

**SHERWOOD**  
Autism Center



EST. 1974

# Strategic Plan

2023-2026



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# Sherwood Autism Center- Strategic Plan

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Sherwood Autism Center is pleased to present its three-year strategic plan to enhance the support and services provided to autistic children and adults. With a deep commitment to improving the lives of individuals on the autism spectrum, this strategic plan outlines our vision, mission, key objectives, and strategies to achieve our goals. Over the next three years, we will work diligently to create a more inclusive society that empowers and supports autistic individuals, enabling them to reach their full potential and thrive in all aspects of life.

Sherwood Autism Center operates in a constantly changing landscape. Year over year, regulations tighten, reimbursement models shift, and qualified staff is in high demand. The following Strategic Plan is a systems-level approach for creating a three-year road map toward improved business processes, defining specific strategies to drive operational excellence and expand our reach.

## Our Mission:

Sherwood Autism Center educates, equips, and empowers children and adults with autism and other developmental disabilities to promote independence in family and community life.

## Our Vision:

Where all individuals feel valued for their abilities and thrive as productive members of society.

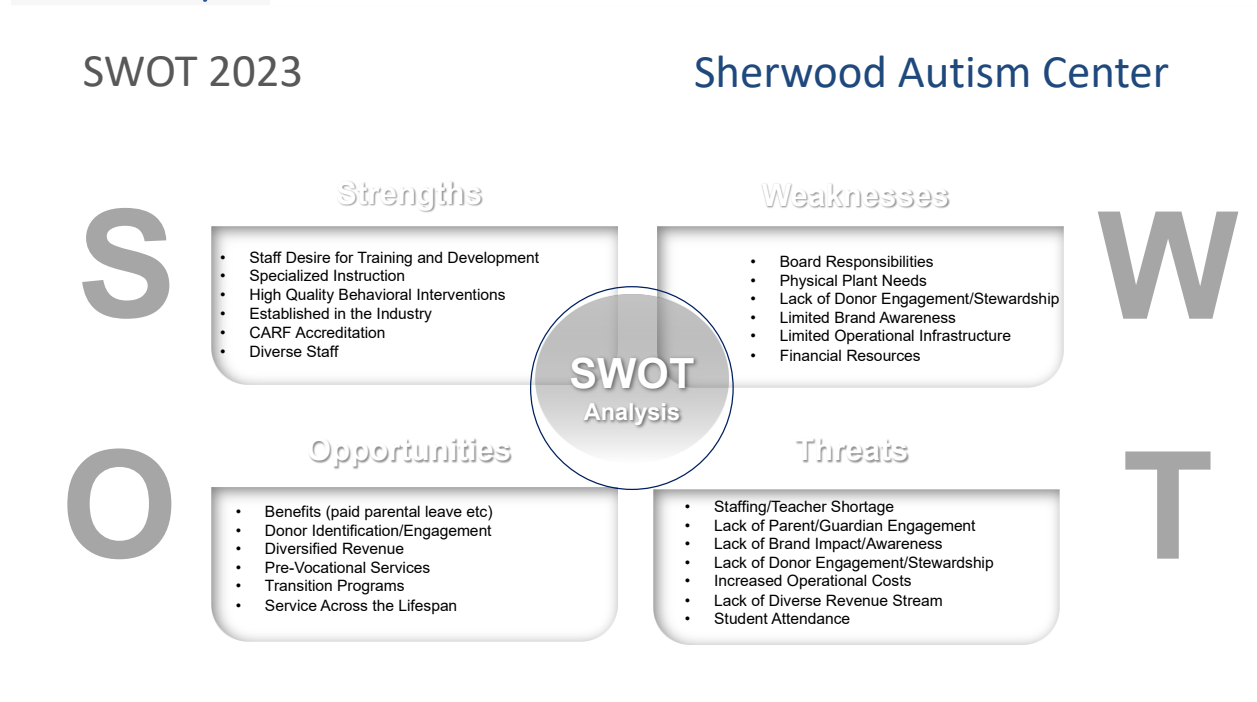
## Beliefs and Value Statements:

- Life-long learning is essential for optimal performance and a standard of excellence
- Open Communication is valued; opinions should be heard, considered, and respected
- Everyone is an equal member of society and should be treated with dignity, respect, and kindness.
- We believe in and will provide a safe environment where everyone can thrive.
- We value and encourage inclusivity because it is critical to our success.
- We will conduct ourselves with integrity by being honest and holding ourselves accountable.
- We will be generous in expertise, time, and resources.

We conducted a comprehensive SWOT analysis to lay a strong foundation for our strategic plan, examining our strengths, weaknesses, opportunities, and threats. This analysis provided valuable insights into our current position. It helped us identify areas where we can leverage our strengths,

address our weaknesses, capitalize on emerging opportunities, and mitigate potential threats. By understanding these factors, we can make informed decisions and develop strategies that align with our goals.

## SWOT Analysis:



In addition to the SWOT analysis, we gathered valuable input through a Board survey. With the combined insights from the SWOT analysis and the Board survey data, we have formulated a strategic plan that encompasses the following key objectives:

## Key Objectives:

**1. Enhancing Educational/Training Support Services:** We will expand and improve our existing support services to meet the diverse and evolving needs of autistic children and adults. By offering a range of programs, including therapy, education, vocational training, and employment assistance, we will provide tailored support that addresses the unique challenges faced by individuals on the autism spectrum.

**2. Collaboration and Partnerships:** We recognize the importance of collaboration and partnership in achieving our mission. By building a supportive network of professionals, families, and individuals with autism, we can collectively share knowledge, experiences, and best practices. We will seek strategic alliances with other organizations, service providers, and community stakeholders to maximize our impact and leverage shared resources.

**3. Sustainability and Growth:** We will develop a sustainable funding model to ensure Sherwood's long-term viability and scalability. To secure the necessary resources for our programs and initiatives, we will explore diversified revenue streams, including grants, donations, corporate partnerships, and social enterprises. Additionally, we will explore opportunities to expand our reach and replicate successful programs in other communities, amplifying our impact.

**4. Marketing and Brand Recognition:** Through consistent and compelling messaging, we will develop effective marketing strategies to enhance brand recognition, drive engagement, and attract support. By utilizing various marketing channels such as social media, email campaigns, content marketing, and community partnerships, Sherwood Autism Center will expand our reach, foster a shared purpose, and create positive change in our community.

**5. Capital Improvement:** We will optimize Sherwood's infrastructure, operational capabilities, and stakeholder experience through strategic capital investments that align with long-term goals, enhance asset value, and drive sustainable growth. We will upgrade our facilities, modernize our equipment, and enhance technological systems to support efficient operations.

## Strategies:

We will implement the strategic plan through several key strategies, including conducting comprehensive needs assessments, providing individualized support plans, investing in professional development and training, fostering collaboration and knowledge exchange, and actively engaging with policymakers and stakeholders. These strategies will enable us to deliver high-quality, evidence-based services and drive systemic change that benefits autistic children and adults and our community.

This three-year strategic plan is a roadmap for Sherwood Autism Center's efforts to support autistic children and adults. By focusing on our vision, mission, objectives, and strategies, we are confident that we can make a significant and lasting impact, fostering an inclusive society where autistic individuals are empowered to thrive and contribute meaningfully. We look forward to the journey ahead and invite our stakeholders, partners, and community members to join us in this critical endeavor. Together, we can create a brighter future for autistic children and adults.

## Enhancing Educational/Training Support Services:

<b>Goal 1: To establish the <i>Center for Autism Excellence</i></b>	
<b>Objectives</b>	<b>Performance Measures</b>
<p><b>Objective 1:</b></p> <p>To establish a state-of-the-art autism-centric educational training center equipped with modern technology and staffed by experienced instructors</p>	<ol style="list-style-type: none"> <li>1. Conduct a needs assessment to identify the gaps in existing autism/IDD services and prioritize areas for expansion and improvement.</li> <li>2. Develop and implement at least two-course offerings for professionals and families to enhance their skills and knowledge of autism.</li> <li>3. Achieve a minimum enrollment of 50 learners within the first 12 months of launching the course and receive an average course satisfaction rating of 4.0 out of 5 based on learner feedback surveys.</li> <li>4. Hire and train qualified staff who have expertise in autism and are committed to Sherwood's mission and values to deliver the course(s) effectively.</li> <li>5. Align course content with current industry trends and best practices to ensure learners gain practical and up-to-date skills.</li> <li>6. Launch the course within 36 months and complete periodic evaluations to make necessary improvements and updates.</li> </ol>

<p><b>Objective 2:</b></p> <p>To develop and implement a pre-vocational training program to provide autistic youth and adults with the necessary skills and knowledge to enter and succeed in the workforce.</p>	<ol style="list-style-type: none"> <li>1. Develop and implement a pre-vocational training program that equips autistic youth and adults with essential job skills, social competencies, and self-advocacy strategies.</li> <li>2. Improve participants' vocational skills and employability by achieving a 20% increase in their competency ratings based on pre- and post-training assessments.</li> <li>3. Design a structured curriculum combining classroom instruction, hands-on activities, and on-the-job experiences.</li> <li>4. Address specific opportunities for autistic individuals in the workplace while focusing on strengths and building confidence.</li> <li>5. Conduct pre- and post-training assessments to measure vocational skill development, aiming to achieve a 20% increase within the program duration.</li> </ol>
<p><b>Objective 3</b></p> <p>Create a learning-oriented culture, provide relevant training opportunities, and support Sherwood employees in their career growth and advancement.</p>	<ol style="list-style-type: none"> <li>1. Increase the participation rate in professional development programs among staff members.</li> <li>2. Achieve an average rating of four out of five from staff participants in post-training evaluations for all professional development programs.</li> <li>3. Offer at least three professional development opportunities throughout the next three years, covering various skill areas relevant to staff roles and organizational needs.</li> <li>4. Align professional development programs with organizational goals and strategic priorities.</li> <li>5. Increase the number of staff members who earn professional certifications or credentials related to their roles by 30% within the next three years.</li> </ol>

## Collaboration and Partnerships:

<b>Goal 1: To transform Sherwood Autism Center into a thriving community hub that fosters connection, collaboration, and empowerment.</b>	
<b>Objectives</b>	<b>Performance Measures</b>
<p><b>Objective 1:</b></p> <p>Establish strategic partnerships with other for-purpose organizations to increase Sherwood's impact and effectiveness in addressing the needs of the autism community to advance our mission.</p>	<ol style="list-style-type: none"> <li>1. Create a collaborative environment that encourages connection, networking, and mutual support.</li> <li>2. Increase the number of community collaborations and partnerships by 50% within 12 months as measured by the number of joint events, shared resources, and cross-promotion activities.</li> <li>3. Establish collaborations with local organizations, schools, businesses, and community groups.</li> <li>4. Develop shared initiatives like workshops, guest speaker events, and community projects.</li> <li>5. Foster an inclusive and supportive community where autistic individuals and community members can share experiences, knowledge, and resources while promoting acceptance and reducing stigma surrounding autism.</li> <li>6. Monitor and evaluate the impact and effectiveness of the collaborations using relevant data.</li> </ol>
<p><b>Objective 2:</b></p> <p>Increase parent/caregiver/guardian engagement in the school and adult day habilitation community by developing and implementing a parent/caregiver/guardian engagement plan that builds strong partnerships between families and Sherwood Autism Center.</p>	<ol style="list-style-type: none"> <li>1. Develop a comprehensive family engagement plan that outlines strategies, activities, and resources to build strong partnerships between families and Sherwood Autism Center.</li> <li>2. Complete the family engagement plan within the first six months of 2024, including objectives, activities, and timeline for implementation.</li> <li>3. Conduct surveys with families to gather feedback and input on their needs, interests, and preferences for engagement.</li> <li>4. Collaborate with Sherwood staff and leadership to design initiatives that foster meaningful interactions, such as workshops, family events, and volunteer opportunities.</li> <li>5. Align the family engagement plan with Sherwood's mission and vision</li> <li>6. Monitor and evaluate the effectiveness of family engagement by measuring attendance at Sherwood events, responses to surveys, and higher reported levels of family involvement.</li> </ol>

<p><b>Objective 3:</b></p> <p>Maximize facility utilization by fostering community engagement and enhancing facility accessibility and functionality.</p>	<ol style="list-style-type: none"> <li>1. Develop and implement a community engagement plan to promote the use of the facility by diverse community groups and organizations.</li> <li>2. Increase the number of community groups and organizations utilizing the facility to at least five by implementing the community engagement plan.</li> <li>3. Conduct outreach efforts to local community groups, for-purpose organizations, and businesses.</li> <li>4. Align the facility offerings with the needs and interests of the community</li> <li>5. Monitor and track the number of community groups and organizations utilizing the facility throughout the fiscal year</li> </ol>
<p><b>Objective 4</b></p> <p>Establish a SPED education training subscription program for public, private, and charter schools.</p>	<ol style="list-style-type: none"> <li>1. Develop a comprehensive SPED training curriculum and subscription program that meets the needs of public, private, and charter schools.</li> <li>2. Increase the number of subscribed schools/districts to nine within three years as tracked through subscription registrations.</li> <li>3. Develop marketing and promotional strategy targeting public, private, and charter schools.</li> <li>4. Increase the reach and impact of the SPED training program by attracting a wide range of public, private, and charter schools.</li> <li>5. Monitor and track the number of subscribed schools throughout the first three years.</li> </ol>

## Sustainability and Growth:

<b>Goal 1: To increase the financial resilience and stability of Sherwood Autism Center, diversify earned revenue, to address the evolving needs of the organization</b>	
<b>Objectives</b>	<b>Performance Measures</b>
<p><b>Objective 1:</b></p> <p>Increase the diversified revenue of Sherwood Autism Center by expanding the range and depth of our funding sources, optimizing fundraising and grant writing strategies, and developing new and innovative revenue-generating programs and partnerships.</p>	<ol style="list-style-type: none"> <li>1. Optimize fundraising and grant writing strategies to increase the success rate of securing funds from existing and new funding sources.</li> <li>2. Improve the success rate of fundraising and grant writing efforts by achieving a 20% increase in funds secured within 24 months.</li> <li>3. Evaluate and enhance Sherwood's fundraising and grant-writing processes</li> <li>4. Develop a systemic approach to prospect research, proposal development, and relationship cultivation</li> <li>5. Evaluate the success rate of fundraising and grant writing efforts, measuring progress toward achieving the 20% increase goal within 24 months</li> </ol>
<p><b>Objective 2:</b></p> <p>Identify and implement an updated CRM system to enhance fundraising efforts by effectively acquiring new donors and retaining existing ones.</p>	<ol style="list-style-type: none"> <li>1. Identify and select an appropriate CRM system that meets Sherwood’s needs and goals for donor acquisition and retention.</li> <li>2. Implement the selected CRM system and migrate existing donor data within six months of CRM selection.</li> <li>3. Provide fundamental staff training and resources to ensure effective utilization of the new CRM system.</li> <li>4. Improve donor data management, streamline communication processes, and enhance Sherwood's ability to track and engage with donors, increasing donor acquisition and retention rates.</li> <li>5. Complete migration of donor data and fully implement the CRM system within the designated six-month timeframe, conducting regular assessments to ensure data integrity and user adoption.</li> </ol>

<p><b>Objective 3:</b></p> <p>Enhance communication and transparency with board members and donors by implementing a regular and personalized communication strategy.</p>	<ol style="list-style-type: none"> <li>1. Implement a board member donor stewardship and recognition program</li> <li>2. Increase donor giving levels by 10% within the next eighteen months as measured through donor retention and contribution data.</li> <li>3. Develop a comprehensive stewardship program that includes personalized thank-you messages, acknowledgment letters, exclusive updates, and opportunities for donor involvement.</li> <li>4. Cultivate long-term relationships between Sherwood and critical stakeholders, leading to increased donor engagement and increased giving.</li> <li>5. Assess donor engagement and contribution data throughout the eighteen-month program, making adjustments as needed to increase giving by 10%</li> </ol>
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## Marketing and Brand Recognition:

Goal 1: Develop and implement a comprehensive rebranding and marketing strategy to reinvigorate Sherwood’s brand identity, enhance public awareness, support our mission, and expand our reach.	
Objectives	Performance Measures
<p><b>Objective 1:</b></p> <p>Increase brand awareness and recognition by implementing a targeted brand awareness strategy.</p>	<ol style="list-style-type: none"> <li>1. Develop and implement a rebranding strategy that reflects Sherwood's unique personality.</li> <li>2. Increase brand recognition by 25% through brand awareness surveys, website analytics, and social media engagement.</li> <li>3. Develop a new brand identity, including a refreshed logo, visual elements, and brand messaging that aligns with the organization's mission.</li> <li>4. Enhance Sherwood's brand image, positioning, and appeal to better connect with the autistic community, drive engagement, and attract new supporters and stakeholders.</li> <li>5. Set a specific launch date for the rebranding campaign and evaluate through pre-post survey data, website analytics, and social media engagement.</li> </ol>
<p><b>Objective 2:</b></p> <p>Increase online visibility, reach, and conversions by implementing a comprehensive and targeted online marketing strategy.</p>	<ol style="list-style-type: none"> <li>1. Develop and execute a digital marketing strategy.</li> <li>2. Increase website traffic by 30%, social media followers by 20%, and online engagement (comments, shares, likes) by 25% within twelve months.</li> <li>3. Engage with our audience through social media platforms by sharing relevant content, responding to comments, and fostering conversations.</li> <li>4. Attract and retain audience members, increase brand awareness, and drive donations and program participation.</li> <li>5. Monitor website traffic, social media metrics, and online engagement to track progress over the next twelve months.</li> </ol>

<p><b>Objective 3:</b></p> <p>Engage employee marketing efforts to attract and retain top talent within the organization.</p>	<ol style="list-style-type: none"> <li>1. Increase employee participation in marketing initiatives by organizing quarterly employee-led marketing campaigns.</li> <li>2. Achieve a 20% increase in employee-generated content for marketing purposes within the next nine months.</li> <li>3. Provide training sessions and resources to employees to equip them with the skills and knowledge needed to contribute to marketing efforts.</li> <li>4. Foster a culture of employee advocacy and engagement by encouraging employees to share Sherwood Autism Center's events and updates through their personal social media networks.</li> <li>5. Launch an internal employee ambassador program within six months to identify and empower employees as brand advocates.</li> </ol>
<p><b>Objective 4:</b></p> <p>To develop a revised mission, vision, and values statement that accurately reflects Sherwood Autism Center to strengthen organizational identity, inspire current and future stakeholders, and align strategic decision-making.</p>	<ol style="list-style-type: none"> <li>1. Review the organization's current mission, vision, and values, as well as external trends, stakeholder feedback, and industry best practices.</li> <li>2. Facilitate workshops, surveys, and interviews with key stakeholders to gather their input and perspective.</li> <li>3. Utilize insights from the analysis and stakeholder engagement to craft revised mission, vision, and values statements.</li> <li>4. Develop a communication plan to share the new mission, vision, and values internally and externally.</li> <li>5. Embed the revised mission, vision, and values into Sherwood's culture, operations, and strategic planning processes.</li> </ol>

## Capital Improvement:

<b>Goal 1: To create a sustainable, innovative, and occupant-centric environment.</b>	
<b>Objectives</b>	<b>Performance Measures</b>
<p><b>Objective 1:</b></p> <p>Reduce equipment downtime by implementing a preventative maintenance program.</p>	<ol style="list-style-type: none"> <li>1. Define the scope and components of the preventative maintenance program, including the equipment to be covered and the associated maintenance tasks.</li> <li>2. Establish measurable targets, such as reducing emergency repair requests or minimizing equipment downtime due to breakdowns.</li> <li>3. Access the resources and innovation needed to implement the maintenance schedule, including personnel, tools, and documentation systems.</li> <li>4. Ensure that the maintenance schedule aligns with Sherwood's mission, minimizing disruptions, optimizing building performance, and extending the lifespan of the equipment.</li> <li>5. Set a timeline for implementing the maintenance schedule.</li> </ol>
<p><b>Objective 2:</b></p> <p>Improve the building's sustainability by implementing energy-efficient measures, utilizing renewable resources, and reducing environmental impact.</p>	<ol style="list-style-type: none"> <li>1. Identify specific energy-efficient upgrades.</li> <li>2. Set measurable targets for reducing energy consumption.</li> <li>3. Assess the feasibility and cost-effectiveness.</li> <li>4. Align the energy-efficient upgrades with Sherwood's sustainability goals.</li> <li>5. Establish a timeline for implementing the upgrades and track energy consumption to measure progress.</li> </ol>

<p><b>Objective 3:</b></p> <p>Improve accessibility by implementing universal design principles</p>	<ol style="list-style-type: none"> <li>1. Identify specific accessibility improvements.</li> <li>2. Define measurable indicators based on compliance with accessibility standards and feedback from Sherwood's community.</li> <li>3. Consult with accessibility experts and determine feasible improvements.</li> <li>4. Align the accessibility improvements with Sherwood's commitment to providing an inclusive and barrier-free environment for all occupants.</li> <li>5. Set deadlines for completing the accessibility improvements and evaluation.</li> </ol>
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