



STRATEGIC PLAN 2024-2027

Executive Summary and Strategic Plan Overview

Adults and Children with Learning and Developmental Disabilities, Inc. provides a myriad of supports and services to people with intellectual and developmental disabilities. While ACLD has undergone many transformations in its 65-year history, its commitment to provide opportunities for children and adults with autism, learning and developmental disabilities to pursue enviable lives, promote independence and foster supportive relationships within the community remains the same. ACLD has faced many daunting challenges over the years and each year brings new challenges. As an organization, we face many difficult issues from onerous regulatory requirements to financial limitations and staffing shortages as we try to provide quality services to the people we support. This strategic plan is a response to the many obstacles we face. We have developed four pillars that will be the cornerstones of this strategic plan and will guide us in preparing the organization for the future. The four pillars are: (i) maintaining financial stability, (ii) workforce development, (iii) creating an inclusive culture, and (iv) leveraging technology and improving business processes. At the basis of all of these is our commitment to provide quality supports and services for the people in our care. We will adapt to changes within the Human Services field, pursue excellence in everything we do and achieve individualized outcomes to assist those we support in attaining enviable lives. Quality will always be at the forefront of all of our initiatives, values and beliefs.

In order to sustain financial stability, provide quality services, and create a culture where staff can thrive, the organization must focus its efforts on in its people, systems, and processes. The Executive Team believes that financial stability is one of the most important factors to sustain the organization well into the future and to provide the highest quality services for people with intellectual and developmental disabilities (IDD). Therefore, the first pillar is to maintain financial stability during uncertain future funding to ensure delivery of quality programs and services for the people we support. The financial challenges range from inadequate funding to uncertainty of future funding. For example, we have a number of people that live in our homes that require enhanced supports for which the state does not provide sufficient funding, and the agency must absorb the additional expenses. We also have many people that live in apartments and the state reimbursement does not meet the cost of rent increases and the agency must cover the cost. We are facing one of the most uncertain times as the state is proposing a new rate structure that could place ACLD and other organizations in peril. The new rate structure of reimbursement will be based on a regional rate and acuity scores per person supported. Since there is no new funding coming into the system, we will need to see where the agency falls on the regional rates and on the acuity index. The new rate structure will determine revenue going forward before we can even begin to create a budget. Worse yet, we may have to cut staff to meet the new rates, further impacting the services and supports necessary to provide quality care to people with I/DD.

Of course, the single most important factor in providing quality care to the people we support is our employees. That is why this administration has emphasized the importance of providing a culture where people want to come to work every day. This plan includes a number of areas that support a strong recruitment and retention strategy. The goal is to recruit and retain a high quality and stable workforce to ensure the provision of quality supports and services consistent

with the mission, vision and core values of the organization. The plan also incorporates a Diversity, Equity, and Inclusion (DEI) framework into all aspects of ACLD's culture and operations by promoting the representation and participation of different groups of individuals, including people of different ages, races, ethnicities, abilities, genders, religions, cultures and sexual orientation. As an organization, we recognize the importance of diversity, inclusion, and equality. It is our belief that the diversity of our employees is what strengthens us as an organization. Celebrating our differences strengthens our culture and creates an environment where each employee feels valued.

The fourth pillar is to provide secure and reliable technology to enable employees to work effectively and enhance the quality of services to the people we support. The technology environment is constantly changing and ACLD has to stay ahead of the curve to ensure the safety and security of its protected information and to leverage technology to provide the best possible supports in all areas of our business. A thorough review of our business processes and operations will be conducted to ensure optimal utilization of all agency resources.

The Executive Team has developed an Action Plan that will monitor activities throughout this process to ensure the identified goals and objectives are met. Each pillar will be assigned to an owner that will be responsible and accountable for meeting goals and provide quarterly progress reports that measure outcomes and will be shared with the Board of Directors.

Introduction

History

The ACLD of today started on two separate paths which were destined to join together. In Nassau County, George Lehr and Abraham Greenberg, both fathers of children with disabilities, discovered the New York State Association for Brain Injured Children (NYABIC) and began the Nassau Chapter of the organization in 1957. In Suffolk County, Jack and Beverly Darcy, also parents of children with disabilities, followed the same path and in 1962 formed the Suffolk Chapter of NYABIC. Both began with a similar purpose of advocating for education of children with disabilities and to ensure that the children had every possible opportunity to make friends and enjoy life as a child.

In the mid-1970s, both chapters changed their names to Association for Children with Learning Disabilities (ACLD), and in 1984 the chapters merged together. In 1991 the agency changed its name to the ACLD of today, Adults and Children with Learning and Developmental Disabilities.

While our agency has undergone many transformations in its 65-year history, one fact remains – our commitment to providing opportunities for children and adults with Autism, learning and developmental disabilities, so they may pursue enviable lives, promote their independence and foster supportive relationships within the community.

Governance

The Board of Directors play a critical role in the development of the agency's strategic planning process and in the overall success of the organization. The primary role of the Board of Directors is to provide overall governance of the agency. Governance is about vision, policy-making and organizational direction as opposed to day-to-day management and implementation of policy and programs. The Board of Directors oversees the organization, making sure its policies fulfill its mission, is consistent with its values and promotes viability for the future. The Board has the responsibility to define expectations for the organization, select, manage, and support the organization's Chief Executive Officer, and verify performance. Management has the responsibility to communicate expectations of the mission, strategy, and policies to the entire staff, manage day-to-day operations and implement programs to fulfill expectations, and report results to the Board. When the balance between the responsibilities of the Board and management is established and functioning well, the organization is better able to meet the expectations of the people we support and their families, deliver quality programs that are effective and efficient, and comply with the laws, regulations and other requirements.

As part of its continuous efforts to focus on governance and provide strategic vision for the organization, in 2021, the Board of Directors amended and restated the bylaws to streamline the roles and responsibilities of Board officers and members and to ensure the future success of the agency. The bylaws establish the overall responsibility for the conduct of the corporation, including the authority, control, and responsibility to execute all powers over the business, operations, concerns, and affairs of the Corporation, including the establishment and enforcement of policies and procedures. The bylaws establish the committees of the Board and committees of the Corporation. The committees of the Board are the Audit Committee, Compensation Committee, Nominating Committee, and Executive Committee. The Committees of the Corporation are the Finance Committee, Investment Committee, Corporate Compliance Committee, the Guardianship Committee, Community Trust Committee, Incident Review Committee, and the Quality Services Committee. Committee chairs and vice chairs provide leadership to the committee by translating the Board's goals for the committee into meeting agendas and work plans and by presiding over the meetings to ensure efficiency and execution of the work plan. Committee chairs also report on the work of their committee to the Executive Committee and the full Board.

A critical role of the Board of Directors is to establish a Board succession planning policy. The purpose of this policy is to reduce potential risks from planned and unplanned Board member departures, ensure smooth leadership transition, and maintain the sustainability of the organization. The responsibility for succession planning falls to the Nominating Committee. Succession planning activities will increase the availability of capable individuals for leadership positions and minimize the disruptive risks from sudden departures. The Board of Directors succession planning process will identify critical roles and responsibilities of current members, minimal requirements for continued membership, key qualifications of potential Board members, and ongoing recruitment for new members. The Board will emphasize the importance of succession planning as an ongoing process and add it to their agenda regularly.

The bylaw amendment and restatement process that the Board undertook at the end of 2021 was aimed, in large part, at updating the Board's structure (e.g., committee structure, membership, roles, etc.) to reflect evolving board governance best practices. Although the structure of the

Board was changed significantly in this regard, our advisors recommended also that we implement many of the processes made possible by the new Board structure and that we focus on Board culture analysis and growth to ensure that the Board evolves in fact, not merely structurally. Our advisors advised focused attention on several key areas where they observed deficiencies as part of the bylaw consensus process. These areas of deficiency included: understanding role as overseers and policy makers (not implementers); focus on membership requirements and succession; adherence to agendas and time limits, voting calls and tolerance for majority voting; need to refer matters of personal interest to appropriate forum/role of Family Member Association Council; consideration of change to no-spouse Board member rule and use of non-Board member volunteers in governance; and employment of Board Emeritus status. Despite this advice, in the view of Board leadership, the Board has not undertaken focused attention on Board culture and behavior issues. Our advisors advised focused attention on these areas and Board leadership believes we should follow that advice. They believe that sleeping on these important issues will inhibit governance growth and the future of the agency. The Nominating Committee will take up these matters at a meeting early in 2024 with the expectation of an action plan on governance improvements during 2024.

Critical Strategic Issues

Financial Stability - Maintain financial stability during uncertain future funding to ensure delivery of quality programs and services for the people we support.

Financial stability is paramount to the success of the organization. We will continue to work with industry associations such as the Inter Agency Council, New York Alliance, New York Disability Association, and others to advocate for adequate funding to support the mission of the organization and ensure the people we support live fulfilling lives. OPWDD has recently announced the development of a new funding methodology where rates will be based on region and acuity scores that have not been developed or evaluated. ACLD does not know the impact the new funding methodology will have on existing rates and future revenue. OPWDD also, still maintains a long-term goal of future funding in a managed care environment with value-based payments. It is difficult for ACLD to predict the impact managed care will have on future funding. ACLD regularly examines agency policies and procedures to ensure consistency and efficiency in agency practices. It monitors agency expenses to confirm they are in accordance with program needs along with looking for cost efficiency. ACLD continues to maintain a solid financial position, transparent reporting and strong capital resources.

Workforce - Recruit and retain a high quality and stable workforce to ensure the provision of quality supports and services consistent with the mission, vision and core values of the organization.

Recruiting and retaining a high-quality workforce is critical to providing appropriate and quality care to people with intellectual and developmental disabilities. It is also one of the agency's greatest challenges. Direct support staff account for nearly 70% of the workforce and state funding provides inadequate compensation for the work requirements, and many staff have only minimal education. In the past, the industry paid direct support staff above the minimum wage which gave agencies a slight edge over other low paying jobs. There are also many agencies similar to ACLD as well as temporary staffing agencies that are all pursuing the same pool of

potential candidates. ACLD will need to focus on other areas to compete for the best candidates such as; creating a culture where people want to come to work, professional development opportunities, training supervisors to provide support, and creating a mentoring and career path for direct support staff.

Diversity Equity and Inclusion - Incorporate a Diversity, Equity, and Inclusion (DEI) framework into all aspects of ACLD culture and operations, promoting the representation and participation of different groups of individuals, including people of different ages, races, ethnicities, abilities, genders, religions, cultures and sexual orientation.

As an organization, ACLD recognizes the importance of diversity, equity and inclusion. It is our belief that the diversity of our employees is what strengthens us as an organization and aids us in supporting people with I/DD and their families in an increasingly diverse multi-cultural society. Valuing the perspectives and beliefs of all employees adds to the richness of our organizational culture. A diverse and culturally competent organization increases effectiveness, credibility and transparency, while creating an environment that fosters creativity, employee satisfaction and well-being. Ensuring that ACLD has incorporated a strong DEI framework into all aspects of our organization will elevate us culturally and will assist us in attracting and maintaining a dedicated and consistent workforce.

Information Technology/ Business Operations - Provide secure and reliable technology to enable employees to work effectively and enhance the quality of services to the people we support/ Improve business processes to ensure effective and efficient operations.

Information technology is evolving so quickly that we must be change agents or we risk falling behind in all areas of our business operations. With the advent of artificial intelligence (AI) becoming ubiquitous almost overnight, the agency must continue to explore, evaluate, and make changes to current systems and processes to ensure efficiency. There are many bad actors and nonprofits are ripe targets for cybersecurity breaches as we physically and contractually maintain sensitive information of people with disabilities. We must also be cognizant of providing a secure work environment as employees work from anywhere (remote work from home, in the field, and on mobile devices) and we must act to protect data all around us. Security breaches of sensitive information will be a strain on our financial and human resources as we respond to such breaches. We will focus our attention on securing mobile devices utilizing the latest technology including multi-factor authentication and mobile device management. We will also work closely with our attorneys to mitigate contractual risk related to 3rd party software. In addition, we will develop a framework that will be incorporated into our processes to further mitigate or transfer risk to software providers.

Strategic Planning Committee

The strategic planning committee consists of the following people throughout the organization. Chief Executive Officer, Chief Financial Officer, Chief Program Officer, Chief Administrative Officer, Director of Human Resources, Director of Business Operations, Director of Financial Reporting, Director of Residential Services, Director of Day and Community Support Programs.

Plan Development

We created our three-year strategic plan by conducting an organizational assessment of ACLD to determine the areas that we need to focus on to prepare for the future. A thorough review and evaluation was conducted of the organization's mission and vision, and its departments, programs, and services. Our research included conducting a SWOT Analysis to determine the agencies strengths, weaknesses, opportunities, and threats and using the information to develop goals and objectives that ACLD will undertake to implement its strategy.

Vision Statement

ACLD's vision is to be a respected leader in the industry and provide the highest quality services possible to people we support.

Mission Statement

ACLD's Mission is to provide opportunities for children and adults with autism, learning and developmental disabilities to pursue enviable lives, promote independence and foster supportive relationships within the community.

Core Values

- Treat people, their families, and co-workers with respect and understanding
- Act honestly and professionally, respect others and their ideas, and promote and establish trust throughout the organization.
- Create a culture of teamwork by promoting collaboration, partnership, and trust.
- Pursue excellence with passion and promote quality in all aspects of the organization.

Programs and Services

Residential Services

ACLD operates 47 community-based residences, 33 apartment sites, and 2 supportive houses in Nassau and Suffolk Counties. Beyond the comforts of home, these residential programs provide over 400 adults with the counseling, training and support services which enable men and women with different abilities to work and live as part of the greater Long Island community.

The Supervised Individualized Residential Alternative program provides 24-hour supervised living opportunities throughout Nassau and Suffolk Counties. People within this program are provided with structured daily living support which enhances their growth and development, and they are encouraged, guided and supported as they work, travel and interact within their communities.

The Supportive Individualized Residential Alternative Program provides independent apartment living for adults. Apartments are located throughout Nassau and Suffolk Counties. People either share or live alone in an apartment in the community and are provided support staff based on their individual needs. ACLD recently opened 2 supportive houses that provides independent

living to 3 people in each home. These houses provide a better home environment than apartment living. ACLD continues to look for these opportunities.

Day Services

More than 500 men and women turn to ACLD for Day Services designed to foster independence, individualization, community integration and productivity. ACLD programs such as Choices, Bridges, Oasis Day Habilitation and Program Without Walls emphasize community-based training through educational, social/recreational and volunteer opportunities.

Bridges and Oasis are designed to promote independence, integration and productivity through a wide range of volunteer work experiences in the community. Four hub sites are situated in local community neighborhoods allowing easy community access. Program Without Walls offers the same opportunities as community-based day habilitation, focusing on individuals who benefit from smaller settings. In addition, the Golden Opportunities program is specifically designed to address the needs of those with disabilities as they age, while the Connections Program targets people who have been diagnosed with autism spectrum disorder or have similar strengths and challenges.

The Supplemental Group Day Habilitation Program, Strive, is available on weekends to adults with developmental disabilities living at home, family care or within a supported living apartment program. Strive offers opportunities for people to volunteer, participate in community integration activities and develop peer groups. ACLD provides transportation to and from the Strive program.

The Balanced Living Unlimited Experience known as the BLUE Program is located in Deer Park and provides services for people with Autism. Services include a sensory room, media room, culinary room, and computer room.

Family Support Services

The Family Support Services Program provides information, referrals, life planning assistance and transition planning awareness to people with developmental disabilities and their families to help them seek services which will enhance their lives. In addition, community habilitation and in-home respite services are available through this program to families of children or adults with developmental disabilities who are living at home. ACLD provides information and referral services to thousands of families throughout Long Island each year.

Vocational Services

At the Gail and Don Mitzner Adult Services Center, ACLD's Vocational Services program provides job assessment, job development, travel training, on-site job coaching, school consultation and situational assessment services to more than 300 men and women with disabilities. ACLD operates one of Long Island's largest Supported Employment programs, working with highly motivated and qualified job-seekers and employees and matching them with an appropriate job opportunity at one of more than 100 companies throughout Nassau and Suffolk Counties who hire people with disabilities. ACLD also hires people with disabilities to perform administrative duties, office cleaning services and work in the two business ventures the organization has.

ACLD is contracted with NYSID (New York State Industries for the Disabled). The contract includes the Huntington Department of Motor Vehicles and the Department of Homeland Security.

Pre-Vocational Services

Prevocational Services prepare individuals with developmental disabilities for paid employment or meaningful community activities, including volunteering. Prevocational Services are pre-employment and/or job readiness activities specified in an individual's Individualized Service Plan (ISP)/Life Plan and Prevocational Habilitation Plan/Staff Action Plan. These services are habilitative and prepare the individual for paid employment or meaningful community activities that enable an individual to attain the highest level of community engagement in the most integrated setting with the ultimate goal of employment. Prevocational Services at ACLD will be delivered as Community Based Services.

Children's Services

Kramer Learning Center provides comprehensive diagnostic, educational and therapeutic services to preschoolers with developmental disabilities. The program offered at this site includes full-day classes for 114 preschoolers in either an 8:1:2 or a 10:1:2 class ratio. This site also offers evaluation, clinical services (Speech, Physical and Occupational Therapies), and Special Education Itinerant Teacher Services to children not enrolled in our preschool classes.

The **Alan and Ellen Spiegel Children's Center** provides preschool and recreation program, with offerings including full-day classes for 72 preschoolers with developmental disabilities in either an 8:1:2 or a 10:1:2 class ratio. It is also a home to ACLD's after-school therapeutic recreation program for children with developmental disabilities, which supports 30 school-age children, and the home to a summer camp for school-age children with disabilities, operated in conjunction with Great South Bay YMCA with the support of a grant from the New York State Office for People with Developmental Disabilities (OPWDD).

In partnership with the Great South Bay YMCA and the Bay Shore School District, ACLD operates a preschool class for children with developmental disabilities with a 12:1:2 ratio. ACLD is eager to expand this partnership to include additional classes in the future.

Business Services

RewearAble Program

An initiative that didn't exist in 2014, RewearAble is a clothing recycling program committed to helping people with developmental disabilities pursue enviable lives through sustainable employment. Winner of the 2017 Imagine Award for Innovation, RewearAble has an integrated workforce which, from scheduling pickups to sorting and baling clothing, ensures workers are building vocational skills in a work environment.

Cleaning Services

A growing business which creates opportunities for adults with intellectual and other developmental disabilities while maintaining a clean and healthy environment for the customers.

ACLD’s Cleaning Crew has an integrated workforce of devoted and dedicated staff and is contracted with NYSID (New York State Industries for the Disabled) and the Department of Motor Vehicles. ACLD’s Cleaning Crew has experience providing quality work. The Cleaning Crew provides monthly, and quarterly cleaning services to a wide array of companies on Long Island including Homeland Security, Hope for Youth, John’s Crazy Socks, NYSID, Anton Cerrone Realty, BOCES, Family Service League and The Charles Evans Center.

Candleworks

Candleworks was created in 2022 and is an extension of ACLD's mission to provide opportunities for children and adults with learning and developmental disabilities to pursue enviable lives, promote independence and foster supportive relationships within the community. Candleworks manufacturers handcrafted soy wax container candles and markets the products at craft fairs and on the Candleworks.org website.

SWOT Analysis

<p>Strengths – Administrative capabilities Mission driven staff Strong organizational culture Strong program operations Reputation as Innovative Provider Financial Stability Strong Board Support</p>	<p>Weaknesses – Majority of workforce salaries are dictated by OPWDD and SED funding Difficult to compete with local hospitals for skilled nursing Remote work not available to entire workforce Funding does not support advanced education and training. SED funding does not support agency operations Staff resistance to changing organization strategy Lack of focus on Board adherence to best practices in operation</p>
<p>Opportunities – Weak economy Consolidation of weaker organizations Grant funding to expand programs OPWDD and SED Funding opportunities</p>	<p>Threats – Changing funding climate Resistance to change Industry-wide staffing crisis Remote work opportunities elsewhere Higher paying jobs for less demanding work Weak economy More sophisticated cyber threats Lack of plan for and commitment to implementation of long-term Board succession</p>

As shown in the SWOT Analysis table above, the organization has several weaknesses, but most of these weaknesses are related to funding. These weaknesses emphasize the importance of Pillar 1 which is to maintain financial stability during uncertain future funding to ensure delivery of quality programs and services for the people we support. The major threats facing the organization are related to the industry wide staffing crisis and sophisticated cyber threats. These threats will be addressed in this strategic plan by focusing on recruitment and retention, developing a comprehensive DEI plan, reviewing business processes and leveraging technology to improve our security posture. Fortunately, the organization has many strengths including strong administrative capabilities and organizational culture that it must continue to maintain and strengthen as it shifts focus on these various threats and weaknesses. The Executive Team believes that maintaining current strengths and mitigating weaknesses and threats will put the agency in a strong position to take advantage of opportunities found in this chart. An organization that is financially sound with a stable workforce and strong organizational culture will be better positioned to take advantage of opportunities to grow the organization.

Strategic Plan Approach

ACLD has organized our three-year strategic plan around four pillars that articulate the priorities that we must focus on to advance our mission and drive toward our vision. We will utilize these goals to organize our objectives and measure key results. In order to meet our objectives in our strategic plan, each goal is assigned an accountable owner. The team will meet on a monthly and quarterly basis to report on its progress of our objectives and key results and make changes where necessary. The CEO will report results to the Board of Directors.

Strategic Plan

Pillar 1: Maintain financial stability during uncertain future funding to ensure delivery of quality programs and services for the people we support.

Objectives:

- Closely monitor agency expenses to support programs and departments to contain costs pending the outcome of new rate structure. New rate structures fall outside of agency control and can have a major impact on future revenue.
- Create real time financial analysis so that programs and departments can effectively manage budgets.
- Leverage technology to improve efficiencies across the finance department.
- Reduce the amount of time it takes to close out the monthly financials.
- Identify areas where funds do not adequately support programs and provide solutions to contain costs. For example, converting apartments into three-person supportive homes fully backed by PPA's reduces losses caused by rent increases that exceed reimbursement rates.

Pillar 2: Recruit and retain a high quality and stable workforce to ensure the provision of quality supports and services consistent with the mission, vision and core values of the organization.

Objectives:

- Expand ACLD's reach for qualified candidates through job search engines, digital marketing, and email campaigns.
- Identify and cultivate relationships with local universities to create avenues for educational opportunities that will enhance employee skill, education and professional growth.
- Ensure competitive salary and benefits commensurate with the field of Human Services to attract and retain qualified employees.
- Maintain turnover rates below industry average based upon NCI and benchmark fields.
- Enhance and expand training programs to increase high quality service delivery.
- Reinforce and maintain ACLD culture through employee engagement and recognition.
- Expand opportunities for employees to meet with senior management to discuss agency initiatives and opportunities for growth and enhancement.

Pillar 3: Incorporate a Diversity, Equity, and Inclusion (DEI) framework into all aspects of ACLD culture and operations, promoting the representation and participation of different groups of individuals, including people of different ages, races, ethnicities, abilities, genders, religions, cultures and sexual orientation.

Objectives:

- Utilize training opportunities to create commitment and consensus for Diversity, Equity and Inclusion in all aspects of ACLD's culture and day to day operations.
- Incorporate DEI into the workplace through reinforcement of DEI practices in recruitment, retention, employee engagement, and infrastructure to enhance service delivery and increase employee satisfaction and well-being.
- Ensure Diversity, Equity, and Inclusion are infused throughout the framework of the organization with reinforcements of these practices built into all foundational initiatives.
- Establish and maintain an inclusive service network that reflects the characteristics of the communities we serve and values diversity at all levels of the organization.
- Incorporate DEI into all organizational branding both internally and externally, including social media platforms and events.
- Identify DEI goals and metrics that will indicate progress.

Pillar 4: Provide secure and reliable technology to enable employees to work effectively and enhance the quality of services to the people we support/ Improve business processes to ensure effective and efficient operations.

Objectives:

- Create a safe and secure network environment by consolidating managed services such as managed detection and response (MDR) and anti-virus (AV) protection into a single

provider to reduce costs and protect the agency from a wide variety of evolving cyber threats.

- Invest in conditional Multi-factor Authentication (MFA) Solution that will strengthen our security footprint as the agency shifts to remote work at home and in the field and provide external validation to ensure solution meets industry standards.
- Create a Mobile Device Strategy to improve how employees work from anywhere. Mobile strategy should embrace remote workforce and leverage technology to provide safe and secure access to solutions and applications.
- Improve service and support across the agency by leveraging newer technology such as Microsoft 365.
- Support innovation to enhance the lives of the people we support by leveraging technology.
- Improve business processes by investing in business intelligence and data analytics to create a dashboard of performance metrics and key outcomes.
- Ensure ACLD attracts and retains critical IT staff through professional development and competitive salaries.
- Employment Initiatives: Expand current business operations, look to add new ones for the future and create partnerships with other organizations in this area.

Conclusion

The purpose of this strategic plan is to ensure that ACLD continues to thrive financially while providing the highest quality services possible to the people we support. It is critical that we implement these strategies so that we can strengthen our organization and prepare for any future funding challenges. Although financial stability is critical to providing services, we understand the importance of providing a culture where people want to come to work every day and support our mission of providing high quality services to people with learning and developmental disabilities. In order to accomplish our goals, we know that we must recruit the best talent possible and then create a culture where people want to stay with the agency. This plan also emphasizes the importance of creating an inclusive culture by promoting the representation and participation of a diverse group of people. Lastly, the plan focuses on leveraging technology to enable employees to work more effectively and enhance the quality of services. We are confident the implementation of this strategic plan will strengthen our workforce, improve our processes and prepare us financially for the future.