



2024-2026 STRATEGIC PLAN

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SIX STRATEGIC FOCUS AREAS

Leadership & Advocacy

- 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.

Expansion & Capacity Building

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

Social Capital Development

- 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.

Operational Integrity

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

Recognition

- 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 to of mind awareness that Diversified Enterprises is the provider of choice.

Customer 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.



FY2024-2026 STRATEGIC PLAN

EXECUTIVE SUMMARY

The following *FY2024-FY2026 Strategic Plan* is the result of gathering input and ideas from all areas of the agency – Board of Health / Advisory Board members, agency management and staff, host home providers, employers and people we support. This was an intentional process done after the end of the pandemic, 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 2023 where we brainstormed and focusing on our accomplishments from our 2021 strategic plan, how we made it through the public health emergency, what we are doing right, areas for improvement, opportunities for growth, and ways to address challenges from external factors. From within this group came smaller, self-directed work teams who crafted the bones of the plan. Because of the “interruption” by the pandemic, many of the broad objectives remain the same while the tasks and action items change.

The six strategic areas of focus – that address our future remained the same. The six focus areas are *Leadership/Advocacy, Expansion/Capacity Building, Social Capital Development, Operational Integrity, Recognition and Satisfaction*.

Focusing our plan around these six areas gave the group a structure to work from and regular and ongoing input from members of the agency leadership helped shape strategies that speak the trajectory of Diversified Enterprises today and into the future. These six areas do not stand alone but are also interwoven to achieve our overall vision. In our plan we added the vision of people supported that we will continue to unpack over the next 3 years.

Having a strategic plan is key to developing a shared vision for Diversified Enterprises and critical to the ongoing success of our Agency. 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 Vision 2026

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 Goal 2026

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

Leadership & Advocacy Objectives

Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026
Develop South Georgia Communities of Practice. Identify Agency leadership needs/Design leadership track.	Engage Agency members in local/state Boards, Councils and advocacy groups. Cultivate Agency leadership.	Establish Agency members as Advocates and leaders in the State of Georgia. Evaluate National opportunities. Enroll leaders in Agency growth.

Leadership & Advocacy Strategy

Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026
Facilitate Communities of practice with other organizations through training (Person Centered Thinking, Positive Behavior Supports,Etc.) and relevant issues (Supported Employment, Inclusion). Formulate plan for ongoing leadership development and career paths.	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 Key Performance Indicators

Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026
Training records for PCT and/or PBS, Best Buddies, attendance records with outside agency's participation. Leadership launchpad attendance, PCO attendance.	Applications and/or acceptance to local or state boards or committees. Leadership Launchpad, Team leader class.	Participation and/ or continued application to local or state boards or committees.

Expansion Vision 2026

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 2026

Our goal is to continue as an agency 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 2026	Fiscal Year 2025	Fiscal Year 2026
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 2024	Fiscal Year 2025	Fiscal Year 2026
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 2024	Fiscal Year 2025	Fiscal Year 2026
Occupancy/Employment activities/trainings	Expansion plan/ Advisory board members, Occupancy / Census	Expansion plan goal execution, Occupancy / Census

Social Capital Vision 2026

Our vision is to develop innovative actions, measures and programs in the area of social inclusion and community development that create and promote of the social capital of each and every person.

Social Capital Goal 2026

Our goal is to build social capital (work/business opportunities, financial capital, power & influence, emotional support, and meaningful relationships) for all members associated with Diversified Enterprises.

Social Capital Objectives

Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026
Develop opportunities to increase social capital / valued social roles for Diversified Enterprises members/ Establish Leadership Curriculum to enhance Direct Support Professional skills and enable career ladder.	Implement structured opportunities that increase social capital/valued social roles. Advocate for Direct Support Professional recognition as a professional fairly compensated workforce.	Evaluate and expand upon structured opportunities that increase social capital/valued social roles. Continue Advocacy for Direct Support Professional recognition as a professional workforce.

Social Capital Strategy

Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026
Identify current professionals to develop into future leadership roles. Develop and implement a training and mentoring curriculum to offer career development to our future leaders. Identify members that will attend and participate in trainings to build skills such as teamwork, relationships, leadership, advocacy, and mentoring in an effort to build the skills needed to increase valued social roles. Active Voter Registration. Actively and strategically recognize Diversified Enterprises members internally and externally.	Support meaningful advocacy activities through United for Change, People First, etc. Establish Best Buddies and Kiwanis Akton Club in South Georgia. Advocate and Advance DSP Certification Agenda at a State level. Actively and strategically recognize Diversified Enterprises members internally and externally.	Increase membership and participation in meaningful advocacy activities through United for Change, People First, Best Buddies and Kiwanis Akton Club in South Georgia. Assist in development of legislation that Advances DSP Certification Agenda at a State level. Actively and strategically recognize Diversified Enterprises members internally and externally.

Social Capital Key Performance Indicators

Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026
Attendance at trainings. Curriculum development. # Voters registered	Development of Best Buddies and Kiwanis Aktion club. Legislative advocacy actions.	Attendance at trainings. Curriculum participation. Participation at best buddies and Aktion club. Legislative advocacy actions.

Operational Integrity Vision 2026

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 2026

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

Operational Integrity Objectives

Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026
Review systems, processes, and policies Agency-wide. Provide ongoing training for core competencies and system functionality. Begin CARF Accreditation.	Create structure to support efficient agency operations. Develop systems that respond to rapidly changing regulatory environments. Identify performance mgt. metrics that reflect outcomes important to and for the Agency.	Implement a secure, integrated, and compliant infrastructure that increases organizational capacity and efficiencies while improving our return on investment.

Operational Integrity Strategy

Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026
Complete IT assessment, determine needs, and create action plan. Implement Office 365/Therap. Create and conduct staff training for new technology systems. Systematically review policies and procedures. Train all staff on the CARF standards and Performance Mgt Goals/system. Develop an integrated strategy for promoting operational efficiencies between the office workforce and operations staff.	Upgrade IT systems to a common windows platform/modernize equipment. 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 2024	Fiscal Year 2025	Fiscal Year 2025
Complete all requirements for CARF Accreditation, Monthly metrics reports, Dashboard data, IT Plan.	Monthly metrics reports, Dashboard data, Department budgets, IT Plan.	Monthly metrics reports, Dashboard data, Department budgets, IT Plan

Recognition Vision 2026

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

Recognition Goal 2026

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 Objectives

Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026
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 agency communications on a consistent and more frequent schedule. Identify and recognize Diversified Enterprises and various stakeholders that represent the agency.	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 agency 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 Strategy

Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2025
Produce agency communications on a consistent and more frequent schedule. Develop internal newsletter.	Implement marketing and recognition plan. Deploy agency newsletter.	Implement sponsored events onsite and in the community as well as event-specific opportunities for stakeholders to engage and interact with Diversified.

Recognition Key Performance Indicators

Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026
Agency promotional materials. Nominations. Developing marketing team.	Marketing plan, newsletter, nominations.	Marketing plan, events, nominations, newsletter.

Satisfaction & Engagement Vision 2026

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

Satisfaction & Engagement Goal 2026

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

Satisfaction & Engagement Objectives

Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026
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 & Engagement Strategy

Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026
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 & Engagement Key Performance Indicators

Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026
Survey responses, Data measures and results	Survey responses, Data measures and results	Survey responses, Data measures and results

Persons Supported Vision 2026

Persons Supported had their own facilitated session in addition to participating in the overall strategic planning. These are ideas that they generated for the agency to address on their behalf.

1. Employment 1st

a. Community Employment Placements

- i. Employment Specialists make connections between people supported, funders and employers.**

b. Apprenticeships

- i. Trade organizations, internships and mentoring**

2. Relationships

a. Community gatherings

b. Churches

c. Social media

d. Friend connections

3. Retirement

a. Identify bucket list items.

b. Travel and budgets

c. Concerts and social events

d. Gardening and healthy hobbies

Strategic planning Leadership Group

	Leadership and Advocacy	Expansion and Capacity building	Social Capital	Operational Integrity	Recognition & Branding	Satisfaction
Kristy Dominy	Member	Member		CHAIR		Member
Melissa Rutland				Member		CHAIR
Izolla Hightower	Co-Chair	CHAIR	Member		Member	
Sam Skaggs	Member	Member				Member
Sharon Fullmore		Member	Co-Chair		Member	
Yolanda Powell	Member	Member	CHAIR			Member
Chequila Hayes		Member	Member			
Barbara Reese					Member	Member
Melinda Ball	Member				CHAIR	Member
Angel Stewart	Member	Co-Chair	Member	Member	Member	
Jason Revels		Member		Co-Chair	Member	
Danny Hoover	CHAIR		Member	Member	Co-Chair	
Brandilyn Smith	Member	Member			Member	
Raven Coney		Member	Member			Co-Chair
Amanda Sullivan					Member	Member