



**JAYNOLAN**  
community services

## Strategic Plan 2024-2026



**Empowered**



**Included**



**Embraced**

## Foundation of Jay Nolan Community Services

### **Mission:**

The mission of Jay Nolan Community Services, Inc. (JNCS) is to enable individuals with Autism Spectrum Disorder and other Developmental Disabilities to live fulfilling lives as members of the community by providing support services customized to their individual needs.

### **Vision:**

*Every person living a quality life: Empowered, included, embraced*

*Jay Nolan Community Services: Challenging assumptions, creating new choices, changing lives.*

### **Beliefs:**

- We believe that all persons have capacities and gifts.
- We believe that all persons need a sense of belonging to a community.
- We believe that all persons contribute to a community.
- We believe that relationships and trust are equally fundamental for inclusion to happen.
- We believe that all persons can live in their own homes with the right support.
- We believe that all persons should be treated with dignity and respect and have a right to privacy.
- We believe that for all persons, self-advocacy and empowerment should be promoted.
- We believe that all persons have the right to be free from pain, coercion, and cruelty.
- We believe that all persons have the right to be heard and their ideas acknowledged.
- We believe the people we support are entitled to live full and rich lives with dignity and respect as productive and contributing members of our community.

# Jay Nolan Community Services' 2024-2026 Three-Year Strategic Plan: Empowering Change for a Bold Future

At Jay Nolan Community Services, our mission is rooted in catalyzing positive change and fostering impactful solutions to address the needs of individuals experiencing Autism Spectrum Disorder and other Intellectual and Developmental Disabilities. Guided by our Key Results and commitment to our core beliefs, we present our comprehensive three-year strategic plan for 2024 through 2026, designed to propel us toward a future where our impact is amplified, and our objectives are realized.

This strategic plan outlines our dedication to innovation, collaboration, and sustainability as we navigate the evolving landscape of neurodiverse service opportunities. Over the next three years, we aim to expand our reach, deepen our impact, and cultivate meaningful change within our communities.

Through a holistic approach, this strategic roadmap will harness our strengths, address challenges, and capitalize on emerging opportunities. We will leverage our resources, engage diverse stakeholders, and adapt to the changing landscape of services to achieve our ambitious goals.

Key pillars of our strategic plan include:

1. **Mission Amplification:** Strengthening our core mission by enhancing our programs, services, and outreach efforts to create a more profound and lasting impact.
2. **Partnership and Collaboration:** Cultivating strategic alliances and collaborations with like-minded organizations, institutions, and individuals to amplify our collective impact and foster innovation.
3. **Capacity Building:** Investing in our team, technology, and infrastructure to ensure operational excellence, adaptability, and sustainability.
4. **Advocacy and Awareness:** Elevating public awareness, engaging stakeholders, and advocating for policies that drive systemic change in support of our mission.
5. **Financial Sustainability:** Diversifying revenue streams, implementing robust funding strategies, and ensuring fiscal responsibility to secure our long-term sustainability and growth.

This strategic plan is not merely a document but a roadmap that will guide our actions, decisions, and resource allocations. It reflects our unwavering commitment to excellence, transparency, and accountability as we strive to make a tangible difference in the lives of those we serve. Prioritization of efforts toward the accomplishment of each of the organizational goals will experience a “seasonality,” of effort based on presenting opportunities, economic circumstances and fluctuations, as well as our legislative and political environment.

The organization’s leadership will be accountable for measurable progress on the goals outlined in this plan through monthly review and quarterly reporting on the identified metrics for each goal.

As we embark on this transformative journey, we invite our supporters, stakeholders, and communities to join hands with us. Together, we can create a future where our collective efforts drive meaningful change and create a lasting legacy.



## Summary of Initiatives

### **Strategic Initiative #1: Transition Aged Youth**

To empower neurodiverse transition-aged youth to achieve their fullest potential by providing tailored educational, career, and life-enriching opportunities that promote independence, inclusion, and self-advocacy.

### **Strategic Initiative #2: Housing for All Diversity and Equity in Affordable Housing**

The mission of Jay Nolan Community Services Housing Corporation is to assist people to meet the essential physiological needs by creating opportunities for individuals to live as valued members in their community by providing an inclusive community and quality affordable homes for all and to ensure that every individual has access to safe, affordable housing, fostering inclusive and thriving communities.

### **Strategic Initiative #3: Opportunities for Expansion, Acquisitions, & Affiliations**

To strategically grow Jay Nolan's offerings and geographic reach in an effort to bring the mission and values to more people.

### **Strategic Initiative #4: Workforce Investment**

To empower our workforce with continuous learning and growth opportunities, fostering a culture of professionalism, expertise, accountability, and dedication to deliver exceptional services and create pathways for career advancement.



## Key Results

### Key Result #1: MEANINGFUL

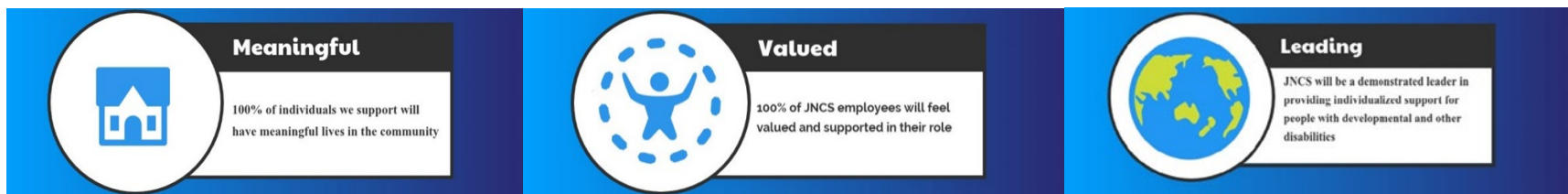
100% of Individuals we support will have meaningful lives in the community

### Key Result #2: VALUED

100% of JNCS employees will feel valued and supported in their role

### Key Result #3: LEADING

JNCS will be a demonstrated leader in providing individualized supports for people with developmental and other disabilities



# Transition Aged Youth

## Strategic Initiative #1

<b>Mission Statement:</b>	To empower neurodiverse transition-aged youth to achieve their fullest potential by providing tailored educational, career, and life-enriching opportunities that promote independence, inclusion, and self-advocacy.
<b>Vision Statement</b>	A future where all transition-aged youth have equal access to education, meaningful careers, and experiences that enable them to lead fulfilling lives as contributing members of their communities.
<b>Executive Summary</b>	<p>This strategic plan goal is designed to address the unique needs of neurodiverse transition-aged youth, offering a holistic approach to support their journey to adulthood. Through a combination of educational programs, career development initiatives, and experiential opportunities, we aim to foster independence, build self-confidence, and support individualized experiences.</p> <p>This strategic plan aims to provide neurodiverse transition-aged youth the support and resources needed to navigate the challenges of transitioning to adulthood successfully. By focusing on education, career development, life skills, inclusion, and a strong support network, we aspire to empower young individuals to lead fulfilling lives and contribute to their communities.</p>
<b>Key Objectives</b>	<ol style="list-style-type: none"><li>1. Access to Quality Education: Ensure accessible and inclusive post-secondary education and training options that cater to diverse learning styles and needs.</li><li>2. Career Development: Prepare youth for meaningful careers through discovery, skills development, internships, and vocational training.</li><li>3. Life Skills and Independence: Equip youth with essential life skills, including financial literacy, self-advocacy, and daily living skills.</li></ol>

	<p>4. Inclusive Communities: Promote social inclusion and community engagement to reduce isolation and foster meaningful relationships.</p> <p>5. Support Network: Establish a strong support network involving families, educators, mentors, employers, and service providers.</p>
<p>Strategies</p>	<ul style="list-style-type: none"> <li>-Assess internal infrastructure and skill acquisition needs of the agency</li> <li>-Collaborate with local schools, businesses, and educational institutions to create inclusive learning environments with specialized and individualized support.</li> <li>-Develop and maintain partnerships with businesses for internship and job placement opportunities.</li> <li>-Offer workshops and training programs to teach rights, responsibilities, life skills and independence.</li> <li>-Organize community events and activities to promote social interaction.</li> <li>-Establish a mentorship program connecting young people to successful adult role models.</li> <li>-to naturally embed data collection into service delivery</li> </ul>
<p>Key Performance Indicators</p>	<p>For <b>Transition Aged Youth</b> service participants:</p> <ul style="list-style-type: none"> <li>-Person Centered Plans/Discovery Profiles developed</li> <li>-Education Enrollment Rates: Measure the percentage of neurodiverse transition-aged youth enrolled in inclusive education programs.</li> <li>-Measure progress on identified goals from Person Centered Plan/Discovery Profile</li> <li>-Employment Rates: Track the percentage of participants who successfully secure employment or internships.</li> <li>-Community Engagement: Monitor the level of participation in community events and activities.</li> <li>-Satisfaction Surveys: Collect feedback from participants, families, and partners to continually improve program effectiveness.</li> </ul>

# Housing for All

## Diversity and Equity in Affordable Housing Strategic Initiative #2

<b>Mission Statement:</b>	The mission of Jay Nolan Community Services Housing Corporation is to assist people to meet the essential physiological needs by creating opportunities for individuals to live as valued members in their community by providing an inclusive community and quality affordable homes for all and to ensure that every individual has access to safe, affordable housing, fostering inclusive and thriving communities.
<b>Vision Statement:</b>	Building a future where affordable housing is a fundamental right, empowering people to achieve their fullest potential and creating strong, resilient communities.
<b>Executive Summary:</b>	<p>This strategic plan goal aims to tackle the pressing issue of affordable housing by implementing a range of initiatives, partnerships, and policies. By doing so, we strive to ensure that affordable housing options are available to all, reducing the unhoused and improving overall quality of life.</p> <p>This strategic plan provides a comprehensive approach to address the affordable housing crisis, focusing on increasing the supply of affordable housing for all individuals, protecting existing units, and community engagement. Regularly reviewing and adjusting these strategies based on performance indicators will be crucial for achieving our mission and vision.</p>
<b>Key Objectives</b>	<ol style="list-style-type: none"><li>1. Increase Affordable Housing Supply: Create Opportunities for Affordable Housing for people and the community as a whole. Collaborate with developers and local governments to incentivize and fund the construction of affordable housing units.</li><li>2. Preserve Existing Affordable Housing: Implement policies and programs to prevent the loss of existing affordable housing through rent control and property tax incentives.</li></ol>



	<p>3. Develop Rental Assistance Programs: Expand and improve rental assistance programs to support the neurodiverse population and low-income families.</p> <p>4. Educate about JNCS services, which provide access and opportunities for neurodiverse individuals to live in their own home.</p> <p>5. Engage in public awareness efforts promoting inclusivity in communities and neighborhoods.</p>
<p>Strategies</p>	<ul style="list-style-type: none"> <li>-Public-Private Partnerships: Collaborate with private developers and nonprofits to fund and construct affordable housing units.</li> <li>-Zoning and Land Use Policies: Work with local governments to revise zoning laws to promote affordable housing development.</li> <li>-Financial Incentives: Explore tax incentives and grants with developers who build affordable housing.</li> <li>-Tenant Protections: Strengthen tenant rights and anti-discrimination laws to ensure housing stability.</li> <li>-Community Engagement: Engage communities in the planning and development of affordable housing projects to build support and reduce NIMBYism (Not In My Backyard).</li> </ul>
<p>Key Performance Indicators</p>	<ul style="list-style-type: none"> <li>- Increase in Affordable Units: Measure the annual growth of the people we support living in affordable housing units; both JNCS and other sources.</li> <li>-Tenant Stability: Track the eviction rate and length of residency in affordable housing units.</li> <li>-Tenant satisfaction: measure tenants' satisfaction by annual survey</li> <li>-Community and Organization Satisfaction: Conduct surveys among our stakeholders to gauge public support and satisfaction with affordable housing initiatives.</li> </ul>

# Opportunities for Expansion, Acquisitions, & Affiliations

## Strategic Initiative #3

<b>Mission Statement:</b>	To strategically grow Jay Nolan’s offerings and geographic reach in an effort to bring the mission and values to more people.
<b>Vision Statement:</b>	To continue as a leading provider of high-quality, person-centered support through expansion, acquisitions, and affiliations that positively impact more lives.
<b>Executive Summary:</b>	<p>Our organization is committed to delivering exceptional person-centered support. In pursuit of this mission, we aim to explore strategic opportunities for growth through expansion, acquisitions, and affiliations. This expansion will allow us to extend our services to a wider audience while maintaining our unwavering commitment to quality and person-centered services.</p> <p>By aligning our strategic goal with our mission, values, and commitment to quality person-centered support, we aim to expand our reach and make a positive impact on the lives of more individuals while maintaining the highest standards of service.</p>
<b>Key Objectives</b>	<ol style="list-style-type: none"><li>1. <b>Market Expansion:</b> Identify and evaluate potential acquisition targets and affiliation opportunities that align with our mission and values, focusing on geographic regions with unmet needs for our services.</li><li>2. <b>Quality Assurance:</b> Ensure that any potential acquisitions or affiliations meet our rigorous quality standards and commitment to person-centered support.</li><li>3. <b>Sustainable Growth:</b> Develop a sustainable growth strategy that balances expansion with financial stability and long-term viability.</li><li>4. <b>Integration:</b> Seamlessly integrate any acquired entities or affiliated partners into our organization, preserving our core values and maintaining a cohesive culture.</li></ol>

Strategies

- Market Research: Conduct in-depth market research to identify regions and entities that align with our mission. Analyze demographic data, competition, and regulatory environments.
- Due Diligence: Implement a rigorous due diligence process to assess the financial, operational, and cultural compatibility of potential acquisitions or affiliations.
- Quality Assurance Framework: Develop and implement a comprehensive quality assurance framework to ensure that acquired entities meet our standards for person-centered services.
- Financial Modeling: Create detailed financial models to assess the financial impact of acquisitions and affiliations, ensuring that they contribute positively to our long-term financial health.
- Integration Plan: Develop a well-defined integration plan that includes communication strategies, training programs, and a clear roadmap for merging operations.

Key Performance Indicators

- Acquisition Success Rate: Measure the percentage of potential acquisitions or affiliations that align with our mission and values and are successfully executed.
- Quality Metrics: Track and report on key quality metrics, including client satisfaction, adherence to person-centered principles, and compliance with regulatory standards within acquired entities.
- Financial Performance: Monitor financial KPIs such as revenue growth, profitability, and return on investment for each acquisition or affiliation.
- Integration Progress: Assess the progress of integration efforts, including milestones achieved and any challenges faced during the process

# Workforce Investment

## Strategic Initiative #4

<b>Mission Statement:</b>	To empower our workforce with continuous learning and growth opportunities, fostering a culture of professionalism, expertise, accountability, and dedication to deliver exceptional services and create pathways for career advancement
<b>Vision Statement:</b>	<p>To be the industry leader renowned for our highly skilled and motivated workforce, consistently exceeding expectations in service delivery, and providing every team member with a clear trajectory for career progression and personal development.</p> <p>Our strategic plan for workforce development and professionalization reflects our commitment to creating a vibrant, highly skilled, and motivated team that is dedicated to providing exceptional services to the individuals we work for. By investing in our workforce, we are not only enhancing our organizational capabilities but also ensuring quality services to support each individual's pursuit of happiness. Together, we will achieve our mission and realize our vision of becoming an industry leader.</p>
<b>Executive Summary:</b>	Our organization is committed to achieving excellence in service delivery and creating a nurturing and engaging environment for not only the individuals we work for, but our workforce to thrive. To this end, we have developed a comprehensive strategic goal focused on investing in the development of our employees and professionalizing our workforce.
<b>Key Objectives</b>	<ol style="list-style-type: none"><li>1. Continuous Learning: Enhance our current training and development program to equip our employees with the latest industry knowledge, tools, and skills.</li><li>2. Career Advancement: Establish clear career progression pathways, mentorship programs, and opportunities for cross-functional training to enable our employees to advance in their careers at Jay Nolan.</li><li>3. Professionalism: Foster a culture of professionalism, ethics, and accountability across all levels of the organization by training and practicing the <i>Culture of Accountability (tm)</i>.</li></ol>

	<p>4. Quality Services: Continuously improve upon our services by enhancing the expertise of our workforce and commitment to our person-centered practice.</p> <p>5. Employee Engagement: Foster a supportive and inclusive work environment that values and recognizes the contributions of every team member.</p>
Strategies	<ul style="list-style-type: none"> <li>- Collaborate with industry experts and educational institutions to design tailored training programs.</li> <li>- Implement regular performance merit-based evaluations and feedback mechanisms to track employee growth.</li> <li>- Create opportunities for employees to advance their skills through individualized mentorship programs.</li> <li>- Encourage employees to obtain certifications through additional professional development opportunities.</li> <li>- Promote a culture of innovation and creativity by providing opportunities to participate in cross-functional teams.</li> </ul>
Key Performance Indicators	<ul style="list-style-type: none"> <li>- Employee satisfaction and engagement levels- annual net promoter score</li> <li>- Number of internal promotions per year</li> <li>- Turnover rate below industry average</li> <li>- Satisfaction and feedback on service quality from individuals receiving support.</li> <li>- Number of certifications and qualifications achieved by employees.</li> </ul>