ServiceSource
A LEADING COMMUNITY RESOURCE

The ServiceSource Strategic Plan (FY 2022 - FY 2026)

Updated March 2023

AT A GLANCE

To read the full Five-Year Vision Strategic Plan, visit the Employee Intranet and navigate to "Strategic Planning"

Core Goals

- Expand presence in community
- Make significant increases in persons served, placed, and employed
- Expand broad array of services offered

Avenues to Achieve Goals

- Partnerships
- Diverse funding streams
- Innovative service models
- New and holistic services that meet individuals' needs

Long-Term Goals and Outcomes

Reviewed biannually as well as through our annual Operating Planning Process.

By the end of FY 23, our goal is to achieve...

32,881	$220.9M	3,378	13
People with Disabilities Served	Operating Revenue	People with Disabilities Employed	Operating States

Long-Term Goals and Strategies

AbilityOne and Advocacy: Be a leading provider in the AbilityOne Program, setting the bar for customer satisfaction, growth, and championing program integrity.

Strategies
- Be a strong advocate, in collaboration with the nonprofit community, to drive effective and appropriate modernization of the AbilityOne Program.
- Deliver exceptional level of service to our customers, leveraging relationships for future growth opportunities.
- Lead by example with best-in-class compliance programs and early adoption of innovative initiatives, leveraging reputation to grow.
- Develop and market capabilities that are a natural extension of our core business and customer relationships

Indicators of Success:
- New contracts and revenue growth
- Expansion of competitive integrated employment
- Growth in target lines of business
- Favorable updates are made to AbilityOne laws, regulations, and policy
- Outstanding customer satisfaction survey results

Meet Evolving Needs: Scale programs in a sustainable manner to deliver services to more people in the communities we serve, particularly to address unmet needs.

Strategies
- Develop and strengthen relationships with resource providers to drive program expansion, with a focus on underutilized resources in order to increase service access.
- Create Communities of Practice to share expertise and drive geographic expansion and efficient, exceptional service delivery
- Evaluate programs rigorously to achieve quality results and market capabilities.

Indicators of Success:
- Growth in persons employed, placed, and served
- Quality and satisfaction metrics
- Standardized quality control and training programs
- Realized cost efficiencies

Grow Types of Support: Actively diversify and expand services and supports offered to meet evolving community needs, particularly for people with significant disabilities, seniors, veterans, youth in transition, and housing.

Strategies
- Identify and develop service offerings that complement existing programs, especially where funding is readily available.
- Blend private and public assistance to address needs where funding is insufficient.

Indicators of Success:
- Number of persons served in target groups
- New Programs

Enhance through Collaboration: Build relationships with like-minded organizations through strategic partnerships and affiliations to improve overall service delivery for people with disabilities.

Strategies
- Develop and pursue affiliations with organizations where culture-fit and affiliation readiness coincide.
- Effectively utilize teaming and partnerships as tools to gain entrance to customers and growth opportunities otherwise unavailable.
- Mentor peer organizations to strengthen overall services offered to our communities.

Indicators of Success:
- New affiliations
- New contracts or programs with teaming partner
- New Mentor/Protege relationship(s)

Diverse Culture and Leadership: Develop high-performing teams and leaders that strengthen organizational culture and diversity and deliver exceptional results.

Strategies
- Develop internal talent through structured programs and training, including creating a talent pipeline that reflects the diversity of our workforce.
- Align rewards and recognition programs with pay-for-performance philosophy.
- Leverage and reward strong mission of staff to drive performance and workforce development.
- Charge leaders in the field with driving continuous workforce development by establishing & implementing on-site Leader Development & Mentoring programs.

Indicators of Success:
- Internal promotions
- Employee engagement and culture metrics
- Well planned and diligently executed localized leader development & mentoring.