey National landscape. Continue leadership development. Review succession plans. Leadership plans for next strategic plan development.

Leadership, Advocacy, and Social Capital Key Performance Indicators

Fiscal Year 2027	Fiscal Year 2028	Fiscal Year 2029
Team Leader Meetings My Board/My Voice Leadership U Trainings	Crosstrain DSPs between Departments NADSP Conference	Person supported on a National Board Send DSP to 4 conferences yearly outside of GA

DSP Advocacy Council Support Volunteering in Community Events Increase Chamber attendance (Chamber Ambassador) Involving DSPs in Events, Trainings, Career Development Increase participation in Advocacy Days at the Capital Community Engagement Calendar Events Planning Improvement/Expansion	EDWP Leadership Created DE DSP Summit Pre-Ets GACCP Attendance Board Memberships by person supported	Revise Succession Plan
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Expansion Vision 2027 - 2029

Our vision is to ensure Diversified Enterprises programs and services are distinctive, relevant, responsive, and sustainable to the communities we serve for decades.

Expansion Goal 2027 - 2029

Our goal is to continue as an organization with strong and sustainable growth in both the quality and quantity of existing services while crafting person centered solutions to meet the needs of future markets to individuals with disabilities.

Expansion Objectives

Fiscal Year 2027	Fiscal Year 2028	Fiscal Year 2029
Maximize current capacity. Identify expansion opportunities. Identify new models to explore for additional diversification. Engage with Employment expansion efforts.	Develop expansion plan that highlights diversification and choice while being person centered. Maintain capacity focus.	Implement person centered expansion plan, maintain capacity focus. Encourage ongoing diversification and unique opportunities.

Expansion Strategy

Fiscal Year 2027	Fiscal Year 2028	Fiscal Year 2029
Complete housing matches and make referral community aware of availability. Actively participate in Employment expansion efforts. Educate all staff on meaningful day activities.	Develop and/or recruit subject matter experts for areas of expansion (Aging, Autism, Employment, Meaningful Day). Prepare transition model concept. Enroll housing experts on Advisory board.	Engage in expansion efforts. Explore using 501c3 for residential opportunities, maintain employment 1 st focus.

Expansion Key Performance Indicators

Fiscal Year 2027	Fiscal Year 2028	Fiscal Year 2029
Recruit more HHPs	Behavior Intensive GH Rapid Rehousing Revisited	Shared CLS Option Collaboration with 501c3 for Housing

Serve at least 3 people through EDWP	Additional GH (+1)	
Expand RN Services	Add additional Advisory Board members	
Expand Employment Services/Voc Rehab		
501c3 Board Development and Bylaw creation		

Operational Integrity Vision 2027 - 2029

Our vision is to develop a high-performing culture at Diversified Enterprises in the areas of business performance, innovation, communication, productivity, and engagement.

Operational Integrity Goal 2027 - 2029

Our goal is to achieve operational excellence by merging people, processes, and assets into a well-defined, highly efficient and proactive organization.

Operational Integrity Objectives

Fiscal Year 2027	Fiscal Year 2028	Fiscal Year 2029
Review systems, processes, and policies Organization-wide. Provide ongoing training for core competencies and system functionality. Improve overall quality of services through better communication. Financial Growth and Sustainability.	Create structure to support efficient organization operations. Develop systems that respond to rapidly changing regulatory environments. Identify performance mgt. metrics that reflect outcomes important to and for the Organization.	Implement a secure, integrated, and compliant infrastructure that increases organizational capacity and efficiencies while improving our return on investment.

Operational Integrity Strategy

Fiscal Year 2027	Fiscal Year 2028	Fiscal Year 2029
Systematically review policies and procedures. Develop an integrated strategy for promoting operational efficiencies between the office workforce and operations staff. Revamp trainings to improve quality of service delivery. Explore new opportunities for expanding services to gain financial growth and sustainability.	Upgrade IT systems. Identify and develop new sources of revenue. Implement telecommunication and backup systems based on the IT assessment. Expand and improve remote access to the organization's information and data resources. Expand knowledge of CARF standards. Develop systems that allow various plans (Risk mgt, strategic, IT, etc.) to flow. Create and maintain a supportive and professional work atmosphere for the division staff to foster high levels of creativity, productivity and satisfaction.	Finalize upgrade of IT systems modernize equipment. Train all staff on technologies. Increase proficiency around CARF and other standards. Implement systems around Performance mgt, Risk Mgt. Engage teams in learning organization education.

Operational Integrity Key Performance Indicators

Fiscal Year 2027	Fiscal Year 2028	Fiscal Year 2029
Trainings: Tarrytown, Allyhealth, AI, Medication, Proxy	Rate Study Bring all Cost Centers into Income/Expense. Lower Overtime and Turnover.	\$10 mil in Revenue

<p>New Training on Generational differences and learning styles Technology Trainings ERWP – Hiring CNAs One Page Descriptions used again Policies for ERWP Exit Summaries Return Policy Retention Workgroup</p>		
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Recognition and Engagement Vision 2027 - 2029

Our vision is to position Diversified Enterprises as a leader in disability supports in South Georgia.

Recognition and Engagement Goal 2027 - 2029

Our goal is to increase brand awareness and recognition to further Diversified Enterprises as an industry leader and the provider of choice while growing our influence in public policy.

Recognition and Engagement Objectives

Fiscal Year 2027	Fiscal Year 2028	Fiscal Year 2029
Develop Comprehensive Internal and external Marketing Strategy Modernize and improve overall presentation of electronic communications including website, social media channels and other avenues to be created. Produce organization communications on a consistent and more frequent schedule. Identify and recognize Diversified Enterprises and various stakeholders that represent the organization.	Execute a plan for a coordinated, intentional, integrated marketing program designed to brand Diversified Enterprises as the provider of choice. Identify nomination potentials and develop plan to execute nominations. Produce organization e-newsletter.	Create memorable brand experiences through effective planning and execution of sponsored events onsite and in the community that engage our key audiences. Develop event-specific marketing tactics and the metrics to measure progress. Create opportunities for stakeholders to engage and interact with Diversified. Create, maintain and enable a coherent set of formal and informal recognition practices and guidelines which support the strategic plan.

Recognition and Engagement Strategy

Fiscal Year 2027	Fiscal Year 2028	Fiscal Year 2029
Produce organization communications on a consistent and more frequent schedule.	Implement marketing and recognition plan. Deploy organization events efficiently.	Implement sponsored events onsite and in the community as well as event-specific opportunities for stakeholders to engage and interact with Diversified.

Recognition and Engagement Key Performance Indicators

Fiscal Year 2027	Fiscal Year 2028	Fiscal Year 2029
New Brochure (per service) Community Engagement Committee DE Swag/Merch	Marketing plan for EDWP Video Testimonies for Social Media	Rebranding of our Logo. Relook at Mission/Vision.

Person-Centered Champion Continue Longevity Bonuses Spotlight Employee of Month Theme Days Gala Wasden Grayden Award Birthday Announcements Family events	Birthday Social Monthly Community Engagement Budget Post more in Grapevine Employee Assistance Program Event for Employment	Sponsored Community Events hosted by DE.
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Satisfaction Vision 2027 - 2029

Our vision is to provide an optimal experience for each transaction our organization performs.

Satisfaction Goal 2027 - 2029

Our goal is to improve experiences with the Organization while increasing loyalty and retention.

Satisfaction Objectives

Fiscal Year 2027	Fiscal Year 2028	Fiscal Year 2029
Develop organized system to collect and analyze satisfaction and engagement of people supported, employees and other stakeholders.	Refine collection of data based on results. Expand surveys as additional stakeholder groups and other targets are identified. Identify methods to increase responses.	Refine collection of data based on results. Expand surveys as additional stakeholder groups and other targets are identified. Identify methods to increase responses.

Satisfaction Strategy

Fiscal Year 2027	Fiscal Year 2028	Fiscal Year 2029
Identify targets and timeframes to collect satisfaction and engagement data. Deploy surveys for persons supported, employees and stakeholders. Track retention and turnover data, Publish results.	Analyze and refine survey questions. Identify additional appropriate targets to survey. Track retention and turnover data, Publish results.	Analyze and refine survey questions. Identify additional appropriate targets to survey. Track retention and turnover data, Publish results.

Satisfaction Key Performance Indicators

Fiscal Year 2027	Fiscal Year 2028	Fiscal Year 2029
Revise Performance Matrix Share results of surveys Revise Survey process/clean up questions and how we are getting responses Surveys on satisfaction with events, gifts, policy changes, etc.	3 rd Party Data Gathering	Uniform data collection process with historical data to compare results to

Strategic planning Leadership Group

	Leadership, Advocacy, and Social Capital	Expansion and Capacity building	Operational Integrity	Recognition & Engagement	Satisfaction
Kristy Dominy	Member	Member	CHAIR	Member	Member
Brianne Milliones			Member	CHAIR	Member
Izolla Hightower		CHAIR	Member	Member	
Yolanda Powell	Member	Member			Member
Stephanie Fender				Member	Member
Angeanicky Searcy	Member		Member		
Melinda Ball	Member			Member	Member
Angel Stewart	Member			Member	Member
Jason Revels		Member	Member	Member	
Danny Hoover	CHAIR		Member		Member
Brandilyn Smith	Member	Member		Member	
Raven Coney		Member			CHAIR
Lindsay Van Avery		Member	Member		
Alicia Garcia			Member	Member	
Rhonda Hillman	Member	Member			
Michelle Maxwell		Member	Member		