

SG/PRC Strategic Plan Implementation Report

Executive Overview

This report shares an update on how the 2025–2027 Strategic Plan is being put into action since the October 2025 board update. The focus is on what has been accomplished, how well the work is being carried out, and how ready the organization is to measure real results.

Since October, the organization has moved into a new phase of implementation. Early work focused on setting up systems and tools. The current focus is on making sure strategies are actually creating change and still make sense based on today's needs.

A Midpoint Check-In

This update is a midpoint check-in, not a performance review. The goals and objectives have not changed. The work now focuses on improving strategy quality, clear ownership, better planning, and stronger communication so the plan leads to real improvements.

Strategy Quality

Refining approaches to ensure meaningful impact

Clear Ownership

Establishing accountability and responsibility

Better Planning

Creating realistic timelines and milestones

Stronger Communication

Aligning internal and external messaging



Implementation Snapshot

ALL GOALS

Strategic Goals

4

Total Objectives

14

Total Strategies

48

Implementation Progress

Objectives Active

14 out of 14 objectives with active implementation

Strategies Reviewed

40 out of 48 strategies reviewed since October 2025

Owners Assigned

43 out of 48 strategies with assigned owners

Clear Timelines

33 out of 48 strategies with sequencing

Service Excellence

Goal 1 focuses on delivering exceptional service quality through improved responsiveness, expanded offerings, enhanced information access, and systematic data collection. These four interconnected objectives work together to elevate the overall service experience for individuals and families.

Improve Response Times

Establishing clear expectations and measurement systems for timely service delivery

Expand Service Offerings

Developing new services with defined priorities and implementation steps

Improve Access to Information

Simplifying and streamlining resources for families and stakeholders

Annual Data Collection Program

Building infrastructure to track satisfaction and measure impact



Goal 1 Implementation Metrics

Goal 1 encompasses 4 objectives with 14 total strategies. All objectives are actively being implemented, demonstrating strong organizational commitment to service excellence.

Total Objectives

4

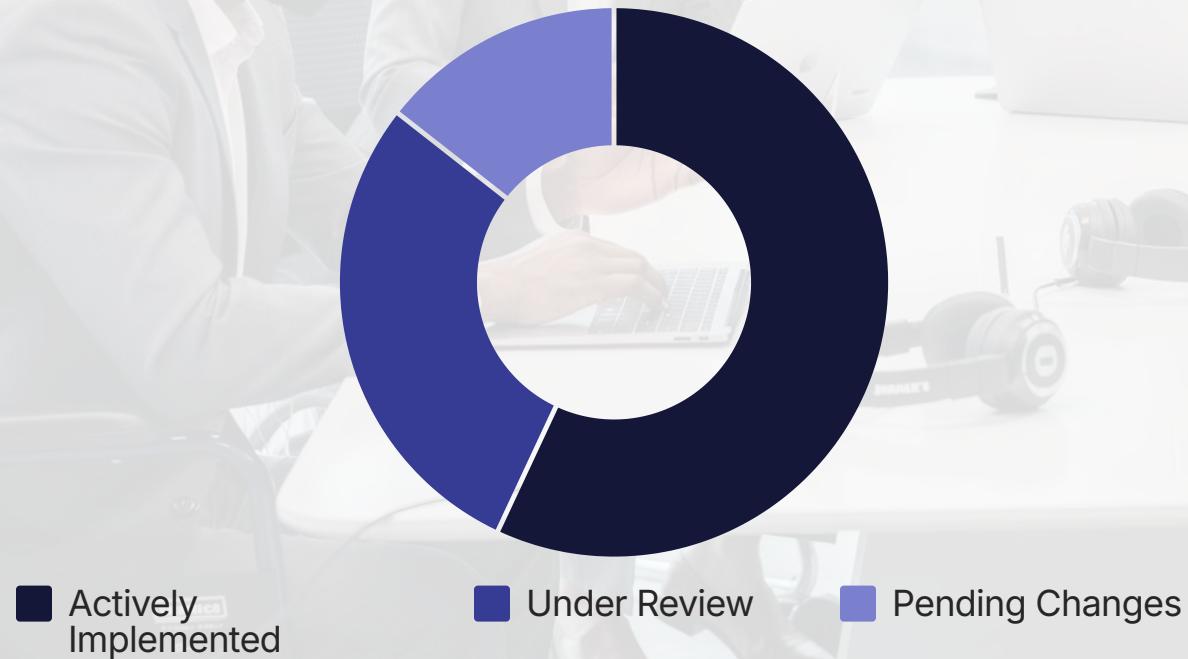
Total Strategies

14

Active Implementation

100%

Strategy Status Overview



Breakdown:

- Actively Implemented:** 8 strategies are currently in full swing.
- Under Review:** 4 strategies are being assessed for adjustments.
- Pending Changes:** 2 strategies await final modifications.

Goal 1: Key Accomplishments

Since October 2025, Goal 1 has achieved meaningful progress across all four objectives. The focus has shifted from planning to implementation, with concrete systems and processes now in place.



Response Time Standards

Clear expectations for response times are being developed so access can be measured consistently across all service areas



Service Expansion

New service ideas have moved beyond early planning and now have clearer steps and priorities for implementation



Information Access

Information for families and stakeholders is being reviewed and simplified to make it easier to find and use



Data Infrastructure

Planning for annual data collection is underway to support future satisfaction and impact tracking

Goal 1: KPI Readiness



Measurement Preparation

As strategies mature and move from planning to execution, the organization is building the infrastructure needed to track meaningful outcomes. KPI readiness reflects how prepared each objective is to measure real-world impact.

75%

Objectives with Defined Measurement Plans

3 out of 4 objectives have established KPIs

The remaining objective is in active development, with measurement frameworks being refined based on implementation learning and stakeholder input.

Community Engagement and Advocacy

Goal 2 strengthens the organization's connection with the community through meaningful engagement, strategic campaigns, and empowering individuals to advocate for their own needs and rights.

These objectives build capacity both within the organization and among the people it serves.



Quarterly Engagement

Facilitating regular opportunities for community connection and input



Annual Campaigns

Creating purpose-driven initiatives that reach target audiences effectively



Individual Advocacy

Empowering people to speak up for their needs and exercise their rights



COMMUNITY ENGAGEMENT & ADVOCACY

Goal 2 Implementation Metrics

Goal 2 includes 3 objectives with 11 total strategies. All objectives are actively being implemented, with more than half of strategies already in active execution.

3

Total Objectives

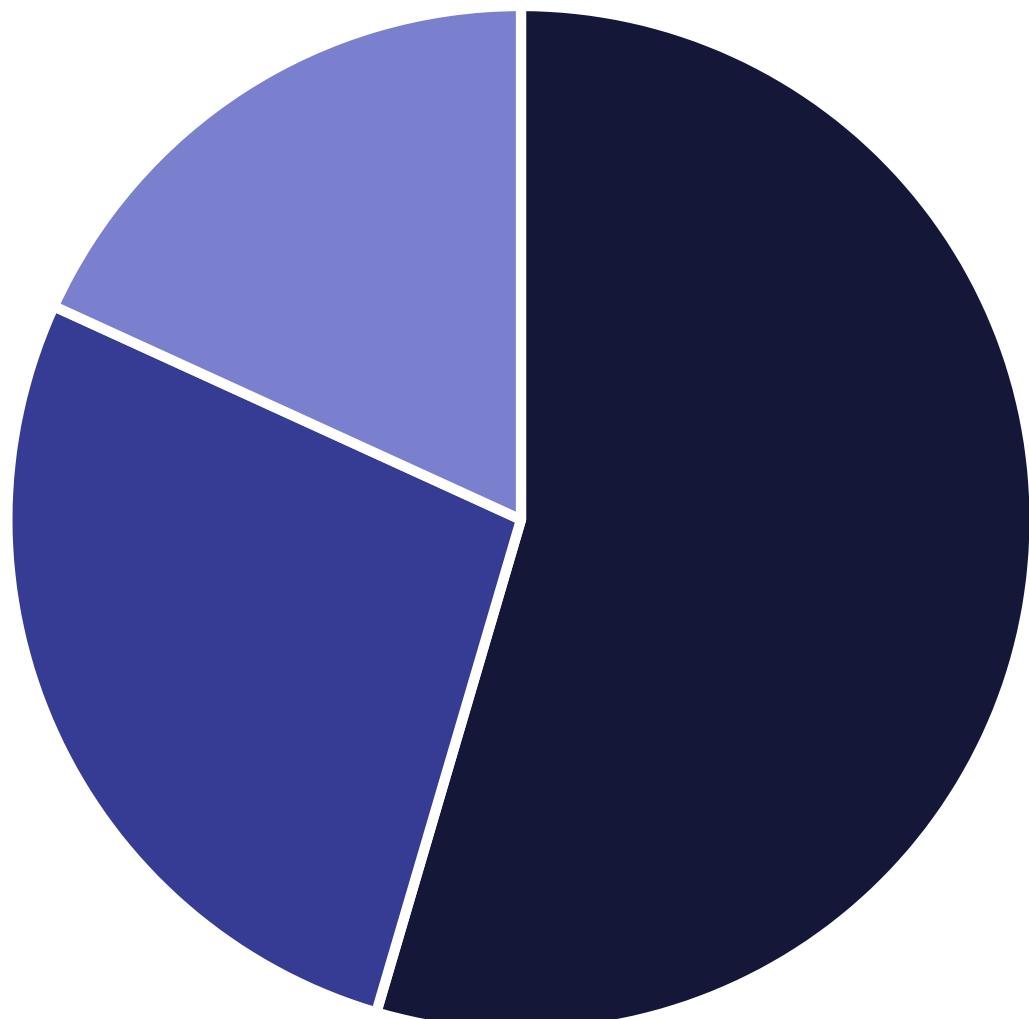
11

Total Strategies

100%

Active Implementation

Progress Overview



■ Actively Implemented

■ Under Review

■ Pending Changes

Goal 2: Key Accomplishments

Goal 2 has evolved significantly since October, with a strategic shift from activity-focused metrics to impact-focused outcomes. The work now emphasizes quality of engagement, purposeful campaigns, and meaningful advocacy rather than simply counting events or awareness efforts.



Engagement Quality

Community engagement efforts are now being reviewed based on who is reached and how meaningful the connections are, not just how many events are held



Campaign Redesign

Annual campaigns are being redesigned to focus on purpose, audience, and measurable results rather than broad awareness



Advocacy Action

Advocacy work is being clarified to move beyond awareness and toward building confidence and taking action



Strategic Communication

Communication with the public is being treated as a key part of doing the work, not an extra task added afterward

Goal 2: KPI Readiness

Measurement Development

Goal 2's shift from activity-based to impact-based metrics requires more sophisticated measurement frameworks. Two of three objectives now have defined measurement plans that capture quality and outcomes, not just participation numbers.



Objectives with Defined Measurement Plans

2 out of 3 objectives

The remaining objective is being refined to ensure metrics align with the new emphasis on meaningful advocacy outcomes and individual empowerment.



Talent Development and Leadership

Goal 3 builds organizational capacity by attracting top talent, streamlining how new employees are brought onboard, developing skills systematically, and creating pathways for mentorship and leadership growth. These objectives ensure the organization has the people and capabilities needed to execute the strategic plan.

1

Attract and Hire

Building recruitment systems to find and secure qualified candidates

2

Streamline Onboarding

Creating efficient processes to integrate new employees quickly

3

Build Training Programs

Developing skills that employees need to succeed in their roles

4

Launch Mentorship

Establishing pathways for leadership development and growth

Goal 3 Implementation Metrics

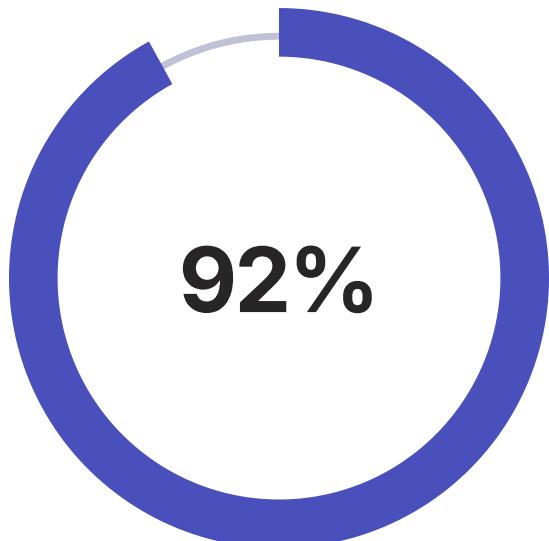
TALENT DEVELOPMENT & LEADERSHIP

Implementation Status

Goal 3 encompasses 4 objectives with 13 total strategies. All objectives are actively being implemented, with the highest percentage of strategies having clear timelines compared to other goals.

4

Total Objectives

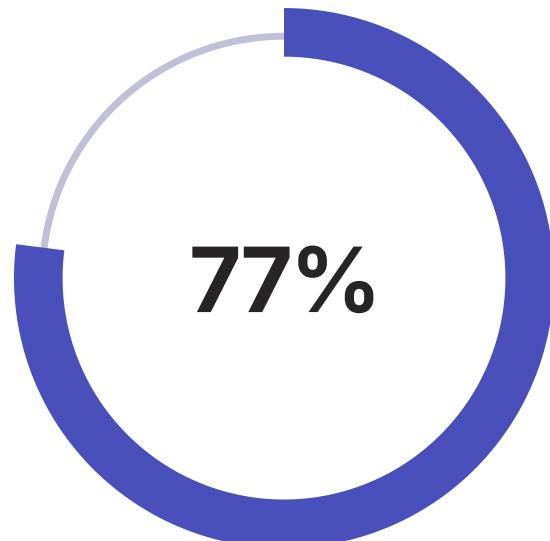


Assigned Owners

12 out of 13 strategies

13

Total Strategies

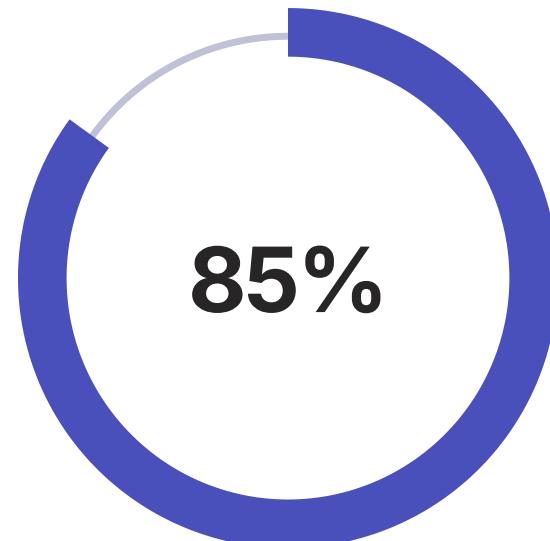


Clear Timelines

10 out of 13 strategies

100%

Active Implementation



Reviewed Since October

11 out of 13 strategies

Goal 3: Key Accomplishments

Goal 3 has made strategic adjustments to align workforce development with the practical needs of strategic plan implementation. The focus has shifted from information sharing to skill building, with intentional pauses to allow for changing leadership and organizational capacity.

Strategic Workforce Review

Workforce strategies are being reviewed to ensure staff and leaders have the specific skills needed to carry out the strategic plan effectively

Refined Mentorship Plans

Mentorship and leadership development work is being clarified to better match organizational timing and staff capacity

Skill-Based Training

Training efforts are shifting from sharing information to building real skills that staff can apply immediately in their work

Strategic Pauses

Some HR strategies are intentionally paused to allow input from new leadership and adapt to changing organizational conditions

Goal 3: KPI Readiness

Measurement in Transition

Goal 3 is navigating a transition period as new leadership joins and strategies are refined. Half of the objectives have defined measurement plans, with the remaining two being developed to align with updated approaches to training and leadership development.



50%

Objectives with Defined Measurement Plans

2 out of 4 objectives have established KPIs

This deliberate approach ensures measurement frameworks reflect the strategic shifts in how talent development and leadership are being approached.

Operational Efficiency and Technology

Goal 4 strengthens how the organization operates by reviewing and improving internal processes, investing in technology that truly streamlines work, and ensuring transparency and accountability. These objectives create the operational foundation needed to deliver on all other strategic priorities.

Process Review and Improvement

Identifying and implementing high-impact operational improvements

Strategic Technology Investment

Investing in tools that reduce workload and improve efficiency

Transparency and Accountability

Ensuring clear reporting and feedback mechanisms for stakeholders



Goal 4 Implementation Metrics

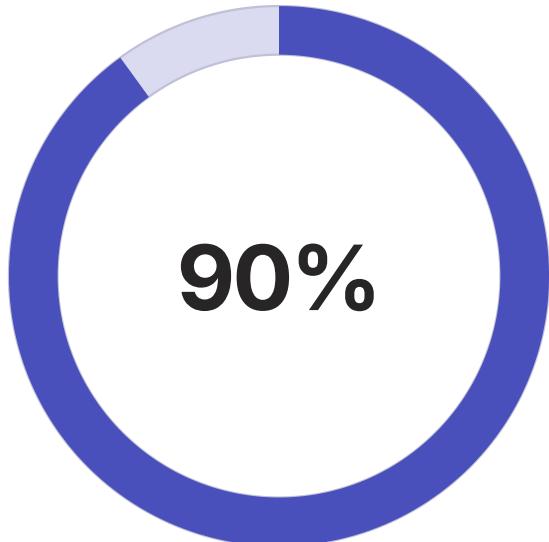
OPERATIONAL EFFICIENCY & TECHNOLOGY

Balanced Progress

Goal 4 includes 3 objectives with 10 total strategies. All objectives are actively being implemented, with half of all strategies currently in active execution and the remainder under review or pending refinement.

3

Total Objectives

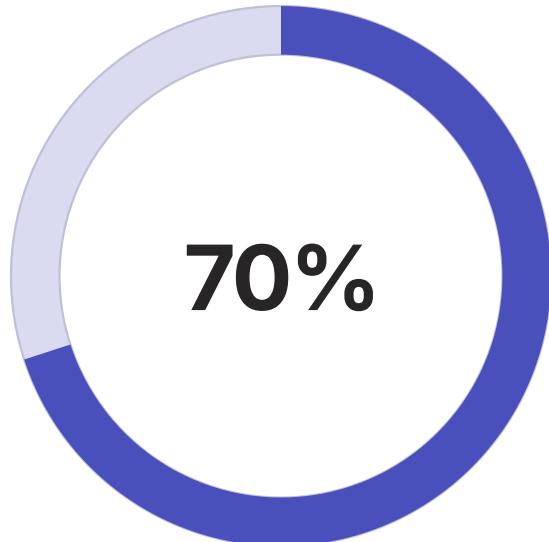


Assigned Owners

9 out of 10 strategies

10

Total Strategies

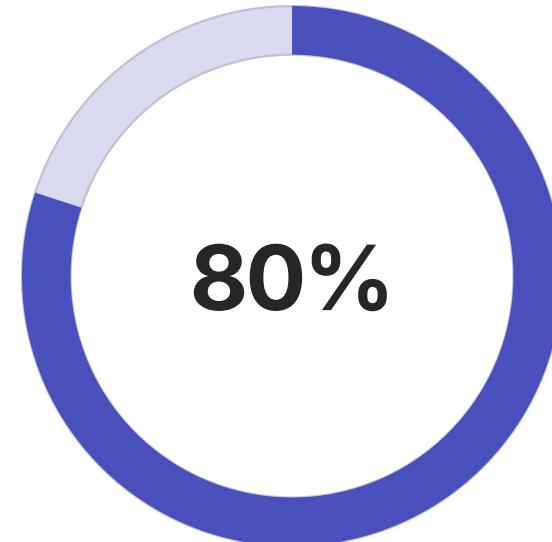


Clear Timelines

7 out of 10 strategies

100%

Active Implementation



Reviewed Since October

8 out of 10 strategies

Goal 4: Key Accomplishments

Goal 4 has undergone a critical refinement in focus, moving from broad improvement efforts to targeted, high-impact changes. The emphasis has shifted from adding more tools to ensuring technology and processes genuinely help staff accomplish their work more effectively.



Focused Process Reviews

Internal process reviews are moving from broad assessments to focusing on the most important improvements that will have measurable impact



Needs-Based Technology

Technology plans are being aligned with real staff needs and workload reduction rather than adopting tools for their own sake



Clear Reporting Systems

Reporting and feedback efforts are becoming clearer and more structured to support transparency and accountability



Purpose-Driven Tools

The focus is shifting from adding new tools to making sure existing tools actually help staff do their work more efficiently

Goal 4: KPI Readiness

Operational Measurement

Two of three objectives under Goal 4 have defined measurement plans that focus on efficiency gains and workload reduction. These metrics will track whether process improvements and technology investments are delivering their intended benefits.



Objectives with Defined Measurement Plans

2 out of 3 objectives

The third objective's measurement plan is being developed to capture meaningful transparency and accountability outcomes rather than simply tracking reporting activities.





What Implementation Has Shown

Across all four goals, the implementation phase has revealed important patterns and opportunities for improvement. These insights are driving meaningful adjustments to how the organization executes its strategic plan.



Pre-Existing Work

Some strategies were already in place before the plan and are not creating new results or meaningful change



Ownership Clarity

Strategy ownership has not always included responsibility for outcomes and timelines, only task completion



Results vs. Tasks

Tracking tasks is strong, but tracking results and measuring impact needs significant improvement



Communication Gaps

External communication has not always matched the amount of work being done internally



Technology Success

Staff are using Monday.com effectively; the main challenge is clarity of strategy, not the technology itself

How Implementation Is Adjusting

To address the issues identified during implementation, leadership is making targeted adjustments that maintain the strategic direction while improving execution quality. The goals and objectives remain unchanged—these adjustments focus on how the work gets done.

- Important:** Goals and objectives remain the same. These changes improve execution, not strategic direction.



Comprehensive Strategy Review

Each strategy is being reviewed to understand what is actually happening and whether it creates meaningful change



Outcome-Focused Leadership

Leads are being asked to focus on outcomes, identify barriers, and define clear next steps rather than just tracking tasks



Strategy Refinement

Strategies that are not working or not creating value will be changed or removed from the plan



Integrated Communication

Communication is now part of execution, not a separate task added after work is complete



Structured Reporting

Meetings and reporting are becoming more focused and structured to drive decision-making

What's Next

The next phase of implementation focuses on gathering feedback, refining strategies based on real-world experience, and continuing to build the measurement infrastructure needed to track meaningful outcomes.



Reporting Note

The metrics presented in this report reflect how well implementation infrastructure is established and progressing. They measure readiness, ownership, timeline clarity, and review completion—essential foundations for effective execution.

As strategies are refined and data collection systems mature, future reports will incorporate stronger outcome data that demonstrates actual impact on service quality, community engagement, workforce capability, and operational efficiency.

This transition from process metrics to outcome metrics is intentional and reflects the natural progression of strategic plan implementation. Early phases require infrastructure building; later phases demonstrate results.

Measurement Evolution

Current reports emphasize implementation setup and progress. Future reports will increasingly focus on outcomes and impact as measurement systems are established.

