

**Magic City Enterprises**

**Strategic Plan**

**2018-2021**

**Introduction**

**This Strategic Plan was developed by a cross section of staff members of Magic City Enterprises from all areas of the organization. MCE has not had a comprehensive planning document in place for several years, and with a change in leadership in November of 2017 it was determined that a complete overhaul was needed.**

**A SWOT analysis was completed, and priorities established by the group. The results of the analysis is included as an appendix to this document.**

**This Strategic Plan was developed to assure that Magic City Enterprises was continually moving forward to fully realize its Purpose, Mission, and Core Values in a changing environment. We accept that the expectation of supports for people with intellectual disabilities is changing. Our new reality is much different than it was even 5 years ago. If we want to be the first option for people seeking support, it is critical that we are aware of trends and best practices, and can provide the supports necessary to meet people’s needs…while maintaining integrity to our foundational beliefs.**

**Background**

**Magic City Enterprises was established in 1971 under the sponsorship of the Cheyenne Kiwanis Club Foundation. We are governed by a volunteer Board of Directors, and managed day to day by a Chief Executive Officer and a leadership team who collectively has over 100 years of experience with the organization.**

**Over the past 47 years Magic City has supported people with intellectual and developmental disabilities in all areas of their lives. As of the development of this Strategic Plan Magic City Enterprises provides support to 115 people with 150 staff members. Magic City Enterprises is certified by the Wyoming Department of Health, Behavioral Health Division as a Title XIX Home and Community Based Waiver provider. Title XIX (Medicaid) is the primary source of revenue for the organization, providing around 87% of the total revenue for the organization. Other revenue sources include the Division of Vocational Rehabilitation, Local school districts, Ability One contracts, and private contracts.**

**Magic City was one of 9 original regional providers in the State of Wyoming. In 1990 with the arrival of the Title XIX Home and Community Based Waiver program, new providers began "hanging out their shingle", and the number of certified providers in the state grew exponentially. There are currently over 750 providers of HCB waiver services in the state, more than 25 "residential" providers in the city of Cheyenne. The presence of competition requires that we as an organization look critically, and continuously at how we approach the supports that we provide to assure our relevance to the current demographic of "customers"**

**Organizational Structure**

**The current organizational structure includes, in addition to a Board of Directors, and President and CEO, 5 Department Managers who have day to day supervision of the staff members, and are responsible to assure adherence to the Purpose, Mission, and Core Values of the organization. There are managers for Community Services, Supported Living, Business Services, Facilities, and Staff Development.**

**Purpose**

**"We proudly aspire to create a supportive environment where people with disabilities are empowered to experience value, equality, and individual self worth" is the Purpose of Magic City Enterprises. As we engage in strategic planning and thinking, it is our Purpose that drives us.**

**Value should be an inherent experience for all human beings, and people with intellectual disabilities are no exception. Equality has to be the benchmark of being a human being, and both of these things support an outcome of Individual Self Worth.**

**Our Purpose is the ultimate goal in our strategy. It is because of our purpose that Magic City Enterprises exists. It is our purpose that provides us with an ultimate goal for the people we support, and for people with intellectual disabilities everywhere.**

**Mission**

**The Mission of Magic City Enterprises is to “Support individuals with disabilities to live successfully”. Success is individual, and as a result is a perfect mission for a provider of Home and Community Based services. We currently support 115 people in all or some areas of their lives, and there are 115 different ideas of the definition of success. It is our job in planning and strategy to support people to be able to verbalize success, and provide the support and assistance necessary for them to realize success…whether it is a daily success, or a long term success.**

**Core Values**

**The Core Values of Magic City Enterprises are;**

* **Integrity**
* **Health and Safety**
* **Compassion**
* **Diversity**
* **Teamwork**
* **Excellence**

**The Core Values of Magic City Enterprises are considered in every decision made throughout the organization. Whether it is a decision that needs to be made regarding the best way to support an individual with whom we work, or an organizational decision regarding policy, procedure, or practice…our core values drive the outcome.**

**SWOT Analysis**

**Our strategic planning process included a detailed SWOT analysis. The group of stakeholders identified our current Strengths, Weaknesses, Opportunities, and Threats. The following is a listing of each category;**

**Strengths;**

* **Longevity of MCE**
* **Experience and history of staff members**
* **Knowledge of people receiving services**
* **Commitment to P, M, CV**
* **Diversity of workforce and people served**
* **Ability to support people of all abilities**
* **Financial resources (assets)**
* **Longevity of staff**
* **Longevity of Board members**
* **Dedication and commitment of Board members**
* **Integrity of organizational practices**
* **Transparency of organizational practices**
* **3 year CARF accreditation (every one)**
* **Proactive approach to supports**
* **HUD partnership**
* **Staff Development**
* **Known to the community**
* **Good reputation with our oversight and funding agencies**
* **Standard (value) of excellence**
* **Involvement with the broader community**
* **Integrated employment supports for people**
* **Contract employment supports and opportunities for people**
* **Fund raising efforts**
* **Recognition for safety (OSHA, Workers Comp.)**
* **Give back to the community**
* **Relationships with other providers**
* **Willingness to change**

**Weaknesses;**

* **Lack of revenue**
* **Size**
* **Staff turnover**
* **Slow to take action**
* **Communication**
* **Don’t think “outside the box” enough/ Lack of creativity**
* **Resistant to change**
* **Staff members spread too thin/overworked**
* **Lack of teamwork**
* **“Silo” thinking**
* **Lack of consistency in applying expectations**
* **Not enough qualified staff**
* **Integrating staff development in to work areas**
* **“Big busses”**
* **Transportation planning**
* **Limited sources of revenue**
* **Expectation of “perfection”**
* **Long and unnecessary meetings**
* **Staff members and supervisors are not familiar with policy and procedure**
* **Lack of technology use**
* **Outdated buildings and furnishings**
* **Confusion of the expectation to reduce “facility based” supports**
* **Not proactive in addressing concerns**

**Opportunities;**

* **Increase outside revenue (non waiver)**
* **Build on the solid foundation of MCE**
* **Expand services and supports**
* **Building partnerships with the broader community**
* **Increase number of people receiving supports**
* **Increase volunteer opportunities at MCE**
* **Increase fund raising effort**
* **Better utilize current resources**
* **Increase the effectiveness and efficiency of communication**
* **Be a resource for other providers (Staff Development/training)**
* **Develop competence of staff members throughout the organization**
* **Refine new staff training to allow for staff members to be in their work area sooner**
* **Keep good staff members longer**
* **Be more aesthetically pleasing**
* **Work with school district on school to adult service transition**
* **Restore the reputation of MCE**
* **Fully implement the Purpose, Mission, and Core Values of the organization**
* **Support choice in living arrangements for people receiving services**
* **Increase opportunities for living arrangements**
* **Increase satisfaction for all stakeholders**
* **Become a leader in the field**
* **Increase employment opportunities for people served**
* **Increase utilization of available waiver units**
* **Improve accountability to; each other, and stakeholders of MCE**

**Threats;**

* **Traditional funding**
* **The unknown future of Medicaid**
* **Losing people served**
* **Lack of workforce**
* **Competitive environment (Unethical providers)**
* **Regulatory environment**
* **“Rumors” regarding MCE finances**
* **Overtime**
* **Difficulty in supporting people with significant medical and behavioral needs**
* **Government oversight and regulation outside of BHD (OSHA, Workers Comp., etc.)**
* **Potential burnout of staff members**
* **Complacency**
* **Loss of institutional knowledge**
* **Dissatisfied staff members**
* **Negativity**
* **Unrealistic expectations from families, Case Managers, etc.**
* **Impending changes in leadership**
* **Changing expectations of people receiving services and their families**

**Strategic Priorities**

1. **Become the 1st choice of provider for people with intellectual disabilities and their families.**
2. **Improve staff performance at all levels of the organization.**
3. **Improve staff retention.**
4. **Become a leader in providing alternative living environments for people with intellectual disabilities.**
5. **Eliminate “silo” thinking.**
6. **Develop and maintain healthy relationships with all stakeholders**
7. **Become and remain financially stable**
8. ***Become the 1st choice of provider for people with intellectual disabilities and their families.***

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| --- | --- | --- |
| ***Action***  | ***Timeline*** | ***Person(s) Responsible*** |
| **Let people know what we do*** **Speak to clubs and organizations.**
* **Re brand (new logo, signage, business cards, etc.)**
* **Meet monthly with Case Management groups**
* **Increase Social Media presence**
* **Update website**
* **Update brochure**
 | * **Ongoing**
* **July 2018 (Completed)**
* **Ongoing**
* **Ongoing**
* **July 2018**

**(Completed)*** **February 2019**
 | **Jeff Gardner, Board of Directors, Management Team****Jeff Gardner, Management Team****Mandy Liley, Susan Brown****Mandy Liley, Susan Brown****Jeff Gardner, Susan Brown, Patty Gardner****Jeff Gardner, Mandy Liley, Susan Brown** |
| ***Assure that the Services and Supports provided by MCE meet people’s needs**** **Train all Direct Support Professionals in Person Centered Planning and Thinking**
* **Reduce in size (where possible) “Residential Habilitation” sites to no more than 4 people.**
* **Build 2 fourplexes to provide affordable housing that is more typical of people without disabilities.**
* **Develop plans and blueprints.**
* **Purchase land.**
* **Hire contractor**
* **Identify people to live in the fourplexes (Based on LOS, support needs, and personalities)**
 | * **October 1, 2019**
* **December 31, 2021**
* **December 31, 2021 (First one completed by September 1, 2020)**
* **March 1, 2019**
* **January 1, 2020**
* **April 1, 2020**
* **May 1, 2020**
 | **Kim Shaw, Tara Stone, Jeff Gardner****Jeff Gardner, Tara Stone****Jeff Gardner, Board of Directors, Nancy Gordy, Mandy Liley, Tara Stone****Jeff Gardner, Nancy Gordy, Tara Stone****Jeff Gardner, Board of Directors, Nancy Gordy****Jeff Gardner, Board of Directors, Nancy Gordy****Jeff Gardner, Tara Stone, Community Services Coordinators, Community Services Supervisors** |
| * **Implement the Mandt System in place of CPI**
* **Survey people receiving services and their families/guardians to see what they want and expect from MCE.**
 | * **April 1, 2019**
* **March 31, 2019**
 | **Kim Shaw, Jeff Gardner, Tara Stone****Jeff Gardner, Tara Stone, Patty Gardner** |
| **Build and strengthen relationships with all stakeholders*** **Meet on a quarterly basis with each Case Manager and Case Management agency**
* **Monthly contacts made with each family/guardian of all people served**
* **Continue to participate on statewide task forces and committees**
* **Maintain membership and increase participation in the Chamber of Commerce**
* **Maintain membership and increase participation in Kiwanis**
* **Maintain membership and increase participation in WCSP**
* **Continue to pursue membership on the Mayor’s council on disabilities**
 | * **Ongoing**
* **On going**
* **On going**
* **On going**
* **On going**
* **On going**
* **On going**

 | **Jeff Gardner, Tara Stone, Bibi Atwell, Dawn Schwarz, Lynn Madrid****Jeff Gardner, Tara Stone, Bibi Atwell, Dawn Schwarz, Lynn Madrid****Jeff Gardner, Leadership team****Jeff Gardner****Jeff Gardner****Jeff Gardner,** **Tara Stone****Jeff Gardner****Tara Stone** |
| **Stay abreast of the most current trends in the field*** **Join ANCOR**
* **Maintain membership in NADSP**
* **Maintain membership in WCSP**
* **Maintain membership in SHERM**
* **Research other other organizations/associations to join to support this objective**

**Improve staff performance at all levels of the organization.*** **Revise and update “New Hire Orientation”**
* **Develop on going quarterly supervisory development**
* **Establish “mentor” position for Direct Support Professional positions**
* **Establish and implement “expectation criteria” for all positions in the organization**
* **Assess NADSP curriculum for relevance, effectiveness, and efficiency**
* **Provide external development opportunities for all staff members**

**Improve retention of staff members*** **Survey current staff members to see “why they stay”**
* **Hire “better”**
* **Provide development and teaching to staff members involved in the hiring process**
* **Revise and refine the interview questions to get a better “feel” for the applicant**
* **Actively recruit in different places (ie; LCCC, Social Media, current staff members, etc.)**
* **Update job descriptions for each position**
* **Develop written expectations for each position in the organization**
* **Develop, recruit, hire and train for a “mentor” position in the Direct Support Professional position**
* **Address issues of performance more quickly and decisively**
* **Critically evaluate the effectiveness and efficiency of the organizational and departmental structure at least semi annually**
* **Benefits**
* **Survey current staff members regarding what benefits they need the most.**
* **Determine the feasibility of benefits identified in the staff survey**
* **Budget for enhanced benefits**
* **Annually survey staff members regarding what they want/need for benefits**

**Become a leader in alternative living environments for people with intellectual and developmental disabilities*** **Reduce in size (where possible) “Residential Habilitation” sites to no more than 4 people.**
* **Build 2 fourplexes to provide affordable housing that is more typical of people without disabilities.**
* **Develop plans and blueprints.**
* **Purchase land.**
* **Hire contractor**
* **Identify people to live in the fourplexes (Based on LOS, support needs, and personalities)**
* **Continue participation on the “partnership group” to affect the service definition for remote monitoring**
* **Research technology related to remote monitoring.**
* **Attend conferences, workshops and webinars related to smaller living environments.**
* **Develop a plan to promote the opportunity for “alternative” living arrangements for people with intellectual disabilities.**
* **Redefine and develop a plan to promote “Supported Living” to attract more people who don’t require intensive supervision but need more than periodic support.**

**5. Eliminate “silo” thinking.****Action****Develop a system to provide “cross departmental” support.*** **Assign managers to support areas other than the areas for which they are responsible and rotate on a monthly basis.**
* **Develop a mentoring program for the Direct Support Profession that is focused on the Purpose, Mission, and Core Values of MCE.**
* **Encourage the concept and conversation of “we”, or “us”.**
 | * **April 2019**
* **On Going**
* **On Going**
* **On Going**
* **July 1, 2019**
* **April 2019**
* **July 2019**
* **July 2019**
* **December 2019**
* **May 2019**
* **On Going**
* **January 2019**
* **On going**
* **December 2018**
* **May 2019**
* **On going**
* **May 2019**
* **December 2019**
* **July 2019**
* **On going**
* **December 2018 (Semi annually after that)**
* **January 2019**
* **March 2019**
* **April 2019**
* **January of each year**
* **December 31, 2021**
* **December 31, 2021 (First one completed by September 30, 2020)**
* **March 2019**
* **January 2020**
* **April 1, 2010**
* **May 2020**
* **On Going**
* **April 2020**
* **On Going**
* **July 2019**
* **July 2019**
* **In place by July 2019**
* **January**
* **2020**
* **On Going**
 | **Jeff Gardner****Jeff Gardner, Kim Shaw****Jeff Gardner, Tara Stone****Mandy Liley****Jeff Gardner, Leadership team****Jeff Gardner, Kim Shaw****Jeff Gardner****Jeff Gardner, Tara Stone, Kim Shaw, Mandy Liley****Jeff Gardner, Leadership team****Jeff Gardner, Kim Shaw****Jeff Gardner, Leadership team****Jeff Gardner, Mandy Liley, Tara Stone, Kim Shaw****Jeff Gardner, Leadership team****Jeff Gardner, Mandy Liley****Jeff Gardner, Leadership team****Jeff Gardner, Leadership team****Jeff Gardner, Leadership team****Jeff Gardner, Tara Stone, Kim Shaw, Mandy Liley****Jeff Gardner, Tara Stone, Kim Shaw, Mandy Liley****Jeff Gardner, Leadership team****Jeff Gardner, Leadership team****Jeff Gardner, Mandy Liley****Jeff Gardner, Mandy Liley****Jeff Gardner, Mandy Liley, Board of Directors****Jeff Gardner, Mandy Liley, Board of Directors****Jeff Gardner, Tara Stone****Jeff Gardner, Tara Stone, Nancy Gordy,****Mandy Liley, Board of Directors****Jeff Gardner, Nancy Gordy, Tara Stone****Jeff Gardner, Nancy Gordy, Board of Directors****Jeff Gardner, Nancy Gordy, Board of Directors****Jeff Gardner, Tara Stone****Jeff Gardner****Jeff Gardner, Mandy Liley, Tara Stone****Jeff Gardner, Mandy Liley, Tara Stone, Kim Shaw****Jeff Gardner, Mandy Liley, Tara Stone****Jeff Gardner, Bibi Atwell, Trevor Medley, Mandy Liley, Tara Stone****Jeff Gardner, Leadership team****Jeff Gardner, Tara Stone, Mandy Liley, Kim Shaw****Jeff Gardner, Leadership team** |
| **6. Develop and maintain healthy relationships with all stakeholders.****Action*** **Make phone, in person, or e mail contact with each family/guardian and person served each month.**
* **Each Supervisor/Manager will meet with the people that they directly supervise at least one time per month.**
* **Meet with Case Managers face to face at least quarterly**
* **Respond to questions or concerns from stakeholders within 24 hours.**
 | * **On Going**
* **On Going**
* **On Going**
* **On Going**
 | **Jeff Gardner, Leadership team****All Supervisors/Managers****Leadership team****Jeff Gardner, Leadership team** |
| 1. **Become and remain financially stable**

**Action:****Assure that the supports and services provided are relevant to what people need and want.*** **Interview people served and families/guardians every 6 months to monitor satisfaction and relevance of supports that are being provided.**
* **Analyze utilization of waiver units.**
* **Share financial information with Managers/Leadership team monthly.**
* **Share financial information with Board of Directors.**
* **Engage supervisors/managers in financial conversations and decisions.**
* **Develop a plan to address the potential for attrition of people served.**
* **Invest in people**
* **Analyze the structure of the organization for effectiveness, efficiency, and satisfaction.**
 | * **On Going**
* **Monthly/**

**On Going*** **On going starting November 2018**
* **On Going**
* **On Going**
* **Annually with budget (Beginning July 2019)**
* **On Going**
* **Annually (Beginning March 2019)**
 | **Department Managers, Coordinators, and Supervisors.****Jeff Gardner, Leadership team, Board of Directors****Jeff Gardner, Mandy Liley****Jeff Gardner, Mandy Liley****Jeff Gardner, Mandy Liley, Board of Directors.****Jeff Gardner, Mandy Liley, Board of Directors****Jeff Gardner, Mandy Liley, Tara Stone, Board of Directors****Jeff Gardner, Leadership team.**  |