



MRCI Strategic Plan 2024-2026

Mission: Creating innovative and genuine opportunities for people with disabilities or disadvantages at home, at work and in the community.

Vision: To be a provider of excellence; proudly enhancing the lives of those we serve

Organization Core Values:

- Person Centered
- Innovative
- Professional
- Inclusive
- Collaborative
- Focus on Quality

Team Promises:

- Respect-We will treat **every person** with respect and dignity.
- Integrity and Honesty-We will **be honest** and forthright in our interactions.
- Confidentiality-We acknowledge and **will maintain** personal and confidential information shared to us by people served and team members.
- Quality Service-We **will exceed** expectations and be the provider of choice.
- Communication-We **will communicate** with simplicity and cultural competence.
- Innovation-We will **seek creative** and different ways of serving people and value all opinions.
- Positive and Helpful-We will approach our coworkers, people served and our jobs with a **positive attitude**.

- Teamwork- We **are all** on this team together.
- Performance-We accept the duty of giving MRCI, people served and coworkers our **best possible** efforts.
- Journey-We pledge **to support** one another and grow personally and professionally.

Outcomes and Goals

1. The MRCI Board of Directors will grow and become more diverse.

- The MRCI Board of Directors will **grow** by two people annually from 2024-2026, actively recruiting and retaining minorities and people receiving services.
- The MRCI Board of Directors will develop three **new and active** Board subcommittees in 2024-Board Recruitment, Legislative, and Fund Development. These subcommittees will remain active meeting quarterly.
- The MRCI Board of Directors will achieve and maintain a 100% **giving** rate from 2024-2026.
- The MRCI Board of Directors will be presented with opportunities to **learn** more about MRCI at each Board meeting from 2024-2026.
- The MRCI Board of Directors will **complete** a Board effectiveness survey annually and discuss results to set annual goals.

2. Services to People will grow and quality will improve.

- Service utilization in Community Based Day Services will **achieve** a minimum of 80% by 2025.
- All new referrals and inquiries to services will be **responded** to within 2 weeks.
- CDS services will **grow** overall by a minimum of 10% annually and expand into 2 additional states by 2026.
- MRCI will **achieve** a 3-Year CARF accreditation in 2024 within designated program services.
- MRCI will **pass** a Fiscal/Employer Agent Financial Readiness Review on an annual basis.

3. More people will know about MRCI and give to the agency.

- MRCI will **create** a “Top 20 donor/new prospects” and will be solicited with a peer-to-peer engagement as a strategy for increased and new revenue.

- B. Annually, MRCI will **secure** \$100,000 in grants or fundraising activities and bi-annual appeals.
- C. MRCI will **showcase** a person or family served in social media and/or other communications monthly.
- D. MRCI will host an “Annual Event” to **promote** the mission of the organization and raise funds to benefit individuals served.
- E. Create and promote an updated **volunteer** program to attract, match, train, evaluate, recognize, and retain volunteers.

4. Securing our future

- A. MRCI will create an **annual** budget (calendar year) for presentation and approval by the Board of Directors in November/December annually. All budgets will present a net-profit to MRCI.
- B. MRCI will annually have **positive** audit reports that reflect sound accounting practices while making necessary adjustments in a timely fashion.
- C. The MRCI CFO will lead monthly meetings with Department leadership and, as necessary, provide specific **recommendations** on the adjustments needed to achieve fiscal goals.
- D. Maintain and enhance use of **existing** owned and leased space to meet the needs of individuals served. Continue to lease space to community partners for additional revenue.
- E. MRCI will achieve a minimum of 3% net profit on an annual basis while **increasing** cash reserves by 5% through efficiencies and investments.

5. Investing in our team

- A. MRCI will continue to **shift** to a “One MRCI” model by aligning Administrative, CDS, Program and Public Support services as opportunities allow.
- B. MRCI will **build** upon our existing DEI Committee by creating an operational plan that customizes our 3-year strategy-building upon current strengths to build an inclusive and diverse workplace.
- C. MRCI will **invest** in current employees offering a competitive compensation strategy that is reviewed annually by HR, Directors, and the Board.
- D. MRCI will **strive** to be known as the “employer of choice” within our industry. Strategies include improved communication, specific responses to employee surveys, preparing future leaders.

- E. MRCI has analyzed the likely retirement date of key employees, a succession **strategy** will be developed for positions identified as “key” within the organization.

6. The importance of Data and Technology

- A. MRCI will **explore** options of reducing the dependency of physical server space considering secure and affordable alternatives. Options will also be considered to move stored paper documents into cloud storage.
- B. MRCI will annually review **options** to upgrade technology provided to employees and customers to increase efficiency and improve the experience of remote work.
- C. MRCI recognizes AI will play a part of organizational activities in the future. At minimum of bi-annually, leadership will be provided with the latest advances and **evaluate** the benefits and risks of AI utilization.
- D. MRCI will continue to **utilize** data to drive good decisions. Financial, Service/Program, and HR Dashboard reports should continue to be improved, simplified, and used to make recommendations for possible change.
- E. MRCI will **increase** the use of data to use with key stakeholders which reflects the performance and outcomes of our services across the agency.