

# ANNUAL Performance Management System Report

Calendar Year 2021  
First Six Months of Fiscal Year 2022

## I. INTRODUCTION

Sunshine Village's Performance Management System is an application of a variety of approaches to assess the implementation and utility of services provided. It is an outcome-based tool that evaluates the agency's services and overall performance with a purpose of improving operations based upon information and customer input.

Sunshine Village completes an Annual Report at the end of each calendar year and a Bi-annual Report at the end of each Fiscal Year in July.

The Annual Report includes outcome measures in the following Critical Areas:

- Customer Assessment: Participants and Guardians / Employees
- Finance
- Safety
- Critical Incidents
- Risk Management
- Human Rights and Positive Behavioral Supports
- Accessibility
- Cultural Competency

The Bi-annual Report focuses on the following Critical Areas:

- Customer Assessment: Referral/Funding Sources and Business Partners
- Workforce Management
- Technology
- Goodwill and Marketing
- Service Delivery
- Strategic Planning

## II. ACCREDITATION, LICENSING AND SURVEYS

**ACCREDITATION:** Sunshine Village looks forward to the next accreditation survey in the Fall of 2023.

**LICENSING:** Sunshine Village will be surveyed by the Office of Quality Enhancement from the Department of Developmental Services in the Fall of 2022.

**REGULATORY REVIEW:** Westover Maintenance Systems underwent a Regulatory Review by SourceAmerica in August of 2021 and achieved 100% compliance. The report complimented the agency on being well organized and prepared for the review.

## **II. ORGANIZATIONAL PERFORMANCE**

**CUSTOMER SATISFACTION PROGRAM:** The organization is committed to achieving high levels of satisfaction within each customer group, within the constraints of fiscal realities. In an effort to identify satisfiers and dissatisfiers, the agency formally assesses its customer groups, including participants, families/guardians, funding/referral sources and business partners on an annual basis. In addition to the formal program, satisfaction levels are assessed on a continuous, albeit less formalized, basis. Other mechanisms for gathering information include focus groups, forums, individual meetings and telephone conversations. The data gathered assists in planning purposes, allowing SSV to individualize services; make improvements on a programmatic and organizational scale; anticipate future needs and exceed present expectations. **Satisfaction is detailed within this report from various stakeholders.**

**EMPLOYEES:** Sunshine Village administered an Employee Satisfaction and Engagement Survey in February of 2021. The next survey will be administered in February of 2022, using similar questions so that trends can be identified from comparison to baseline responses. The results of this survey will be reported in the next Bi-Annual Performance Management System Report.

### **CLIENTS AND FAMILY MEMBERS/GUARDIANS:**

#### **EMPLOYMENT SERVICES (comprised of Westover Maintenance Systems/CBDS):**

<b>WMS / CBDS <u>CLIENTS</u></b>	<b>SATISFIED</b>	<b>NOT SATISFIED</b>
Courteousness ( <i>Staff are Polite</i> )	100%	0%
Friendliness ( <i>Staff are Nice and Approachable</i> )	99%	1%
Positive Attitude ( <i>Staff Motivate Me / Are Usually Upbeat</i> )	99%	1%
Professionalism ( <i>Staff are Dedicated / Get Along Well</i> )	100%	0%
Knowledge and Competence ( <i>Staff Know their Job</i> )	99%	1%
Willingness to Help ( <i>Staff Help When Needed</i> )	98%	2%
Support Staff Listens to Me	99%	1%
Comfortable with Safety Measures	100%	0%
Like Coming Here Each Day	100%	0%
I Enjoy My Day and Activities	99%	1%
I am Satisfied with SSV Services	99%	1%
<b>OVERALL SATISFACTION</b>	<b>99%</b>	

***ANALYSIS:** Individual dissatisfaction is at less than 1% - almost non-existent. Any individual dissatisfaction is attended to on an individual basis. Overall satisfaction is very high, at 99% - which is similar to past years' satisfaction level of 98%. An additional question was asked if the client would like their own individual job – and the answers were 97% yes and 3% no. The data is derived from 117 surveys.*

<b>WMS / CBDS <u>GUARDIANS</u></b>	<b>SATISFIED</b>	<b>NOT SATISFIED</b>
Courteousness ( <i>Staff are Polite</i> )	99%	1%
Friendliness ( <i>Staff are Nice and Approachable</i> )	100%	0%
Positive Attitude ( <i>Staff Motivate / Are Usually Upbeat</i> )	99%	1%
Professionalism ( <i>Staff are Dedicated / Get Along</i> )	99%	1%
Knowledge and Competence ( <i>Staff Know Their Job</i> )	100%	0%
Willingness to help ( <i>Staff Help When Needed</i> )	100%	0%
Safety ( <i>I am Comfortable with Safety Measures</i> )	100%	0%
I am Satisfied with the Program	100%	0%
If I have a Complaint, It Is Handled Well	99%	1%
I am Satisfied with SSV Services	100%	0%
I would Recommend SSV to Others	100%	0%
<b>OVERALL SATISFACTION</b>	<b>99%</b>	

***ANALYSIS:** The rate of return was higher this year, with 43 surveys returned (as opposed to last year when only 11 surveys were returned.) Overall Satisfaction is exceptionally high as it was last year.*

**DAY HABILITATION SERVICES (comprised of Day Hab and Fusion):**

<b>Day Habilitation / Fusion <u>CLIENTS</u></b>	<b>SATISFIED</b>	<b>NOT SATISFIED</b>
Courteousness ( <i>Staff are Polite</i> )	99%	1%
Friendliness ( <i>Staff are Nice and Approachable</i> )	100%	0%
Positive Attitude ( <i>Staff Motivate Me / Are Usually Upbeat</i> )	97%	2%
Professionalism ( <i>Staff are Dedicated / Get Along Well</i> )	99%	1%
Knowledge and Competence ( <i>Staff Know their Job</i> )	100%	0%
Willingness to Help ( <i>Staff Help When Needed</i> )	99%	1%
Support Staff Listens to Me	99%	1%
Comfortable with Safety Measures	98%	2%
Like Coming Here Each Day	97%	3%
I Enjoy My Day and Activities	97%	3%
I am Satisfied with SSV Services	100%	0%
<b>OVERALL SATISFACTION</b>	<b>99%</b>	

***ANALYSIS:** Individual dissatisfaction from clients within Day Habilitation Services is very low and is attended to on an individual basis. Overall satisfaction is extremely high at 99% - the same rate as last year. Data was obtained from 152 surveys.*

<b>Day Habilitation / Fusion <u>GUARDIANS</u></b>	<b>SATISFIED</b>	<b>NOT SATISFIED</b>
Courteousness ( <i>Staff are Polite</i> )	100%	0%
Friendliness ( <i>Staff are Nice and Approachable</i> )	99%	1%
Positive Attitude ( <i>Staff Motivate / Are Usually Upbeat</i> )	100%	0%
Professionalism ( <i>Staff are Dedicated / Get Along</i> )	100%	0%
Knowledge and Competence ( <i>Staff Know Their Job</i> )	99%	1%
Willingness to help ( <i>Staff Help When Needed</i> )	100%	0%
Safety ( <i>I am Comfortable with Safety Measures</i> )	100%	0%
I am Satisfied with the Program	98%	2%
If I have a Complaint, It Is Handled Well	100%	0%
I am Satisfied with SSV Services	100%	0%
I would Recommend SSV to Others	100%	0%
<b>OVERALL SATISFACTION</b>	<b>99%</b>	

***ANALYSIS:** Last year, 30 guardians responded while this year, 49 responded. Overall satisfaction is very high at – 99%, while last year it was 97%.*

### **III. CRITICAL AREAS**

**FINANCE:** The organization underwent an annual audit completed by Meyers Brothers Kalicka, PC. At a Board of Directors meeting on October 7, 2021, the Auditors presented the report which achieved the agency’s goal of having no material weaknesses. Further, there were no recommendations for management.

<b>FY2021 AUDITS</b>	<b>FINDINGS</b>
Financial Audit	No material weaknesses; No management recommendations
401K Audit	No material weaknesses

**SAFETY:** The agency is committed to ensuring that all clients, employees and members of the community are safe. To that end, the organization follows all mandates from federal, state and local regulations as well as internal objectives.

<b>2021 SAFETY GOALS</b>	<b>GOAL</b>	<b>OUTCOME</b>	<b>COMMENT</b>
Committee Meetings	4	4	MET
% Of Sites with Safety Officer	100%	100%	MET
Monthly Safety Spotlight	10	12	MET
Quarterly Safety Inspections	4	4	MET
Internal safety inspections	2	3	MET

***ANALYSIS:** Sunshine Village achieved 100% of its Safety Goals.*

**COVID-19 CONTROL PLAN:** On May 1, 2020, Sunshine Village established a comprehensive COVID-19 Control Plan and continuously updated it. This plan was supported by a COVID-19 Transportation Plan as well as Requirements for a Safe Return to Services. All plans and their revisions were available on the agency’s website so they were accessible for all. On November 19, 2021, the agency fully revised the COVID-19 CONTROL PLAN, making it more user friendly.

**RISK MANAGEMENT:** Sunshine Village has developed and implemented a comprehensive Risk Management Program to protect the agency’s resources – which are defined as its people, income, property and goodwill. Numerous activities are continuously undertaken to minimize or eliminate events that contribute to losses. This program (1) identifies the activities, programs and plans the organization has implemented and maintains to identify, assess and control risk that may be present in operations, service delivery, staffing and governance activities and (2) identifies specific risks within the organization and lists activities being taken to mitigate those risks. Combined with a comprehensive insurance package and extensive training, this program controls threats and allows the organization to accomplish its mission and goals.

<b>2021 RISK MANAGEMENT GOALS</b>	<b>2019 BASELINE</b>	<b>2021 GOAL</b>	<b>OUTCOME</b>	<b>COMMENT</b>
Total injuries to staff not to exceed 88	110	88	20	Met
Injuries resulting from Slip or Fall not to exceed 8	10	8	0	Met
Reduce consumer driven injuries to staff (acts of aggression) not to exceed 43	54	43	7	Met
Provide at least 4 supportive actions to help employees quit smoking / vaping	n/a	4	12	Met
Implement educational opportunities for Utility Failure and Medical Emergencies to enhance Emergency Drill processes (CARF Recommendation)	n/a	2	4	Met
Correct all deficiencies with 2021 Accessibility Inspections	100%	100%	100%	Met
Correct all deficiencies within 2021 Annual Inspections	100%	100%	100%	Met
Correct all deficiencies within 2021 Environmental Inspections	100%	100%	100%	Met

*ANALYSIS: Sunshine Village achieved a rating of 100% with all seven (7) goals within its Risk Management Program.*

**SERVICE ENHANCEMENT:** Based upon a suggestion from our Insurance Broker, the organization developed and implemented a training focusing on “Lifting and Proper Hoyer Use.”

**CRITICAL INCIDENTS:** Sunshine Village has monitored and assessed critical incidents to improve service delivery for decades. In 2020, the organization refined its data collection systems and now includes this area in the Annual Report.

AREA	TOTAL CRITICAL INCIDENTS 2021	ASSESSMENT COMPLETED BY	TRENDS IDENTIFIED	CORRECTIVE ACTIONS
DPPC Complaints	7	Human Rights Committee	None	None
Workers Comp Injuries	20	Safety Committee	None	None
Restraints	4	Director of Day Services	None	None
Client Grievances	0	Executive Director	None	None
Vehicle Accidents	1	Executive Director	None	None

**CRITICAL INCIDENT REVIEW:** The following is a summary of Critical Incidents that are reviewed in detail by the agency’s Human Rights Committee.

CRITICAL INCIDENTS	2020	2021
Death	0	0
Suicide Attempt	0	0
Unexpected Hospital Visit	22	15
Medical or Psychiatric Intervention NOT Requiring Hospital Visit	14	8
Inappropriate Sexual Behavior NOT involving Police Involvement	0	0
Perpetrator of Physical Altercation **	45	52
Victim of Physical Altercation **	34	19
Significant Behavioral Incident	12	10
Missing Person	0	0
Fire	0	0
Suspected Mistreatment and Abuse *	1	5
Property Damage	0	0
Theft	0	0
Criminal Activity Including Possession / Use of Weapon or Unauthorized Use of Legal / Illegal Substances	0	0
Transportation Accident involving Emergency Responders	0	1
Emergency Relocation for more than 24 hours ***	0	0
Medication Occurrence (MAP)	1	0

**ANALYSIS:** *No trends were identified.*

*\*Report filed when SSV employee suspected mistreatment or abuse of client by an entity outside Sunshine Village.*

*\*\* Based upon review, Sunshine Village will include physical assaults not considered serious and victims of physical assaults not considered serious as part of our review process. These reports are generated in eHana.*

\*\*\*Sunshine Village closed buildings March 16, 2020 due to COVID19 and began re-opening buildings August 2020.

RESTRAINTS	2020	2021
# Restraints	39	4
# Clients Restrained	18	3

**ANALYSIS:** *No trends identified.*

**B. HUMAN RESOURCES:** The agency has developed and implemented workforce development strategies that have provided varying levels of success. The Recruitment and Retention Program and Monitoring System, established in 1998 and revised several times in the past years and most recently reviewed by the Board of Directors in 2016, focuses on these areas: Recruitment, Support and Supervision, Retention and Turnover. Metrics for this area are reported in the Biannual Report.

**HUMAN RIGHTS and POSITIVE BEHAVIORAL SUPPORTS:** Sunshine Village is committed to providing the highest quality of services in a safe environment that respects and promotes the rights and dignity of everyone. The organization monitors itself in numerous areas, including compliance with mandates as well as communication of information and education.

**D1. HUMAN RIGHTS OUTCOMES:** For calendar year 2021, the organization has maintained 100% compliance with all regulatory mandates and is maintaining or exceeding its own targets for communication and education. Site visits were not completed because of the restricted visitor access caused by the global pandemic.

	ANNUAL GOAL	OUTCOME	COMMENT
<i>Consumer Education</i>			
Right / Ethic / Character of the Month	10	12	MET
<i>Staff Training</i>			
Articles in Staff Newsletter	12	12	MET
Annual Training Program	2	2	MET
<i>Human Rights Officers</i>			
Sites with HROs	100%	100%	MET
HRO Job Description reviewed annually	1	1	MET
<i>Coordination</i>			
# Of Coordinators	1	2	MET
<i>Human Rights Committee</i>			
# Of members	5	5	MET
Compliance with members' expertise	100%	100%	MET
# Of meetings	4	4	MET
# Of site reviews	8	0	NOT MET
HRC Job Description reviewed annually	1	1	MET

**ANALYSIS:** All goals were met except for the on-site site reviews. With the global pandemic requiring social distancing and, at times, prohibited visitation to sites, site visits were not completed.

**D2: POSITIVE BEHAVIORAL SUPPORTS:** In 2015, Sunshine Village developed and began implementing a Positive Behavior Supports (PBS) program to comply with anticipated mandates from the State of Massachusetts in this area. Until regulations change, the organization will carry both systems. Each year, the organization creates goals to enhance the system’s effectiveness.

PBS AREA	2021 GOAL	OUTCOME	COMMENT
Clients feel support staff are courteous	85%	99%	MET
Clients feel support staff are friendly	85%	99%	MET
Clients agree staff listen to them	85%	99%	MET
Clients likes coming to SSV	85%	98%	MET
Guardians feel staff are friendly	85%	99%	MET
Each DH program will create a specialized program to increase confidence and self-esteem in conjunction with OTs	4	4	MET
The PBS Advisory Team which is comprised of participants and DC staff will meet a minimum of 6 times	6	44	MET
The PBS Leadership Team will meet 6 times	6	0	NOT MET
Incident Prevention training will be provided at all sites twice during 2021	2	0	NOT MET
A debriefing will occur for each restraint	100%	100%	MET
Quality Assurance Audits will be conducted at all sites quarterly	100%	3	NOT MET

**ANALYSIS:** 73% of goals were met. The three goals not met were not met because of COVID.

**D3: PBS OUTCOME / RESTRAINTS:** In 2015, when PBS was implemented, 24 individuals were restrained with a total number of restraints at 78. The total minutes for these restraints was 510. In three years, there was significant growth in the number of individuals served in both day hab and employment programs. The number of individuals involved in restraints in 2018 increased to 33 with total restraints increasing to 177. The total minutes for restraints also increased to 778. However, the average length of restraint was reduced from 2015 to 2018 from 6.53 minutes to 4.39 minutes – which was a very positive outcome. Due to the Emergency Closure and the limited number of clients returning for the Reopening, this data was not collected for the 2020 report and for this 2021 Annual Report.

**D4. COMPLAINTS AND INVESTIGATIONS:** The organization utilizes the state sponsored HCSIS System to track complaints and the reports are reviewed on a quarterly basis by the Human Rights Committee and on an annual basis through DDS’s Annual Standard Contact Review process. In both cases, no trends were found in the limited number of complaints and subsequent investigations.

INVESTIGATIONS	2020	2021
Total Number of Investigation Dispositions	7	7
Administrative Review	4	5
Direct to Complaint Resolution Team	3	0



	Dismissed	0	2
	Cases Substantiated	0	0
	Cases Unsubstantiated	0	0

E. **ACCESSIBILITY:** In January of 2010, the Board unanimously approved the revised Accessibility Policy and recommended outcomes. This policy was established in 1993 and with a purpose of insuring that Sunshine Village continues to be actively involved in the process of removing architectural, attitudinal, social, transportation, financial, communication and other barriers to people with disabilities in compliance with Section 504 of the Rehabilitation Act of 1973 and other barriers to people with disabilities, in compliance with Section 504 of the Rehabilitation Act of 1973 and the Americans With Disabilities Act of 1990, Title I: Employment and Title III: Public Accommodation. Additionally, it provides the organization with a mechanism to ensure that all services and opportunities provided by SSV will be available to those who meet the admission requirements because of their disability when they have appropriate funding levels. It includes goals, which address architectural, attitudinal, employment, social, transportation, financial and communication barriers, and these goals are monitored on a quarterly basis and reported in the Annual Program Evaluation Report. Technology was added as a component – so that barriers and improvements could be addressed annually.

The ACCESSIBILITY goals and outcomes for calendar year 2021, being:

AREA	GOAL	OUTCOME	COMMENT
ARCHITECTURAL	Identify barriers through an annual inspection and make corrections, as able	February	MET
ATTITUDINAL	Increase community awareness through each DH site volunteering with at least one community organization	4	MET
ATTITUDINAL	Increase community awareness with CBDS participating with at least 3 community organizations	3	MET
ATTITUDINAL and TECHNOLOGY	Assess and update the organization's website to insure it includes information that promotes community awareness	Continuous	MET
ATTITUDINAL	Increase community awareness with at least one Autism event in April for the general community	3	MET
EMPLOYMENT	Promote the abilities of people with disabilities as productive employees by actively participating in membership of at least three local business organizations	4	MET
EMPLOYMENT	Pursue the implementation of	5	MET

	“entrepreneurial” supports for individuals interesting in pursuing self-employment		
SOCIAL	Each day hab program will create and implement a Friendship Program	4	MET
SOCIAL	SSV will maintain at least 4 partnerships for DH for “Bringing the Community to Us.”	2	NOT MET
TRANSPORTATION	Assess the use of car lift services as alternative means of transportation for both employees and participants	Continuous	MET
FINANCIAL	Provide information about available resources to improve economic circumstances by educating staff about retirement planning	2	MET
FINANCIAL	Offer financial education assistance to employees	1	MET
COMMUNICATION and TECHNOLOGY	Include communication question on client surveys	0	NOT MET
COMMUNICATION and TECHNOLOGY	Increase communication to employees with the use of new technologies	Zoom	MET

**ANALYSIS:** SSV met 12 out of its 14 goals, resulting in an achievement rate of 86%. The goal – of having 4 partners in the Bringing the Community to SSV program – was not achieved as the agency has not been able to secure additional partnerships. The goals of including the communication question on the client surveys will be achieved in 2022 when the question is returned to the survey.

**VIRTUAL AND REMOTE SERVICES - VARS:** In April of 2020, Sunshine Village implemented an innovative Virtual and Remote Services (VARS) Plan that allowed the agency to continue to provide services for individuals in the safety of their homes. Sunshine Village updates this Plan regularly and improves it based upon client need. The Website now includes “Calming Corner” as well as the Activity Packets for self-directed activities for clients who are home. On days where inclement weather prevents the organization from opening, a “Polar Packet” is added to the site as an additional activity. “Good Morning, Sunshine” is offered to all clients at their homes – allowing them access to services each programmatic day – and the ability to visit with friends and favored staff.

F. **CULTURAL COMPETENCY/DIVERSITY:** The CULTURAL COMPETENCY / DIVERSITY goals and outcomes for calendar year 2021 were as follows:

2021 GOALS	AREA	OUTCOME	COMMENT
SSV will incorporate diversity topics in at least 4 newsletters	Staff Development	10	MET
Two trainings will be provided on DIVERSITY through the PBS	Awareness / Professional Development and	2	MET

Educational Campaign	Programming		
SSV will provide at least 2 financial trainings for employees	Socioeconomic	9	MET
SSV will provide guidance for wellness for all age groups	Awareness / Professional Development	6	MET
SSV will incorporate diversity into the Community Challenge at least twice	Staff Development / Client Development	1	NOT MET
SSV will review its Affirmative Action Plan	Policy	1	MET

*ANALYSIS: Sunshine Village met 5 out of 6 goals – 83%.*

**F. TECHNOLOGY:** The organization will update the success of its Technology Plan – for Fiscal Year 2022 – in the Bi-annual Report.

**G. GOODWILL AND MARKETING:** Sunshine Village implemented a comprehensive Marketing Plan that was developed for Fiscal Years 2017 and 2018. This plan supported the organization in branded, targeted and compelling multichannel communications to various audiences to drive both awareness and action. Sunshine Village developed a Communications and Marketing Plan for FY2019, 2020 and 2021. With the impact from the Global Pandemic, employee reductions and the economic impact on the business and donor community, Sunshine Village has suspended the full plan but continues to communicate with various stakeholders and has done some targeted fundraising.

**COVID-19 COMMUNICATION:** Sunshine Village vigorously communicated with its stakeholder groups through the Closure and into both the Reopening and Rebuilding phases – providing detailed updates on all the organization was doing and achieving.

Website: SSV enhanced its website to include pages targeted to Clients / Families and Employees to allow for timely updates during the Closure and the Reopening. The Home Page and COVID-19 Policy Page continues to be regularly updated during the Rebuilding Phase. Virtual Services are regularly updated as a free offering to all clients.

Virtual Tours: To aid in the promotion of its sited programs, SSV also began offering Virtual Tours to its sites and will continue to update these videos regularly.

E-Mail Updates: Bi-weekly or monthly email updates continue to be provided to the Board of Directors as well as representatives from the Department of Developmental Services.

## **IV. SERVICE DELIVERY**

Through the Closure and Reopening Phases – and now through the Rebuilding phase - traditional performance measures have been suspended for Fiscal Years 2020, 2021 and 2022. They will be

developed and implemented again for FY2023 when it is anticipated that the programs will be fully opened and client participation is near pre-pandemic levels.

**DAY HABILITATION SERVICES / FUSION – IN PERSON SERVICES:**

SITE	PRE-PANDEMIC CENSUS *	CENSUS - 12/31/2020	CENSUS – 12/31/2021
Davis 2020	70	21	35
Knights 2020	60	24	44
Three Rivers 2020	77	22	62
Agawam 2020	34	23	47
<b>TOTAL</b>	<b>241</b>	<b>90</b>	<b>188</b>

**EMPLOYMENT and CBDS SERVICES – IN PERSON SERVICES:**

SITE	PRE-PANDEMIC CENSUS *	CENSUS - 12/31/2020	CENSUS – 12/31/2021
Westover Maintenance Systems	17	14	26
Casey Building CBDS	133	34	56
Three Rivers CBDS	0	0	7
Agawam CBDS	0	7	30
<b>TOTAL</b>	<b>150</b>	<b>55</b>	<b>119</b>

\* Pre-pandemic census numbers do not include census from VillageWorks or the day habilitation sites in Springfield and on Main Street, Chicopee – which have been closed. Total pre-pandemic census was 539. Sunshine Village is serving nearly 57% of the client base number from March 19, 2020.

**V. STRATEGIC PLANNING**

The agency underwent a board driven strategic planning process in 2013 / 2014 and work continued through 2015. In May of 2015, the BOD approved a three-year strategic plan for Fiscal Years 2016, 2017 and 2018. After that plan was implemented with tremendous success, the Board worked to develop another three-year plan – for Fiscal Years 2019, 2020 and 2021, during which time the COVID-19 Crisis shifting organizational priorities. A REBUIDLING PLAN was developed and implemented for the last quarter of FY2021 and FY2022 which has the following goals:

- (1) Advance SSV as a “Provider of Choice” by meeting the changing and growing needs of current and future referrals, including those on the Autism Spectrum (ASD), with intellectual disabilities (ID) and other populations.
- (2) Ensure the financial stability of the organization by maximizing current funding, diversifying funding streams, managing investments and increasing development dollars while growing the organization.

(3) Maximize property and technology utilization of all buildings, equipment and vehicles owned and leased by Sunshine Village.

(4) Continue to be an “Employer of Choice” by providing competitive compensation, benefits and professional development while implementing innovative promotion and recognition initiatives to improve recruitment and retention efforts.

Each goal has 5 to 7 objectives that measures its success and strategies are detailed within each of the plan’s annual reports.

The success of the REBUILDING PLAN will be documented in the agency’s FY2022 Bi-Annual Report of the Performance Management System.