STRATEGIC INITIATIVES
2024-2026

People acknowledges that staff is our greatest asset. By prioritizing the development of our teams, we create a positive and inclusive work environment. Investing in our people fosters a sense of belonging, encourages collaboration, and ultimately leads to higher levels of engagement and productivity.

Growth a vital initiative in today's rapidly changing world. It compels us to embrace innovation, adapt to new technologies and trends, and continuously improve our skills and knowledge. By pursuing growth, we ensure our organization remains dynamic and resilient, ready to seize opportunities and overcome challenges.

Impact is at the core of what we do. This initiative reminds us of our vision and the difference we aim to make in the world. It compels us to measure and evaluate the outcomes of our actions, ensuring that we are delivering meaningful results. By focusing on impact, we drive positive change and significant contributions to the communities we serve.

Strategic initiatives provide a sense of focus and clarity amidst the complexities of our work. They enable us to prioritize our efforts, allocate resources effectively, and make informed decisions. By aligning our actions with these initiatives, we ensure that our work is purposeful, cohesive, and impactful.

PEOPLE

We are committed to creating a positive employee experience.

GROWTH

We grow to meet the needs of our communities.

IMPACT

. We positively impact lives.

Easterseals-Goodwill Northern Rocky Mountain

PEOPLE

*We are committed to creating
a positive employee experience.*

Goal: Develop and implement a comprehensive strategy for streamlined recruitment and engagement practices while fostering a culture of continuous learning that will enhance the overall employee work experience and facilitate career advancement opportunities, enabling ESGW to cultivate a skilled and engaged workforce.

Establish organization-wide recruitment standards and proactive employee engagement planning as part of a standardized framework for career growth and advancement. Ensure uniform recruitment procedures and define clear career paths to foster a culture of active engagement.

Enhance skills, job performance, and satisfaction by facilitating professional development through on-demand training and diverse learning resources. This array of learning opportunities creates a supportive environment for employees' professional journey, leading to positive impacts on their work performance and to support ESGW's commitment to creating a thriving culture.

Evaluate organizational competencies to create career progression programs. Craft transparent career development initiatives, effectively communicating growth pathways to empower employees with essential resources for advancement.

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How we will do it...

Strategies	Measures of Success	Critical Tasks
Develop and standardize recruitment guidelines, plans, and protocols to ensure fair and proactive talent identification.	Completion of clear and documented recruitment guidelines will yield a 5% improvement in applicants for open positions.	2024: Formulate comprehensive recruitment plans encompassing selection processes, sourcing channels, and proactive talent identification. 2025-2026: Review recruitment plans for impact. Update as needed.
Perform a thorough skills assessment, identify gaps, create a comprehensive training catalog, and establish diverse learning methods for various role-specific needs.	85% of targeted training programs are developed during the three-year strategic planning period.	2024: Utilize resources available through GII member services and previously developed training material to begin building catalog of training offerings for the learning management system. 2025: Develop targeted training programs that align with professional growth opportunities.
Implement holistic engagement strategies, including expansion for continuous feedback and improvement.	Employee engagement council and work plan developed.	2024-2026: Analyze employee engagement survey results to address key areas for improvement. 2024: Establish an Employee Engagement Council and develop a comprehensive work plan to enhance employee engagement.
Establish career paths, implement growth programs, and promote individual development planning to enhance skills, advancement, and retention.	Achieve a 15% increase in career advancement opportunities across the organization. *Baseline internal promotions.*	2025: Conduct a comprehensive assessment of skills, competencies, and training needs across roles. 2026: Implement career development programs to foster skills growth and advancement, while communicating clear pathways within the organization.

Easterseals-Goodwill Northern Rocky Mountain

GROWTH

*We grow to meet the
needs of our communities.*

Goal: Develop markets with Stores, Attended Donation Centers, and Programs as opportunities are available.

Implement a growth strategy by adding two new stores or attended donation centers annually, actively pursue strategic partnerships to broaden service offerings and enhance market reach and ensure the successful renewal of the Federal Senior Community Service Employment Program (SCSEP) contracts in Montana, Idaho, and Utah to seize growth opportunities, diversify services, and secure ongoing funding to expand operations.

Goal: Develop robust systems and infrastructure to effectively meet the organization's expanding needs.

Respond to growing community needs by developing a comprehensive proposal to automate and optimize retail operations, ensuring streamlined processes and improved efficiency. Establish and enhance employee productivity and resource utilization by implementing virtual and telehealth services, allowing for remote access to essential healthcare resources and support. Support the organization-wide transition to SD-WAN, resulting in enhanced network performance, reliability, and scalability. Deploy new and enhance current service platforms that will streamline operations and improve workforce management.

GROWTH

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How we will do it...

Strategies	Measures of Success	Critical Tasks
Implement a growth strategy to expand market presence by adding two new stores or attended donation centers annually to expand market presence and capitalize on growth opportunities.	Open 2 new stores or attended donation centers annually.	2024-2026: Create, build and implement a comprehensive progress tracking system to monitor various stages of development. 2024: Develop a centralized repository for site comparison. 2024: Develop a tracking mechanism to track land for future development. 2024-2026: Participate in industry events such as the International Council of Shopping Centers (ICSC).
Actively pursue strategic partnerships to broaden service offerings, enhance market reach, and drive organizational growth.	Develop one new strategic partnership over three-year planning period with emphasis on Workforce Development and Clinical services. Increase overall revenue by 2%, contributing to a measurable and sustainable organizational growth.	2024: Utilize GII Playbooks for best-in-class resources in organizational performance and mission advancement. 2024-2026: Develop and expand partnership strategy, including identifying potential partners aligned with the organization's mission and goals, and initiating discussions with them. 2025: Evaluate the impact and effectiveness of programs in existing markets, collecting data on participant satisfaction, outcomes achieved, and community impact. 2026: Continuously monitor market trends and shifts in demand to adapt program strategies. Continue to monitor and evaluate funding opportunities at the federal, state and local level.
Ensure successful renewal of the Federal Senior Community Service Employment Program (SCSEP) contracts in Montana, Idaho, and Utah, securing continued support for our programs and enabling sustained impact on the community.	Prepare and submit all annual grant renewals and comprehensive proposals for SCSEP.	2024: Create a program timeline that outlines the key milestones and deadlines for SCSEP grant renewal submissions, ensuring sufficient time for gathering data, conducting assessments, and preparing the necessary documentation. Update annually. 2024-2026: Monitor and respond to deadlines for SCSEP grant annual renewals (post award) including budgets, contract renewals, and audits.

GROWTH

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How we will do it...

Strategies	Measures of Success	Critical Tasks
Prepare a comprehensive automation and optimization proposal for Retail operations.	Retail Operations Automation and Optimization research completed, and proposal developed by end of FY 2024. 10% reduction in staffing needs due to automation implementation.	2024-2026: Research automation technologies and solutions available and create a detailed implementation plan for the proposed automation. 2025: Select a specific area or process within the retail operations to conduct pilot testing and proof of concept. Implement the chosen automation and optimization solutions. Have full implementation by 2026. 2025-2026: Conduct training programs to equip employees with the necessary skills and knowledge to work effectively with the automation systems.
Establish virtual and telehealth services in personal care to enhance employee productivity and resource utilization.	Billed service hours per personal care FTE will see a 5% increase by the end of the strategic planning cycle.	2024: Outline compliance requirements for states of operation. 2025: Implement robust telecommunication systems in identified programs and ensure seamless connectivity for video conferencing and telehealth consultations. 2025: Develop training programs for employees to ensure proficiency in telehealth platforms. 2026: Maintain regular communication with key stakeholders, including clients/patients, funders, and organizational leadership, to ensure ongoing support, address any challenges, and gather input for future enhancements.
Execute an organization-wide transition to SD-WAN for improved network performance and reliability.	Complete all planned upgrades to SD_WAN. Enhance network performance and reliability by implementing SD-WAN, resulting in a 10% reduction in network latency and a 50% increase on average in overall network speed within one year.	2024: Hamilton, Vinnell, Great Falls 425, Butte GW, Great Falls 4400, Great Falls GW, Billings Heights GW, Billings West GW, Belgrade GW, Missoula GW, Helena GW, Choteau, Snowy River, Sub Bonnet, Hud House, Boise Northgate GW, Kalispell GW, Sheridan Joe Street. 2025: Pocatello GW, Nampa GW, Twin Falls GW, Billings Center, Mt Home BH, Boise Vinnell GW, Boise Warehouse, Idaho Falls GW, Millcreek GW, Murray GW, Layton GW.

		2026: West Jordan GW, Billings downtown GW, Caldwell BH, ESGW Salt Lake, Salt Lake Warehouse.
Develop and deploy versatile software systems to support departmental needs.	Ensure Software System Adoption Rate (SSAR) reaches 80% during first 6 months in operation, 100% after first year. *SSAR = (Number of Active Users of the Software Systems / Total Number of Departmental Staff) x 100.*	2024: Develop project management office tools and resources to ensure all software systems have consistent documentation regarding the system requirements, functionalities, and a data export plan. 2025-2026: Ensure all organizational software systems projects run through the PMO.

Easterseals-Goodwill Northern Rocky Mountain

STRATEGIC INITIATIVE
IMPACT

*We positively
impact lives.*

Goal: Increase program enrollment and reach to continue to fulfill the needs of our communities.

"Strategically enhance program enrollment and community impact by identifying target audiences, curating high-value content, fostering dynamic collaborations, and forging robust partnerships. These concerted efforts align with our commitment to extending the reach of our programs and fulfilling the diverse needs of our communities."

IMPACT

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Goal: Increase program enrollment and reach to continue to fulfill the needs of our communities.

How we will do it...

Strategies	Measures of Success	Critical Tasks
Identify target audiences, their characteristics, needs, preferences, and communication channels.		2024: Conduct an analysis to identify targeted audiences and understand their characteristics, needs, preferences, and communication channels.
Produce high-quality content that provides valuable information to target audiences.		2024-2026: Implement a content marketing strategy to produce high-quality content that provides valuable information to target audiences.
Collaborate with others for joint events and cross-promotion to expand reach.	Increased program utilization to the following levels by the end of the strategic planning period: SCSEP: 90% Personal Care: 96% Adult Day: 93% MTACS: 99% WYACS: 94% Home Health: 99% Behavioral Health: 95%	2024: Build or expand upon strategic partnerships with other organizations, institutions, or professionals in the field to expand reach. 2024-2026: Organize online webinars or in-person workshops to showcase the value of your program services. 2026: Build upon and leverage the strategic partnerships that have been identified to broaden the understanding of our services.
Connect with professionals and potential participants, increase visibility, and generate leads.	 *Metrics are based on the FY23 budgeted Participant count and driving an increase in the number of individuals served compared to that percentage halfway through FY23.*	2024-2026: Attend industry conferences and events and participate in relevant conferences, trade shows, and networking events to connect with professionals and potential program participants. 2024-2026: Establish community partnerships by collaborating with local community organizations, schools, and other nonprofits to raise program awareness. 2024-2026: Collect and share testimonials, case studies, and success stories from current or past program participants. Implement plans to share and promote these stories of impact. 2026: Implement any *new* Search Engine Optimization strategies to continuously optimize ESGW's website and content for search engines to increase organic traffic.

Mission:
Together we create opportunities that change lives.

Vision:
We change the world, one person at a time.

Values:
People: We value and respect all.
Integrity: We have the courage to do the right things.
Excellence: We strive to exceed expectations.
Innovation: We passionately pursue new and creative opportunities.

PEOPLE
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Develop a standardized framework for career advancement, establish organization-wide recruitment guidelines and standards, and create a proactive work plan to drive sustained employee engagement. Provide clear career progression pathways, ensure consistency in recruitment processes, and foster a culture of active engagement throughout the organization.

By providing professional growth opportunities and offering access to on demand and other relevant training resources, staff can acquire new skills that positively impact their job performance and satisfaction. Providing diverse learning opportunities, employees experience improved work satisfaction, feel supported in their professional growth which positively impacts their job performance.

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Develop robust systems and infrastructure to effectively meet the organization's expanding needs.

Respond to growing community needs by developing a comprehensive proposal to automate and optimize retail operations, ensuring streamlined processes and improved efficiency. Establish and enhance employee productivity and resource utilization by implementing virtual and telehealth services, allowing for remote access to essential healthcare resources. Support the organization-wide transition to SD-WAN, resulting in enhanced network performance, reliability, and scalability. Deploy new and enhance current service platforms that will streamline operations and improve workforce management.

IMPACT
We positively impact lives.

Increase program enrollment and reach to continue to fulfill the needs of our communities.

Identify target audiences by understanding characteristics, needs, preferences, and communication channels. Create content tailored to deliver valuable information tailored to these audiences. Collaborate for joint events, cross-promotion, and to connect with professionals and potential participants to boost visibility and generate leads through strategic, impactful presentations and information sharing.