

Staffing

Goal: *Unity House is an employer of choice in the communities we serve.*

Strategies:

- Continue staffing strategies from the previous plan with ongoing evaluation and revision in collaboration with union leadership, as needed.
- Research and utilize more team-building strategies across the organization.
- Review current employee reward and recognition opportunities; research and plan for new/expanded ideas.
- Review and update annual performance review policies, tools, and supervisor training to complete annual reviews for their staff.
- Plan for professional development to support skill and career development.

Programming

Goal: *Maintain and expand high-quality services to meet community needs.*

Strategies:

- Launch an ambitious and comprehensive fundraising campaign.
- Introduce assistive devices and technology into PWDD services and programs.
- Explore *Buy to Rent...* to offer “supported” rental properties.
- Pursue collaborations and program planning efforts.
- Continue to assess service gaps and community needs to inform Unity House program planning.
- Integrated Supportive Housing (ISH) Preparation

Diversity, Equity, and Inclusion

Goal: *Develop a culture of inclusion through open and transparent communication across the organization.*

Strategies:

- Launch workshops or e-learning modules for both employees and supervisors on effective communication strategies that foster inclusivity. Include practical exercises such as communication role-plays to reinforce inclusivity-focused communication skills.
- Organize regular cross-functional brainstorming sessions, lunch-and-learn events where employees from different teams come together to share insights and collaborate on challenges.
- Introduce semi-annual surveys to gather feedback on workplace inclusivity, communication, and employee satisfaction.
- Establish clear, measurable Key Performance Indicators (KPIs) related to inclusion, such as employee diversity metrics, engagement scores, participation in DEIBJA initiatives, and employee perception of inclusivity.

Relationship Building

Goal: *Raise the profile of Unity House as a partner and charity of choice.*

Strategies:

- Develop a new outreach and marketing plan to strengthen relationships.
- Explore having staff offer professional development and speaking engagements for community partners, employers, and other service providers to be seen as the local *thought leader* for inclusion.
- Expand staff recognition throughout the community.
- Plan and hold Family Engagement meetings/events and activities.
- Review current staff memberships in community associations, coalitions, task forces, non-profit boards, etc., and make new assignments with intentionality; provide talking points and identify/propose important agenda items for Unity House.
- Explore /expand partnerships with other local service providers for opportunities to expand programs for mothers in recovery and sponsor local inclusion events.
- Convene a *Community Engagement Advisory Board*.
- Brand refresh for Unity House’s 50th Anniversary.

Diversity, Equity, and Inclusion

Goal: *Empowering leadership through Diversity, Equity, Inclusion, Belonging, Justice, Acceptance (DEIBJA) Commitment and Crucial Conversations Training.*

Strategies:

- Develop and implement a DEIBJA training curriculum tailored to leadership needs, covering key areas such as unconscious bias, systemic inequities, inclusive leadership, and organizational accountability.
- Develop a training program focused on communication skills for navigating difficult or sensitive conversations.
- Provide a framework for conflict resolution, active listening, and constructive feedback that align with the organization’s DEIBJA goals.
- Provide training and coaching to leadership to increase comfort levels with acknowledging and facilitating the crucial conversations.
- Create a survey for leadership and the Board of Directors to evaluate an increased understanding of DEIBJA and their role in fostering an inclusive culture, more confidence in engaging in crucial conversations regarding DEIBJA issues, and increased employee satisfaction and engagement related to leadership’s handling of DEIBJA issues.
- Distribute the survey to leadership and the Board of Directors during the fourth quarter.
- Assess organization demographics twice, annually, for three years to identify change and/or progress.