



## **2019 Strategic Goals**

### **Family Support**

1. By December 31, 2020, establish a system to channel all initial contacts through family support intake resulting in an extension of services and resources that help empower and engage all individuals and families.
2. By December 31, 2019, design and begin implementation of an array of family support services based on the intensity of family needs that reflect best-practices.
3. In 2020, develop a system of measurement to measure the quality of outcomes of the newly designed array of family support services.
4. Regularly, promote and facilitate parent educational opportunities surrounding issues across the spectrum and lifespan.
5. Begin, implementation of Parent-to-Parent training series utilizing evaluation metrics.
6. By December 31, 2019, design a plan to serve an increase in the number of families supported by Autism Delaware in underserved communities (e.g., Spanish-speaking, urban, etc.).
7. In 2020, begin implementation of strategies and programs resulting in an increase in the number of families supported by Autism Delaware in underserved communities (e.g., Spanish-speaking, urban, etc.).
8. In 2019, evaluate families' programmatic needs and desires resulting in development of an array of Natural Support programs.
9. Utilize evaluation to implement the array of Natural Support programs.

### **Adult Supported Living**

1. Increase the number of customized flexible community living arrangements statewide.
  - Create presentation for families to understand options.
  - Continue to explore blended funding options (private/public).
2. Continually, provide information, referral and consultation support to families developing their own residential plans.
  - Host informational sessions with families to share options and provide resources.

## **Advocacy**

1. Each year, provide education and resources to Delaware legislature, about how their support of initiatives impacting individuals and families affected by ASD, which in turn can positively impact the state.
2. In collaboration with the ICA to continue to develop accountability measures that result in training and technical assistance for all local school districts.
3. Continually, promote the value of having accountability measures that include training and technical assistance for all local school districts to secure Delaware legislature support.
4. Continually, engage and mobilize key stakeholders within the community, who will champion Delaware legislature and individual LEAs to supply the necessary funding structure; that will result in administrators, teachers and para-educators ability to access training and technical assistance appropriate to support students with ASD.
5. Continually, advocate for establishment of appropriate behavioral and mental health supports for children and adults with ASD statewide.
6. Create ongoing learning opportunities about critical and local issues for individual, families and key stakeholders to participate in; that result in progressive expansion of advocacy of ASD.
7. Research how Autism Delaware is utilizing and incorporating self-advocate voice throughout the organization.
8. Create a culture of self-advocate voice that is woven throughout agency plan of work.
9. Increase participation of self-advocates in Autism Delaware governance and other advocacy programs.
10. In 2019, identify 6 parents called Parent Advocates that Autism Delaware will cultivate to utilize parent voice in system advocacy groups.
11. In 2020, provide education and hands-on experience to Parent Advocates so they can begin to represent Autism Delaware in system advocacy groups.

## **Vocational Services**

1. Recruit, train and maintain a qualified staffing structure that will result in the ability to provide quality behavioral services (ABA) for eligible participants.
  - Host informational session with ABC Consulting.
  - Create a business proposal including budget to be approved by AD leadership.

- Internally hold information sessions that enhance cross departmental success resulting in referrals to behavior services; which allows us to maintain qualified staff. (# of information sessions & # of referrals)
2. Provide reoccurring and increased behavior support technique education opportunities for staff.
    - Organize skills training curriculum allowing for implementation and calendar development.
    - Provide training through video sessions, and classroom based instruction to staff on a reoccurring basis.
  3. Expand technology access and training for staff resulting in the ability to service clients effectively in compliance with regulations including DDDS and HIPAA.
    - Conduct an inventory of current technology.
    - Identify additional needed resources (hardware/software).
    - Host THERAP representative to access AD needs and provide technology plan and fee structure.
    - Secure technical assistance from THERAP to provide a train-the-trainer model.
  4. In 2019, begin implementation of Lifespan Waivers' community participation services that results in provision of service that increases participant access to their community.
    - Create an application for service.
    - Hire and maintain a staffing structure to support new referrals.
  5. Maximize each participant's percentage of hours in employment, volunteer work, or other community-based activity, based on authorized services and individual needs.
    - Research and implement a system to track utilization.
    - Analyze the utilization to identify opportunities to increase access.
    - Create participant goals that will increase hours in identified services.
  6. Collaborate regularly with Family Support to deepen family participation in the provision of each individual's personal programming model.
    - Coordinate with the Family Support Director to identify opportunities to engage families.
    - Meet quarterly with the Family Support Director to review status of engagement.
  7. Create a staffing plan that includes a competitive salary and benefits package and advancement opportunities that results in the recruitment and retention of qualified staff.
    - Develop and implement plan.

### **Fund Development and Engagement**

1. Develop and implement a staffing structure necessary to support successful fundraising and engagement throughout the state.

2. Continually collaborate internally to strengthen organizational culture that increases understanding and participation in fundraising efforts resulting in increased donations from volunteers, staff and community supporters.
3. Continually collaborate internally to develop and implement a coordinated approach for community engagement that results in an increase of employment, financial support, in-kind support, autism educational presentation opportunities, volunteerism and support of Autism Delaware's mission.
4. In March 2019, begin collaborations internally resulting in effective approaches to fundraising that will result in educating, engaging, and empowering families to become philanthropic to Autism Delaware.
5. Continually build upon the success of event based fundraising to diversify and increase funding and programmatic opportunities.
6. In 2019, complete a grant funding calendar that allows for cross departmental communication that results in funding to support new opportunities recognized in this plan.
7. Continually encourage, support and increase outside fundraising events that specifically support Autism Delaware.
8. By December 31, 2020, development and implement a volunteer engagement strategy that includes procedures for recruitment, training, recognition, evaluation and retention/release that results in improved volunteer experience and increased engagement opportunities.

### **Communications**

1. By September 1, 2019 evaluate Autism Delaware's communication plan and all collateral materials to determine effectiveness and return on investment.
2. By December 31, 2019 collaboratively develop a result driven Communications Plan based on findings from evaluation.
3. In 2020, begin implementation and monitoring of Autism Delaware Communications Plan.
4. Continually strengthen organizational culture resulting in regular and ongoing communications for internal and external stakeholders.
5. By 2021, research and develop a feedback mechanism that effectively allows for receipt and response to feedback.

### **Human Resources & Information Technology**

1. By December 31, 2020, create a streamline staffing recruitment, screening, and placement plan that supports optimal program delivery.

2. In 2020, explore and make recommendations on an organizational-wide employee training and development program.
3. In 2019, conduct a study of office space utilization.
4. In January 2020, make short- and long-term recommendations on spacing that will support programmatic needs.
5. In the spring 2019, make recommendations of which key elements to implement from the Tech Impact Strategic Plan for Technology.
6. In spring of 2020, implement approved recommendations from Tech Impact Strategic Plan for Technology.
7. In fall of 2019, begin research of an organization-wide quality management program.
8. In 2020, begin design and implementation of an organization-wide quality management program.
9. In January 2021, perform a salary study that includes employee benefit package.
10. By June 2021, provide recommendations including budget for employee salary and benefit packages based on findings of study.
11. In 2019, begin research HRIS system that results in recommendation of cost and implementation plan.
12. By December 31, 2019, create and implement an employee recognitions plan.