

FY '20 Strategic Plan

1. Organizational Strength

▶ Vision

Become a benchmark of I/DD Service Organizations in employment/volunteer practices.

▶ Year One Objectives

- a. Define creative and repeatable processes that will attract, retain and reward the employees and volunteers of Redwood.
- b. Staffing Committee to determine its KPI's.
- c. Examine other like-organizations and emulate best practices for recruitment, employment and culture.
- d. Develop Staffing Committee-approved acceptable rates of turnover by position.



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2. Optimize Market Potential

▶ Vision

To grow our market position to become the foremost provider of I/DD Services in the area.

▶ Year One Objectives

- a. Conduct due diligence research on growth opportunities.
- b. Research market demands in tristate area.
- c. Deeply explore mergers and acquisitions of like organizations.
- d. Focus on marketing the organization for better advocacy in the community.



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3. Financial Strength

▶ Vision

To profitably increase revenue by at least 10% over 3 years, by innovative fundraising, optimizing programs, and executing growth opportunities.

▶ Year One Objectives

- a. Identify how much growth is ideal for the organization over the next three years (both client number, #/type of services and revenue).
- b. IDP Steering Committee-approved IDP to optimize our revenue mix.
- c. Examine all growth prospects ensuring fiscally responsible decisions. (What happens in #2 has a huge impact on #3. Financials must drive M & A's.)
- d. Coordinate Financial Strength planning with DWF's goals to increase the endowment.

