

VERSION 1.0  
JANUARY 2021



## STRATEGIC PLAN

2021 THROUGH 2024

# MISSION

**We believe that all persons have the right to live, learn, and work in the community with the same hope, dignity, choices, opportunities, and responsibilities accorded to all citizens.**

# VISION

**We Teach. We Support. We Inspire.**

*A Human Resources department that incorporates person-centered values, motivation, and empowering tools for staff.*

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## STRATEGIC GOAL #1

Objectives	Strategies
Update positions and job descriptions to incorporate technology by 9/21	
Develop a salary schedule that incorporates Pueblo area and market value salary averages by 12/21	Collect Pueblo area salary data
Identify key indicators for staff satisfaction and retention	Create a staff engagement tool that utilizes a survey to empower staff
Identify positions that can work remotely as determined by the department director	
Develop an HR department that meets the needs of the agency by 2022	
Establish a strong, safe process for home workers (this is about HIPAA)	

*A transparent and empowering budget to efficiently serve the Pueblo community.*

**STRATEGIC GOAL #2**

<b>Objectives</b>	<b>Strategies</b>
Managers have control over their clear department budgets by 1/22 (clear individual department budgets)	Directors and finance work together to ensure rev/exp are accurately documented and consider guidance and follow requirements from CDHS, HCPF, and CMS
	Use historic data and uniform guidance to determine overhead costs per department
Create a budget for technology that supports HIPAA compliance by 1/22	Explore revenue streams for technology (W2 grants)
	Determine technology needs (inventory and wishes)
	Complete technology replacement plan
	Purchase IT equipment according to plan

*Separate thriving agencies that support the Pueblo Community.*

**STRATEGIC GOAL #3**

<b>Objectives</b>	<b>Strategies</b>
Create a communications plan about changes and transitions	Decide quarterly how often to send communication and in what format
	Send surveys regularly to check communication effectiveness
	Send out message to staff to prep them for upcoming communications
Set a timeline of separation	Meet as a team and Board to set a timeline and decide on final separation date
Determine if CBE will become a PASA or CMA	Create business plan and objectives including budget projections for each department
	Evaluate business plans and objectives by the Board and internally

*CBE will be the case management agency of choice in our catchment area.*

**STRATEGIC GOAL #4**

<b>Objectives</b>	<b>Strategies</b>
Understand the changes in EI	Determine what changes may be appropriate for EI
	Receive changes and education staff
Submit a thorough RFP	Draft an RFP
	Apply for bit
	Learn catchment area
	Define who we will be serving
	Research reimbursement rate for SEP
Increase customer satisfaction in CSM	Create survey for families/clients for CM
Identify what EI services we could expand	
Identify what CM services we could expand	
	Start familiarizing staff on all programs offered at SEP

*BASS will be the PASA of choice in southern Colorado.*

**STRATEGIC GOAL #5**

<b>Objectives</b>	<b>Strategies</b>
Rebuild Day Program	Create new activities to entice individuals back to Day Program
	Consider new alternative to deliver Day Program services
Evaluate all programs for financial viability	Establish base line rev/exp for BASS
Open residential home	Bid for RFPs for new residence Hire staff for new residence
Explore and expand new service opportunities	Research new service opportunities for BASS
	Create a marketing plan for BASS