



## OUR DREAM

We are a catalyst for culture shift so that individuals with disabilities, and their families, are guaranteed lifelong support, connections and community to lead full and enriching lives.

We refer to our participants as “Members.” Signifying that the people we serve are active participants, and that as Members, their voice and opinions are critical as to how we run our agency.

## OUR CHARACTER

**BOLD CARING**  
**ENTREPRENEURIAL**  
**OPTIMISTIC MEMBER**  
**FORWARD CENTERED**  
**THINKING INCLUSIVE**  
**TRAILBLAZING**



## WE BELIEVE

- We are creating a world where people with disabilities have the same rights and economic security afforded to all people.
- Great staff will provide life changing service by recruiting, rewarding and retaining the best, most committed people.
- In providing services throughout the lifespan without limitations for individuals with disabilities, their families and communities.
- There should be no unmet service/support needs for individuals with disabilities.
- In eradicating the stereotypes and stigma attached to individuals with disabilities.



## NEW HORIZONS

Bold Futures. Unlimited Possibilities.

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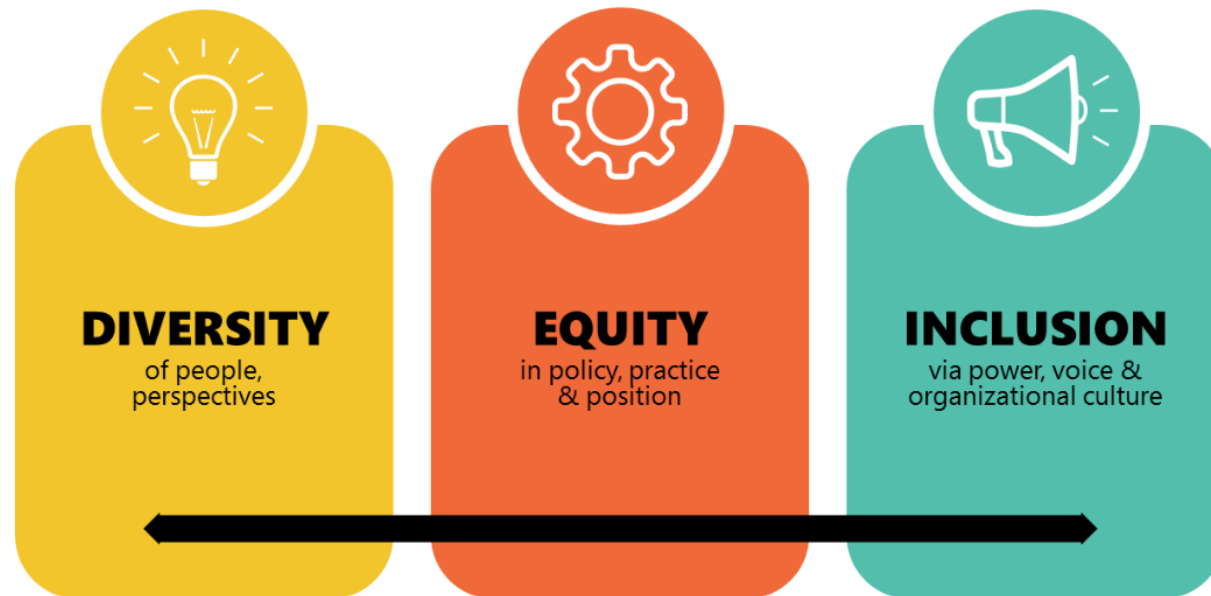
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## IMPACT MAKERS

- Affect policy
- Significantly increase job placements
- Play a part in reducing regulatory barriers
- Gain Political Influence
- Become an employer of choice
- Significantly increase independent housing

# NEW HORIZONS

## STRATEGIC PLAN – 2022 and Beyond



### **The New Horizons Mission Statement**

New Horizons empowers people of all abilities to reach their full potential.

### **Vision Statement**

Together, we are building an inclusive world that celebrates strengths, respects abilities, and embraces diversity.

### **Tagline**

Bold Futures. Unlimited Possibilities.

### **Who We Are**

The character of New Horizons is to be Bold, Caring, Entrepreneurial, Forward-Thinking, Inclusive, Member-Centered, Optimistic, and Trailblazing.

We are impact makers that:

- Affect policy
- Dramatically increase job placements
- Play a part in reducing regulatory barriers
- Influence political priorities and policies related to disability services
- Become an employer of choice for our staff
- Dramatically increase independent housing

### **What's in a Name**

New Horizons refers to our participants as “Members.” This is intentional as it signifies that the people we serve are active participants, and that as Members, their voice and opinions are critical as to how we run our agency.

### **We Believe:**

- We are creating a world where people with disabilities have the same rights and economic security afforded to all people.
- By recruiting, rewarding, and retaining the best, most committed people, a great staff will provide a lifetime of life changing services without limitations to individuals with disabilities, their families and communities.
- There should be no unmet service/support needs for individuals with disabilities.

Everyone benefits when stereotypes and stigma attached to individuals with disabilities is eradicated.

**Our strategic priorities are aligned in three categories:**

- A twenty-year philosophical vision
- A five-year plan, focusing on longer term strategies
- A one-year operational plan for goals for FY '22

**Our Dream:**

We are a catalyst for culture shift so that individuals with disabilities, and their families, are guaranteed lifelong support, connections, and community, all leading to full and enriching lives.

**The Five-Year Plan for FY22 - FY26**

Members, their families, and referral sources are looking for well-run, purposeful services that meet their needs and exceed their expectations. Over the next 5 years, we plan to grow the agency via the following key Initiatives:

1. **Employment:** Employment Services (ES) is a critical agency strength and our calling card within the industry. With a 72% unemployment rate for those with significant disabilities, we want to quadruple the number of placements while maintaining the margins we currently enjoy as a phenomenally successful provider of employment services. Drawing new Members from other agencies and young adults coming out of high school, leveraging unique training opportunities are key strategies. In addition, employment-training programs need to grow commensurately to help feed the job placement growth. These programs include Supported Employment (SE), Direct Placement (DP), and Pathways. We will also explore partnerships with similar organizations and review additional revenue streams such as the Competitive Integrated Employment (CIE) and the Paid Internship Program (PIP).
2. **Housing:** 70-80% of the 28,000 NLARC clients live at home, typically with family. The problems are parents may be aging and living at home is not necessarily encouraging independence. Our solution for both, over the next 5 years, will be:

**Community Living Services (CLS):** NH's Community Living Program, which is comprised of supported and independent living services, has exciting potential for rapid growth. We will seek to explore initiating NH owned and operated facilities as we investigate hiring a full time Housing Navigator to broker relationships between our clientele and housing partners.

**NH Group Homes:** Our ability to provide support to the members living in our homes is a strong positive factor in wanting to maintain and potentially grow this service. To do so we look to develop systems to minimize vacancies for each NH home. We will explore opportunities to enhance the NH model to meet the long-term needs of our clientele, including youth specific homes, behavior modification homes, and other specialty living situations. We will create premier housing options for the individuals we serve and explore potential acquisition opportunities from other agencies related to the group home model.

3. **Life-Long Learning:** The NH Day Program must meet or exceed legislative mandates while providing exceptional, Member-driven services. To meet the needs of everyone we serve, we will augment the blending of virtual and in-person services, offering night and weekend options and more community-based services. Our sights are set on building a robust travel-training program, covering the greater Los Angeles area. In addition, we will ensure that Person-Centered Services are built into all day program IPPs.
4. **Youth Navigation Center (YNC):** Designed for our younger Members who may be transitioning from high school or other established programs; NH will launch our **College to Career and More** platform. Moreover, we will develop Phase II of the YNC program through case management, support, and referrals, with a goal of growing the program over the next five-year period.
5. **Go4Grocery (G4G):** We will reconfigure the program to have two tracks: An assessment arm, and a career in retail track. Plans include continuing to build relationships with grocery and other retail sites to make placement of graduates in the career track easy, efficient, and localized to their place of residence. NH also looks to sell the program to other agencies, thus expanding our circle of exposure to the model while using it as a profit center for the G4G program itself.
6. **Other agency initiatives NH will pursue over the next 5-years include:**
  - **Providing a robust Intake, QA, and Case Management Services.** NH will re-imagine our intake and referral division to provide the best, most Member-centric services available.
  - **Offering Self Determination and Person-Centered Planning.** NH will become a thought leader and a trusted provider of services for families and Members who enroll in the Self-Determination model.
  - **Becoming an Expert in Areas that Affect our Members.** NH will develop a broad working knowledge in a variety of areas related policies to assist family members with long-term decisions on behalf of their loved ones.
  - **Developing Social Enterprises:** NH will research and implement agency owned and operated social enterprises; meeting the needs of the community and designed to help our Members choose, get, and keep jobs that fit with their employment goals.
  - **Hiring and Retaining Quality Staff.** NH will invest in hiring and retaining highly skilled and dedicated individuals aligned with our mission to serve and meet the needs of our Members.
  - **Partnerships, Mergers, and Acquisitions (PM&A).** NH will continue to partner with specialty programs (i.e., training academies, specialty “camps,” and fitness or sports related events) to meet the wide variety of interests among our constituents, and explore opportunities to merger or acquire other like organizations that further our mission, vision and strategy.
  - **Maintaining the NH Campus and Surrounding Areas.** NH will continue to develop and implement comprehensive plans for using our campus and group homes.
  - **Marketing, Communications and Advocacy.** NH will invest the resources to be a leader in marketing our brand, enhancing our communication strategies to further our reach, and promoting broader advocacy efforts for the benefit of our Members.
  - **Development.** NH will expand our donor, volunteer, and community connections to increase support for NH’s mission and vision.