



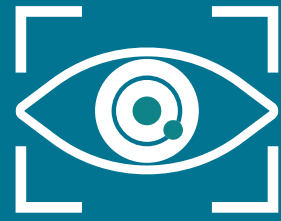
# Summerhouse Houston Strategic Plan

July 2024 - June 2026



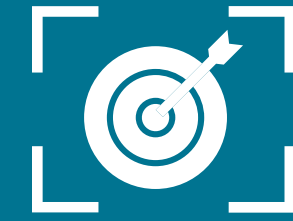


# Vision & Mission



## Vision

To create opportunities for adults with IDD to belong and positively impact the Greater Houston community.



## Mission

Summerhouse supports adults with IDD, their families, and our community through **employment, volunteerism, and partnerships** to foster a culture of belonging, choice, and respect.





# Areas of Focus



## Employment

Highly individualized and customized job placement, coaching, and supported employment services provided to members and outside referrals.



## Volunteerism

Assisting members to give back to the community while exploring their career interests and learning valuable work skills.



## Community Engagement

Our community is stronger when everyone participates, and we support members to develop socially valued roles and engage in their communities.



## Family Support

Being a resource and support to families as we truly partner to implement each member's PATH and Individual Life Plan.

# 5 Year Vision

- SHH recognized as a leader and the best program in Houston
- A strong and diverse board (11-13 members) with needed backgrounds/expertise
- Supplement board with an Advisory council/Ambassador's Circle
- Have a decision about Summerhouse expansion--where/when/how
- 500 persons served in the employment program
- Continue to maintain and grow relationships with foundations and corporations





# 5 Year Vision (cont'd)

- Have reserves/endowment/growth of funding sources
- Maintain day program tuition at no more than 3-4% increase per year; have scholarship funds available
- 3-4 successful fundraising events per year
- Compensation and benefit structure to retain management and staff
- Up-to-date infrastructure (tech, facility maintenance, vehicles, HR)





# 2 Year Goals: Day Program

- Maintain current location at 40 members (FTEs)
- Develop continuation and transition criteria for members. Create a task force (comprised of 2 board members, 3 staff, and 2 family members) to address members who no longer wish to engage in SHH's volunteerism, employment, and community inclusion activities. This may require board to eventually update our vision and mission.
- Maintain our ISS license.
- Identify and implement a simple members sign in and out system to assist with ISS waiver tracking





# 2 Year Goals: Day Program (cont'd)

- Expand volunteer sites for members by exploring 12 new opportunities per year, ensuring that at least 50% are not food related
- Ensure that each member has an active PATH or PATH update
- Research and update our resource list for parents of alternative day providers; provide resources without specific recommendations





# 2 Year Goals: Employment Services

- Maintain TWC Employment and Pre-ETS contracts
- Serve 250 persons in employment services
- Hold regular Pre-ETS classes (4-6 per year)
- Place at least 5 new members in employment services per year
- Hire two more job coaches as finances allow and be able to support their time





# 2 Year Goals: Employment Services (cont'd)

- Formalize internal training process for new employment staff
- Develop and establish reasonable caseload size and persons served per year per staff
- Track closure time for clients in outcomes system with a goal of 1.5 years
- Host at least one Career Connections day for employers and clients







# 2 Year Goals: Community Relations

- Add an additional staff member to department to increase productivity. (Will likely need to write a grant for this or consider an intern)
- Update and improve website
- Increase media exposure to four TV/radio spots or articles per year







## 2 Year Goals: Community Relations (cont'd)

- Increase corporate volunteer groups to six per year
- Increase engagement with schools, community groups, and corporations by attending 12 events per year
- Increase parent participation at Parent Meetings to at least 80%





# 2 Year Goals: Board

- Create a finance committee of the board, and continue active participation on governance/nominating committee, development committee, and fundraising committee. Ensure that the committee assignments make sense in terms of skill and interest.
- Grow to 11-13 board members and be thoughtful and strategic about skills and experience needed. Likely need skills in marketing, technology, construction/infrastructure, and people who are connected. Try to find board members that this would not be their first board experience.





# 2 Year Goals: Board (cont'd)

- Update board responsibilities list, taking into account 1) standard process for board members volunteering at SHH 2x a year, including developing a simple sign up process for this. 2) Contributing financially or in-kind at major events
- Formalize onboarding process for new board members to promote mentorship





# 2 Year Goals: Board (cont'd)

- Increase understanding by staff of board role and responsibilities by having a few board members attend a staff development day each year
- Develop an Advisory Council/Ambassador Circle composed of previous board members, employers, national experts, and passionate and connected people to advise and assist board.





# 2 Year Goals: Finance

- Continue to have successful financial audits
- Develop a sustainable financial plan by exploring donor KPIs and income streams to cover current and future costs of the organization. This needs to include a plan to make employment services income neutral
- Develop a fundraising plan by the start of each fiscal year
- Write 10-12 grants per year. This needs to include grants for scholarships as well as start up costs for hiring new employment staff.





# 2 Year Goals: Finance (cont'd)

- Review and develop a strategy for increasing corporate sponsorships
- Create and implement two main fundraisers per year, one micro event, and one family event per year
- Keep tuition increases to no more than 3-4% per year for day program and/or based on cost of living (However lunch costs need to be increased)





# 2 Year Goals: Overall Organization / Growth

- Renew CARF accreditation
- Establish reliable maintenance contract
- Continue comprehensive health and safety program including training, drills, and inspections
- Prepare report on feasibility of Summerhouse growth, including model (franchise or opening a new site) and ideal location
- Continue to work on increasing competitive staff wages and benefits to improve retention, creating additional career paths within Summerhouse, improving our training program, and maintaining a current succession plan





# 2 Year Goals: Overall Organization / Growth (cont'd)

- Develop comprehensive list of residential providers for parents, This could be one document combined with alternative day programs
- Determine costs of items on our accessibility plan, including automatic doors and a path out to the swings if needed
- ID what all of our HR needs are and who is doing them





# Thank You!

