



Meeting Life's Challenges

300 Washington Avenue Extension
Albany, NY 12203-7303
518/218-0000

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Dear Family and Friends:

Earlier this year, we asked you to help the organization move forward strategically by participating in a survey focused on the strengths, weaknesses, and the needs of both you, your loved ones, and the organization. We received nearly 120 responses, THANK YOU! It was simply incredible to see the amount of input from all of you. Your feedback was extremely insightful and I appreciate how so many of you were open and honest in sharing your experiences, observations, and ideas.

One of the biggest strengths you identified for Living Resources is how caring and dedicated our workforce is. Other strengths mentioned were our wide range of services and our family-like atmosphere. And while many of you feel the organization's leadership and staff provide you with adequate communication and support, many others said that we do not. One of the biggest weakness mentioned – and this isn't surprising – was the severe workforce shortage, high turnover of staff, and need for higher pay for DSPs.

From all of this, one thing is absolutely true: while we are definitely doing some things right, we have some concrete areas where we can do even better.

Using the data collected from the survey and other sources of information, we have been developing a strategic plan for Living Resources that will help us focus on how we can improve our workforce as well as our array of services to support our individuals in living their best lives, including providing more opportunities for learning and getting out into the community. The strategic plan begins with a freshening up of our core purpose as an organization. Our core purpose is the reason why Living Resources exists and should guide everything the organization does.

What is Living Resources' Core Purpose? To support and empower individuals with disabilities or other life challenging conditions to live with dignity, independence, and happiness.

Your responses also led to the identification of five major initiatives that we should place a focus on over the next three years. These initiatives are:

- **Strengthen workforce development and training:** As a result of your feedback from the survey responses, workforce recruitment and training will be a vital initiative within the strategic plan.
- **Optimize and right-size existing programs:** Survey responses and other data showed that some programs may need to grow or expand, or may not be operating in a way that best serves individuals who need supports.

- **Design and establish new programs:** We will be exploring possible new initiatives that were mentioned in survey responses and other data, which can enhance supports to individuals with disabilities or other life challenges.
- **Develop and implement operational excellence:** This initiative focuses on how we can increase the efficiency of how necessary processes get done so that staff can focus more on supporting individuals. It will also include a focus on improving interdepartmental communication and quality assurance.
- **Strengthen our reputation and awareness in the community** through comprehensive advocacy, communication and branding. This will increase awareness and brand recognition of Living Resources while also increasing our advocacy for the needs of the individuals, families, staff, and the organization.

I cannot say enough how critical your responses were in the development of these initial building blocks. The strategic plan doesn't stop with the creation of these blocks, we are now in the phase of determining how we can best work together to achieve success within the building blocks and create a stronger organization for all of us. As we move forward, we will strive to keep you informed as much as possible.

Please remember that change doesn't happen overnight, especially when it comes to some of the challenges you presented to us. It can take years. And there may be hiccups as we go along. But if we persist and work together, I know that we will move forward strategically to enhance your lives and the lives of all we support.

Again, my deep appreciation for your assistance in helping to identify the areas that we need to focus on.

Sincerely,



Elizabeth Martin
Chief Executive Officer