

Keys to Advancement, Inc.

Strategic Plan 2021 to 2024

Vision

Reward and empower persons with varying abilities through employment, volunteering, and strong relationships with the community.

Mission

Enhance the quality of life for people with disabilities through:

- Meaningful employment and limited volunteer experiences
- Dignity, respect and self-determination
- Personal growth and forward movement in their careers, relationships, and as community members
- Increased status through employment and volunteering within the community
- Improved financial security and stability if employed

Guiding Principles

1. Listening to and honoring individual preferences.
2. Fostering relationships through all aspects of the career path.
3. Focusing on abilities over disabilities.
4. Tailored services based on individual needs and extensive discovery process.
5. Educating the community on the benefits of a diversified work force through collaboration and a team approach.

Critical Success Factors

1. Continuous support to ensure people move forward.
2. Cultivating stable and diverse referral and funding sources.
3. Community involvement and relationships.
4. Utilizing our Strategic Plan as a guide for service provision.
5. A high level of honor, integrity, and respect for all stakeholders.

Priorities of the Organization

1. Ensure financial stability through enhanced diversification of customers and funding sources.
 - Individual Supported Employment – Clark County.
 - Division of Vocational Rehabilitation – State of Washington.
 - Community Inclusion – Clark County.
 - Jobs Foundation – Clark County.
 - Diversify services offered, looking beyond employment.
2. Continuously improve service provision standards.
 - Solicit ongoing feedback from customers, families, state and county agencies.
 - Implement process improvements from lessons learned and surveys.
 - Continue to streamline operations to reduce costs and improve the quality of services.

3. Relationship building and effective communication with individuals and stakeholders.
 - Schedule regular face to face meetings – minimum 1 per month.
4. Staff development and enrichment.
 - Attend county recommended training programs.
 - Attend Highline College program - designated Key's employees.
 - Conduct in-house training to improve and enhance the customer experience.
 - Continued identification and utilization of other training avenues as they become available such as WISE.
 - Continue to diversify the Keys work force.
5. Leverage industry best practices for optimized services.
 - Implement proven business processes to improve customer services.
 - Attend conferences to share ideas and information resulting in improved customer services – minimum 1 per year.
 - Review and update company policies and procedures annually to reflect current business conditions and best practices.

Target Areas

1. Diversify services beyond employment to increase revenue and funding sources. Look at natural extensions of the current services.
2. Identify specific staff development and training needs.
3. Continue to evaluate data in order to implement realistic obtainable goals that allow staff to work as a cohesive team.
4. On-going review of agency performance and effectiveness.