



Strategic Plan 2023 – 2025

2023-2025 Strategic Plan Introduction

The staff, board, and administrators of eitas focus heavily on our mission of serving people who have I/DD by promoting choice, opportunity, independence, and inclusion. Fulfilling this mission requires a budget allocation as well as a time commitment from staff in all departments. Fortunately, eitas is in a strong financial position and has dedicated and highly engaged staff who are excited to bring this plan to reality. For the next few years, we have chosen to focus on the following barriers to our mission:

1. Transition

We recognize how difficult it is for young adults to leave school and find their way in the world. It is even more difficult for young adults who have I/DD. To address this issue, we will devote the necessary resources to collaborate with families, providers and school districts to share information and develop programs. We also will increase our internal capacity by identifying staff who are knowledgeable in this area and empowering them to share that knowledge with others.

2. Transportation

Eitas has provided reliable and safe transportation for many years. We recognize that more and more people we serve have community-based jobs without set schedules. We also know that electric vehicles are becoming a more affordable option. These trends, in addition to our waiting list, have made us question how we can more efficiently meet the transportation needs of our citizens with I/DD. We will devote the necessary resources to engage a consultant to help us improve our current services and plan for the future. We will also commit resources to expanding our advance call service and to partner with other organizations to improve transportation options for those we support.

3. Outreach

We have often referred to ourselves as the best kept secret in Jackson County. We have repeatedly been told by people who could have received our services much earlier that they had never heard of us. We will devote the resources necessary to improve our efforts to increase awareness of our services and partner with our providers to reach underserved communities.

4. Highly Qualified Staff

We know that our staff are our greatest assets. In order to recruit and retain highly qualified staff we must make sure to have a robust advertising campaign for open positions and an attractive salary and benefit package. We will explore providing more internship opportunities as well. We must also retain good staff by rewarding their skill and knowledge. We will devote the necessary resources to begin and/or expand opportunities for promotion, career development, leadership development, and tuition reimbursement.

5. Targeted Funding

Eitas provides funding to nonprofit agencies that develop and implement programs that meet the needs of the people we serve. That process can be overly complicated and somewhat unfocused. We will devote the resources necessary to revise and simplify our funding application process, and to encourage organizations to submit applications that address funding priorities.

Strategic Objective #1 – Transition

Improve the lives of students transitioning from school to adulthood by improving processes, resources, and expertise of staff and providers.

Goal 1. Increase engagement and collaboration with Jackson County School Districts.

Goal 2. Develop specialist Support Coordinator positions to provide more transition expertise to people we support and to other Support Coordinators. This may include advanced training for those staff.

Goal 3. Solicit and partner with service providers to ensure outreach, navigation, and support are available to students in all Jackson County school districts. This may include funding for provider programs and advanced training.

Goal 4. Collect and monitor data to ensure that the programs we provide or fund are successful in improving employment, housing, and guardianship outcomes for young adults.

Goal 5. Market eitas to schools and families as the go-to place for information and referral on post-secondary options.

Strategic Objective #2 – Transportation

Ensure that Jackson County citizens who have I/DD get where they want to go when they want to go there.

Goal 1. Secure consultant to advise on transportation best practices.

Goal 2. Devise plan to implement those best practices.

Goal 3. Expand advance call services to evenings and weekends.

Goal 4. Secure DOT certification to transport individuals across state lines.

Goal 5. Partner with and/or fund providers, community organizations, or others to expand the availability of transportation options.

Strategic Objective #3 – Outreach

Reach the people who need us most through collaboration with partners, community engagement and advocacy.

Goal 1. Identify which demographics or zip codes may be underserved by eitas utilizing our internal client characteristics compared to countywide data.

Goal 2. Identify and forge partnerships with key partners in reaching those that are underserved.

Goal 3. Develop data collection strategies and/or methodologies to identify and prioritize the needs of people who are currently underserved.

Goal 4. Develop and implement a marketing strategy to increase awareness of eitas and our services across all demographics, but particularly in underserved communities.

Goal 5. Help / encourage providers (and other business partners) to build high performing teams.

Strategic Objective #4 – Highly Qualified Staff

Attract and retain highly qualified and mission focused staff.

Goal 1. Aggressively market eitas jobs through partnerships between front line staff and HR at job fairs, universities, and other relevant events.

Goal 2. Research additional job boards and post positions there. (i.e., universities, outlying areas, specialized job boards, etc.)

Goal 3. Actively recruit interns.

Goal 4. Update eitas videos and saturate social and traditional media platforms.

Goal 5. Create Specialist Support Coordination positions to allow staff to focus more on the tasks and people that interest them most. (e.g., specialists by age, disability, funding source, etc.)

Goal 6. Research, design, and implement an education reimbursement program.

Goal 7. Research, design, and create tiers of employment in other positions, similar to the Support Coordination tiers, to provide all staff with advancement opportunities.

Goal 8. Research and implement processes to allow staff to receive extra pay for extra responsibility when eitas is not fully staffed.

Goal 9. Grow leaders in a sustainable culture of focus on results and high performing teams.

Strategic Objective #5 – Targeted Funding

Redesign Funding Process to target specific programs to meet identified needs.

Goal 1. Use information regarding needed services and supports, both new and existing, from prior forums and surveys to formalize and cement a list of eitas funding priorities.

Goal 2. Develop list of specific and limited outcomes for funding based on those priorities.

Goal 3. Redesign funding application to be more efficient.

Goal 4. Develop and implement a marketing plan to encourage funding applications that address those priorities.