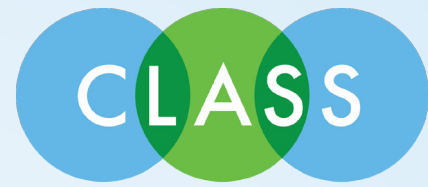


# STRATEGIC

# PLAN 2014-2019



Community Living  
And Support Services

## Mission

The mission of CLASS is to support people with disabilities as they explore options, participate in the community, and strive toward equality.... ***We are working toward a community where each belongs.***

## Vision

To be the provider of choice for individuals with all types of disabilities and their families; to be the employer of choice for new and existing staff; and to be the investment of choice for individual, corporate, and foundation donors.

**Goal 1: To formalize the identity of CLASS and broaden our reach with all community stakeholders.**

### Objectives:

1. Update all public relations materials and agency material to reflect our identity as CLASS
2. Maintain status as a leader on policy matters and to voice opinions/recommendations regarding public policies that would be supportive to community engagement
3. Continue to maintain a culture of hospitality

**Goal 2: Maintain a balanced budget and position CLASS for long-term financial stability.**

### Objectives:

1. Improve business practices to assure agency financial stability
2. Develop and communicate a viable Planned Giving program
3. Explore the viability for agency programs to become licensed
4. Increase funding from private and public sources

**Goal 3: Strengthen culture and nurture and grow our services and markets.**

### Objectives:

1. Complete agency consolidation to the Swissvale Centre
2. Routinely evaluate the agency's programs for quality and effectiveness with key stakeholders
3. Centralize agency referral/intake process
4. Further expand services to veterans, the medically fragile, individuals diagnosed with traumatic brain injury, and other populations
5. Maintain and enhance a robust advisory board and board of directors

**Goal 4: Enhance staff recruitment, satisfaction, and well-being.**

### Objectives:

1. Enrich and support a healthy work environment
2. Continue to offer in-service training for staff
3. Develop an employee recognition program
4. Upgrade salary scale to stay competitive with like organizations
5. Continue to evaluate employee performance to promote excellence.
6. Explore and expand all formats for recruitment of new staff