



Strategic Plan 2018 - 2020

Expanding Capabilities for Greater Impact

Our Strategy

The Perkins 2018-2020 Strategic Plan is the result of an extensive planning process that began early in Fiscal Year 2017. Input was solicited through focus groups, stakeholder interviews, an environmental scan and a Board of Trustees retreat. The strategic framework outlined in this document was developed to articulate our strategy and to define the imperatives necessary to fulfill Perkins' mission: **to promote meaningful and sustained well-being for children, youth, and adults facing educational, developmental, or mental health challenges.**

Perkins 2018-2020 strategy considers our strengths and challenges, as well as current and emerging issues, and the needs of the communities we serve. This plan will be reviewed annually to ensure it remains relevant, particularly given the rapidly changing environment in which we work.

Our 2018-2020 strategy focuses on: **strengthening our capabilities to increase our impact through programs and services that are aligned with our mission and values. To achieve this, we have identified seven strategic imperatives, each of which have associated outcomes and tasks.**

We greatly appreciate the work and contributions to this plan by Perkins' staff, Board of Trustees, and Mary Ritter of Maywood Consulting, who facilitated the strategic planning process and conducted external research to inform this plan. **This is an exciting time for Perkins. With this plan we expect to build on our rich 121-year history, expanding our capabilities to reach more children, youth and adults, while promoting meaningful and sustained well-being for all those with whom we work.**

Mission

To promote meaningful and sustained well-being for children, youth, and adults facing educational, developmental, or mental health challenges.

Vision

All children, youth, and adults are supported and empowered to lead productive and rewarding lives.

Values

- Collaboration
- Compassion
- Excellence
- Learning
- Inclusivity
- Integrity

Strategic Imperatives 2018-2020

Offer well-designed, high-quality programs that anticipate and meet the needs of those we serve.

Outcomes:

- A theory of change that provides a framework for program design
- Effectively used evidence-based Practices
- Internal expertise is leveraged to design programs that meet community needs

Be an employer of choice.

Outcomes:

- A diverse and stable workforce that reflects the values of the agency
- Career development, training and coaching programs that support advancement within the agency
- Continuing education programs for all staff
- Total compensation is commensurate with other agencies and our financial resources
- Recognition by outside organizations as a top employer

Establish an identity of leadership and excellence.

Outcomes:

- Branding and naming that reflects our mission and eliminates confusion
- A speakers series that amplifies the agency's reputation for excellence
- Leadership that is engaged with organizations at the local, statewide, regional and national levels
- Increased awareness, advocacy and support across the community

Demonstrate financial stewardship that aligns with our strategy and that promotes sustainability.

Outcomes:

- Multi-year financial planning that reflects potential investments in infrastructure
- Transparent budgeting and financial reporting processes
- Fundraising income that meets or exceeds relevant benchmarks
- Positive annual operating margins inclusive of investments in programs, infrastructure and staff
- Endowment that is managed to emphasize growth of principle

Foster a culture of performance management that uses data to improve outcomes.

Outcomes:

- A culture that values learning and uses input from staff
- Accessible dashboards that reflect performance metrics across the organization
- Program-level outcome measures are used to define program changes

Improve operational capabilities that promote excellence and enable growth.

Outcomes:

- Technology infrastructure supportive of programming and administration
- Long-term campus plan that addresses current and emerging space needs
- Capital plan that supports the strategy and is aligned with financial sustainability

Build partnerships as a way to expand our impact.

Outcomes:

- Process to evaluate partnerships
- Expanded relationships with existing partners
- New partnerships with entities that can help expand our impact