



Helping People Along their **Path** to self-reliance and inclusion

Strategic Corporate Goals: Vision & Mission 2020

VISION & MISSION · STRATEGIC POSITION · PROGRAM MODEL · STRATEGIC PRIORITIES

Vision

Pathfinder envisions a community in which all people are valued and accepted and have control over their own destinies.

Mission

Pathfinder strengthens communities primarily by enabling people facing physical, developmental, or economic challenges to achieve independence, inclusion, and stability.

Strategic Position

Pathfinder Services will enhance its position as a comprehensive provider of services that develop the human potential of each individual served while strengthening the community in which they live. This position is supported by a **philosophy of self-reliance and inclusion**, which is enacted in two ways. First, Pathfinder Services is committed to enabling individuals to have social and economic choices in their life and the opportunity to be integrated in the life of the larger community. Second, services designed to meet the needs of individuals with disabilities and those facing economic barriers will be open to anyone who can benefit from them.

Program Model

Pathfinder Services defines its core business as supporting individuals with disabilities and those facing economic barriers achieve a higher quality of life by emphasizing four key program areas that foster individual and community development leading to greater well-being: ***education and training, employment services, affordable housing, and community integration.***

Strategic Priorities

The activities of Pathfinder Services will be guided by the following set of strategic priorities:

1. Pathfinder must shape its programs and services in response to emerging needs among the populations it serves, especially in the areas of total integrated services, wealth and asset creation, aging in place, talent development, and health and wellness.
2. Pathfinder must create greater program-level alignment with its business core by ensuring that programs and services are centric to the organizational core to reduce operating complexity.

3. Pathfinder must assure that human and financial resources are available and prioritized to achieve those program and service outcomes that provide the greatest mission impact.
4. Pathfinder must continuously create a wage and benefit structure and work environment that allows it to be competitive in attracting and retaining quality staff.
5. Pathfinder must continue to be financially sustainable.

Strategic Corporate Goals to implement Vision 2020

STRATEGIC PRIORITY 1			
Pathfinder must shape its programs and services in response to both existing and emerging needs among the populations it serves, including total integrated services, wealth and asset creation, aging in place, talent development, and health and wellness.			
CRITERIA: All programs and services must support individuals in one or more of our identified focus areas of Education and Training, Affordable Housing, Employment Services, and/or Community Integration . Furthermore, expansion activities must meet the criteria identified in Vision 2020.			
GOALS/ACTION PLANS	LEAD RESPONSIBILITY	TIMELINES	BOARD LIAISON COMMITTEE
Successfully implement integrated Community Art Center in Huntington <ul style="list-style-type: none"> • Negotiate developmental agreement resulting in 20% development fee and \$2/sf development cost for commercial area • Create management agreement w/LaFontaine Arts Council to manage Art Center • Create viable business plan for commercial kitchen that results in \$20,000 profit at the end of the second year • Hire a fund raising consultant with the goal of creating a development plan that has goal of \$300,000 for equipment and \$1 million for center endowment • Find and hire Art Planning Consultant to fashion a Community Arts Plan by December 31, 2018 	CEO CEO Senior Director Business Development Strategic Development Director CEO	November 15, 2017 2017 June, 2018 March, 2018 2017	Customer Acclaim Finance/Resource Development

<ul style="list-style-type: none"> • Successfully integrate artists currently served at Creative Abilities into educational programs, artist studio use, and gallery usage at the new Community Art Center • Through successful acquiring of grants and fee generated income, Community Arts Center is financially sustainable by December 31,2020 with cumulative loss in prior years not greater than \$100,000. 	<p>Community Supports Director and Staff</p> <p>CEO/COO/Senior Business Development Director/Strategic Development Director</p>	<p>2018-2019</p> <p>2020</p>	
<p>Revamp the Day Services model for people with disabilities that create integrated opportunities and/or greater earned income</p> <ul style="list-style-type: none"> • Integrating the Creative Abilities art program and expanding earned income from sales of art produced by 100% over the next two years • Expand integrated health and wellness activities for folks with DD utilizing partnerships like the YMCA or existing fitness facilities. • Expand use of volunteers that interact with clients to 30 individuals over two years. 	<p>Community Supports Director</p> <p>Volunteer Coordinator</p>	<p>2019</p> <p>2018</p> <p>2019</p>	<p>Customer Acclaim</p>
<p>Research and determine the feasibility of serving non-Medicaid disability eligible persons who have disabilities in the community support program under a fee for service model and if feasible, implement the program by 2019</p>	<p>Community Supports Director/COO</p>	<p>2018</p>	<p>Customer Acclaim</p>
<p>Develop formal staff training program and service plan to assist those served with dementia to age in place and implement by the end of 2018</p>	<p>Community Supports Director</p>	<p>2018</p>	<p>Customer Acclaim</p>
<p>Create a three-year plan to enable all properties to be assessable to those served by the end of 2020.</p>	<p>CEO/COO/CFO</p>	<p>2020</p>	<p>Internal Operations Committee</p>

REVISED Operational Goals to implement Vision 2020

<p>STRATEGIC PRIORITY 2 Pathfinder must ensure programs, services, and the administrative infrastructure support the business model and that the organizational structure is designed to increase efficiency and reduce operating complexity.</p>			
<p>CRITERIA: Reporting structures and positions are created based on consumer and organizational needs rather than around the skill sets of employees. Adjustments are made as appropriate for the organization.</p>			
GOALS/ACTION PLANS	LEAD RESPONSIBILITY	TIMELINES/METRICS	BOARD LIAISON COMMITTEE
<p>Revise the organization structure to reduce the day to day "hands on" work of CEO in the operation of the organization to allow greater time for visionary and resource development responsibilities.</p> <ul style="list-style-type: none"> • Complete hiring process for new Chief Operative Officer position • Develop robust orientation and training process to enable COO to learn the dynamics and operating systems within the first nine months of employment. 	<p>CEO</p>	<p>December, 2017 January, 2018</p>	<p>Executive Committee</p>
<p>Revisit how the organization is structured and operating systems are employed making necessary changes that result in reduced operating complexity, and greater service and cost efficiencies.</p>	<p>CEO/COO</p>	<p>2018</p>	<p>Executive Committee</p>

Operational Goals to implement Vision 2020

STRATEGIC PRIORITY 3			
Pathfinder must continue to be financially secure balanced with growth opportunities.			
CRITERIA: Specific financial goals – not just the annual budget – will drive social enterprise and development plans and activities. A strong development and marketing department/team is vital to long-term sustainability, with the ability to increase unrestricted funds for future growth.			
GOALS/ACTION PLANS	LEAD RESPONSIBILITY	TIMELINES/METRICS	BOARD LIAISON COMMITTEE
Profitability from current social enterprises exceeds \$1 million by 2020 <ul style="list-style-type: none"> • OutSource Manufacturing and Amramp averaging \$250,000 profit by 2020 • Home Ownership Center averaging \$250,000 by 2020 • Real Estate Development averaging \$500,000 by 2020 	Senior Director Business Dev. Home Ownership Center Director CFO	2020	Finance/Resource Dev. Committee
Create and implement a comprehensive development plan that generates \$2.5 million in donations, grants, and earned revenue from dedicated accounts in other foundations by 2020.	Strategic Development Director	2020	Finance/Resource Dev. Committee
Research mission related social enterprises and create at least two additional fee for service enterprises that positively contribute to Pathfinder’s financial sustainability by 2020.	COO/Senior Director Business Dev.	2020	Finance/Resource Dev.

Operational Goals to implement Vision 2020

<p>STRATEGIC PRIORITY 4 Pathfinder must ensure that human and financial resources are available and prioritized to achieve those programs and service outcomes that provide the greatest mission impact.</p>			
<p>CRITERIA: Measurement tools that provide meaningful data should be used and managers held accountable for outcomes.</p>			
GOALS/ACTION PLANS	LEAD RESPONSIBILITY	TIMELINES/METRICS	BOARD LIAISON COMMITTEE
<p>Continue to employ a balanced scorecard system that is annually revised and measures the key current indicators of mission impact and financial success from programs/services and internal operations</p>	<p>CIO</p>	<p>Ongoing</p>	<p>All Board Committees</p>
<p>Create a robust leadership development program for supervisory staff and emerging leaders that encompasses generating greater employee involvement and reduction in employee turnover</p>	<p>CEO in collaboration with HR staff and Leadership Team</p>	<p>2018</p>	<p>All Board Committees</p>
<p>Finish the restructuring of the job description and performance evaluation systems that creates:</p> <ul style="list-style-type: none"> ▪ a competency based aligned job description/employee performance system ▪ mentoring relationships between supervisor and employees ▪ a more collaborative based team environment ▪ alignment between employee training and performance improvement resulting in greater talent development of employees based on competencies needed for successful job performance 	<p>CEO in collaboration with HR staff and Leadership Team</p>	<p>2018 2019 2019 2018</p>	<p>Internal Operations Committee</p>

REVISED Operational Goals to implement Vision 2020

<p>STRATEGIC PRIORITY 5 Pathfinder must create a culture of employee commitment and collaboration throughout the organization to both attract and retain quality staff. A key component of this priority is to continuously create a valued compensation package and work environment.</p>			
<p>CRITERIA: All human resource activities are created and implemented with the goal of increasing employee commitment.</p>			
GOALS/ACTION PLANS	LEAD RESPONSIBILITY	TIMELINES /METRICS	BOARD LIAISON COMMITTEE
Strive for improvements in the "Best Place to Work" annual survey with the goal of qualifying for the statewide designation as a "Best Place To Work."	CEO in collaboration with HR Staff and Leadership Team	2020	Executive Committee
Create and implement a volunteer support plan that will increase the number of volunteer hours to 20,000 per year by 2020.	Strategic Development Director	2020	Finance/Resource Development
Evaluate and report to the Board every six months the competitiveness of the wage and benefit package for key positions experiencing the greatest turnover and position vacancy rates and recommend adjustments, based on financial conditions, to attract quality staff.	CEO in collaboration with HR Staff and Leadership Team	January and July each year	Executive Committee