

**Mission:** To advocate for and empower individuals with disabilities to lead lives of their choice.

**Vision:** We believe in a life of opportunity, of choice, and of dignity for every individual, regardless of age or ability.

**Guiding Principles:**

- Apply the highest standards of person centered excellence and innovation through increased partnerships and collaborations.
- Provide those we serve effective and efficient connections to the community.
- Embrace diversity, inclusion, and equity as essential to the way we do business.
- Support individuals through person centered planning.
- Recognize that the agency's financial stability is essential to the ongoing success of those we serve.
- Help educate and contribute positively to our communities.
- Foster and support satisfied individuals and families.
- Maintain a professional work environment in which we treat each other with dignity and respect.
- As a person centered organization, Foothills Gateway provides accountable and effective leadership.

Strategic Goals	Strategies/Objectives	Update/Outcome
<p>Goal 1: Apply the highest standards of excellence and innovations in the provision of services through increased partnerships and collaborations.</p>	<ol style="list-style-type: none"> <li>Partnership/collaboration with Larimer County government: Dept. of Human Services (DHS), Behavioral Services, Interagency Oversight Group (LCIOG), District Attorney's office, Health District, Larimer County Strategic Planning Committee for Employment, No Wrong Door, Child Welfare-Children's Habilitation Residential Program (CHRP).</li> <li>Partnership/collaboration with SummitStone Health Partners (SHP) in providing mental health services and crisis services.</li> <li>Partnership/collaboration with Health Care Policy and Financing (HCPF);Colorado Department of Human Services (CDHS); Community Centered Boards (CCBs); Program Approved Service Agencies (PASAs) and local agencies (i.e., Respite Care, Inc., Colorado State University) on new waivers, programs, initiatives.</li> <li>Partnership/collaboration with local municipalities/entities regarding transportation expansion (Larimer County Mobility Council, North Front Range Metropolitan Planning Organization (NFRMPO), Colorado Department of Transportation (CDOT), Larimer County Transportation Work Group, City of Fort Collins - Transfort, City of Loveland - Colt).</li> <li>Partnership/collaboration with Division of Vocational Rehabilitation to hold biannual meetings and cross trainings to increase Employment First outcomes in Larimer County.</li> <li>Partnership/collaboration to provide interagency trainings: police departments, jail, emergency rooms, District Attorney's office, Mountain Crest, Acute Treatment Unit (ATU).</li> <li><b>(BOD) Expand the partnership/collaboration of FGI's BOD and the Foothills Gateway Foundation Board by having members attend each board's meetings.</b></li> </ol>	
<p>Goal 2: Provide those we serve effective and efficient connections to the community.</p>	<ol style="list-style-type: none"> <li>Expand community services and supports to create more opportunities for inclusion (through program expansion and grants, such as financial classes, assistive technology).</li> <li>Evaluate opportunities to expand services to unserved/underserved community members (i.e., Estes Park).</li> <li>Expansion of case management and services to other counties (Weld/Boulder Counties).</li> <li>Fully implement Home and Community Based Services (HCBS) Final Settings Rule in case management and services.</li> </ol>	
<p>Goal 3: Embrace diversity, inclusion, and equity as essential to the way we do business.</p>	<ol style="list-style-type: none"> <li>Annually review and update the cultural competency and diversity plan.</li> <li>Continue collaboration with LEAP Coalition (21 agencies supporting children in social emotional development) to explore cultural consideration for service in our community for families.</li> <li>Hire bilingual staff to address the needs of families and individuals receiving services.</li> <li>Ensure individuals are provided with information in their native language during meetings.</li> <li>Expand training opportunities by offering trainings requested by staff and with increased online training for all staff.</li> <li><b>(BOD) Increase BOD diversity.</b></li> </ol>	
<p>Goal 4: Support individuals through person centered planning.</p>	<ol style="list-style-type: none"> <li>Person Centered Review (PCR) Trainers train case management staff from other Community Centered Boards/Case Management Agencies (CMAs in conducting Person Centered Reviews (PCR).</li> <li>All FGI Children's and Adult Case Managers are trained in conducting PCRs.</li> </ol>	

	<ol style="list-style-type: none"> <li>3. Person Centered Thinking (PCT) Coaches work with FGI staff in practicing and enhancing PCT skills. Use PCT tools/skills and Progress for Providers' Action Plans in all areas of the agency. Individual programs to explore the use of PCT skills to best support the individuals and families within those programs.</li> <li>4. PCT Council, Board, and Coaches work together to provide leadership, to educate and continue to embed PCT into FGI culture.</li> <li>5. Use of Foothills Gateway developed person centered plans for Family Support Services Program (FSSP).</li> </ol>	
<p>Goal 5: Recognize that the agency's financial stability is essential to the ongoing success of those we serve.</p>	<ol style="list-style-type: none"> <li>1. Use undesignated assets to fund needed services and supports (i.e., FSSP, Crisis Services, and Emergency Respite).</li> <li>2. Apply recommendations and methodologies from Employer's Council compensation analysis to continue to compare staff pay to current market rates.</li> <li>3. Provide grant opportunities for allied agencies providing services to individuals with IDD.</li> <li>4. Inter-Departmental coordination to review billing rejection tracking and billing follow up.</li> <li>5. Workforce stabilization: Enhanced recruitment and retention strategies for all agency staff and implement requirements of HB18-1407 and SB19-238 for affected Direct Support Professionals (DSPs).</li> <li>6. Engage in regular coordinated activities and communications to encourage fund raising, and planned giving.</li> <li>7. Maintain a secure infrastructure and continually update disaster recovery preparedness.</li> </ol>	
<p>Goal 6: Help educate and contribute positively to our communities.</p>	<ol style="list-style-type: none"> <li>1. Provide educational presentations to local law enforcement, Summitstone, Dept. of Human Services, and other community and civic groups. Collaborate with community agencies in providing cross training.</li> <li>2. Promote and spread awareness of FGI through the use of social media, press releases, and newsletters for constituents.</li> <li>3. Provide early intervention education to physicians and early childhood entities.</li> <li>4. Promote membership of staff and Board on commissions, workgroups, committees, boards (locally and at the state level).</li> <li>5. <b>(BOD) BOD members attend events and promote FGI throughout board member networks.</b></li> </ol>	
<p>Goal 7: Foster and support satisfied individuals and families.</p>	<ol style="list-style-type: none"> <li>1. Complete annual family and individual satisfaction surveys for case management and direct services and continue to address concerns that arise through satisfaction surveys.</li> <li>2. Assess individual and family satisfaction during monitoring visits, person centered reviews, and Interdisciplinary Team meetings (IDTs). Conduct periodic calls to individuals/families to gauge satisfaction (case management and direct services).</li> <li>3. Conduct parent forums/listening sessions.</li> <li>4. Comply with National Core Indicators surveys through HCPF and use survey results to make changes.</li> <li>5. Support Early Intervention (EI) Colorado's efforts with distribution of their surveys in regard to procedural safeguards.</li> </ol>	
<p>Goal 8: Maintain a professional work environment in</p>	<ol style="list-style-type: none"> <li>1. Utilize Helen Sanderson Associates' Progress for Providers Action Plans and Circles of Influence to address supports for staff and to keep staff informed.</li> <li>2. Respond to employee survey (formerly Ascend) concerns and develop action plans to address staff's concerns.</li> </ol>	

<p>which we treat each other with dignity and respect.</p>	<ol style="list-style-type: none"> <li>3. Evaluate staff level of comfort and ability to utilize PCT skills in dealing with coworkers and individuals and families.</li> <li>4. Leadership and Management trainings offered regularly to Foothills Gateway directors, managers, supervisors (i.e., MSG and Employer's Council).</li> <li>5. Implement staff retention strategies throughout the agency (i.e., Stay Interviews).</li> </ol>	
<p>Goal 9: As a person centered organization, Foothills Gateway provides accountable and effective leadership.</p>	<ol style="list-style-type: none"> <li>1. Succession Planning: Conduct Workforce Analysis:1) Future workforce needs; 2) Identification of key positions; 3) Identification of competencies required for key positions; 4) Review of current workforce talent; 5)Identification of workforce readiness; 6) Gap Analysis; 7)Strategic Development.</li> <li>2. Provide opportunities to participate in leadership trainings, for example, Leadership Fort Collins, Leadership Northern Colorado, and Leadership Loveland.</li> <li>3. Continue to utilize the multi-rater evaluation format for Executive Team and Management Team members.</li> </ol>	