



**Horizons Unlimited  
Strategic Plan  
2022-2023**

**Board President Approved:**

### **Mission and Vision Statements**

Our mission: Providing opportunities for our Horizons family to develop their full potential in a positive atmosphere.

Our vision: Horizons Unlimited will work as a team to provide opportunities for adults with disabilities, to achieve their personal goals.

Horizons Values:

- Provide stable, secure, safe environments.
- Build respectful, caring relationships.
- Offer lifelong learning for our Horizons family.
- Empower individuals.
- Aspire to excellence in all we do.
- Support community partnerships.

### **Board of Directors**

***President:*** Kevin Banwart, West Bend, IA

***Vice President:*** Jim Bird, Emmetsburg, IA

***Secretary:*** Roberta Hersom, Emmetsburg, IA

Amy VerMulm, Emmetsburg, IA

Ben Morey, Emmetsburg, IA

Kathy Behrends, Emmetsburg, IA

Laurie Schneider, Emmetsburg, IA

Michelle Kogel, Emmetsburg, IA

Matthew Merideth, Emmetsburg, IA

Christine Louscher, Algona, IA

Erika Higgins, Emmetsburg, IA

### ***Executive Director:***

Carla Firkins

### **Markets**

Many markets or customers look to Horizons Unlimited for assistance. They include persons with disabilities, families of these persons, referral and funding sources, donors and community-at-large, commercial customers, employers, and the board of directors and staff of Horizons Unlimited. Horizons Unlimited must consider all of these stakeholders as it develops and implements its strategic plan. Horizons Unlimited has analyzed its internal strengths and weaknesses, and those external threats and opportunities, which are likely to affect its ability to satisfy its mission. In this process, it has become apparent that some strengths may also be weaknesses and that some opportunities may also be threats. The analysis follows:

# **Board of Directors SWOT**

## **Strengths**

Staff's amazing commitment  
Good Place Financially  
Supportive Community  
Good Activities

## **Weaknesses**

Finding & retaining Staff  
Job variety for members  
Keeping regulations  
No nurse

## **Opportunities**

Respite Services  
Turning 15<sup>th</sup> & 19<sup>th</sup> into HCBS Homes  
More engagement w/members  
other than electronics

## **Threats**

Funding uncertainty  
More regulations  
Larger organizations taking over

Nominal Group Technique to decide the Top 3 Priorities to set Goals: Completed on 8/28/2023.

1. Staff's Amazing Commitment
2. Finding & retaining staff
3. Turning 15<sup>th</sup> & 19<sup>th</sup> into HCBS homes

# Administrative SWOT

## Strengths

Financially Strong  
Weekly Meetings  
Open Mindedness  
Staff/Managers  
Team Work

## Weaknesses

Rural Area  
Recruiting staff  
Contractors  
Inflation  
Current Federal Administration

## Opportunities

Work with other Agencies  
Community Openness with members  
Financial opportunity for RCF to go to HCBS

## Threats

Other agency invading our territory  
Age of Members  
Quality of new possible members  
Inflation

Nominal Group Technique to decide the Top 3 Priorities to set Goals: Completed on 8/10/2023

1. Financially Strong
2. Rural Area
3. Community Openness to our members

## **Residential SWOT**

### **Strengths**

Working Relationships  
Strong Management  
Staff Longevity  
Caring Staff  
Financially Stable  
Starting Wages  
Good Benefits  
Community perception of company  
Creative

### **Opportunities**

Expanding to HCBS homes  
Promote from within the company

### **Weaknesses**

Rural Area  
Mental Health Support  
Job Hour Flexibility  
Staff shortage  
Limited activities

### **Threats**

Aging staff and members  
Government Rates  
Competition  
Staff shortage

Nominal Group Technique to decide the Top 3 Priorities to set Goals: Completed on 08/10/2023

1. Working relationships between caring staff and management
2. Staff shortage
3. Expanding to HCBS homes

# **Community Employment SWOT**

## **Strengths**

Teamwork  
Good Communication  
Respect  
Supportive

## **Weaknesses**

Schedule flexibility  
Staffing  
Transportation

## **Opportunities**

Expanding business partnerships  
IVRS  
Technology expansion

## **Threats**

Competition with other agencies  
Hours of Services provided  
Miscommunication w/case managers  
Layoffs of members

Nominal Group Technique to decide the Top 3 Priorities to set Goals: Completed on 8/18/2023

1. Teamwork
2. Staffing
3. Expanding business partnerships

## Goals and Objectives

Goal 1: By 2024 update facilities, grounds, vehicles, and equipment for administration, residential and job development departments by:

- Replace windows in 15<sup>th</sup> & 19<sup>th</sup> Group Homes
- Replace one vehicle each year.
- Update one unit at each location King and Lawler Street Apartments as needed.

Goal 2: By 2024, maintain financial stability and remain sufficiently capitalized to satisfy the Horizons Unlimited strategic plan by:

- Continue to work to maintain a 100% occupancy rate in the residential properties.
- Affiliate with another service provider to promote efficiency in the provision and administration of services.
- Transfer at least one, if not both, RCF Home into a HCBS Home

Goal 3: By 2024, the Cultural Competency program will continue to be implemented as evidenced by:

- Impact of culture is incorporated into the IPP.
- All employees will continue to be trained in cultural competency. 10/2023
- Member materials will be updated when cultural competency issues exist.

Goal 4: By 2024, Employee Recruitment and Retention strategies will be implemented by:

- Continue to provide management training.
- Continue to advertise on Facebook, Chamber Roll Up, Flyers, Local Newspaper and Work Force Development
- Make a video showing our Group Homes and what DSP duties are during the day and post on Facebook.