



**2020-2022  
STRATEGIC PLAN**

# EXECUTIVE SUMMARY

Tangram was founded in 1985 with the mission to “assist people with disabilities to live full, meaningful, and happy lives at home and as members of their community.” For more than 30 years, Tangram has served a unique and valued purpose in the community: helping clients meet their individual goals using a customized, person-centered approach. In recent years, Tangram has aimed to work at two levels: (1) one-on-one with clients providing direct service, and (2) systematically with corporations to offer inclusive business resourcing.

To better understand its strengths and community needs, Tangram launched a strategic planning process in June 2018.

In partnership with the nonprofit consulting firm Hedges, Tangram engaged in months of comprehensive research to set a bold new vision for the future. Tangram recognized its true purpose is to serve individuals and approach all of its work through the lens of what is best for clients and their families. Today, Tangram is re-energizing its core mission by focusing on the staff members that clients rely on most: Direct Service Professionals (DSPs). This focus will not only improve client satisfaction but build a strong foundation for greater local impact in Central Indiana. Indeed, prioritizing DSPs will have a ripple effect across the entire organization, creating the sustainability Tangram needs to achieve the following vision:

## TEN-YEAR STRATEGIC VISION

Tangram is both the employer of choice and provider of choice in the field of disability services for Central Indiana.

### MULTI-PHASE APPROACH

Tangram will work to achieve the ten-year strategic vision through three complementary phases. Each phase will have a strategic priority to guide the organization’s decision-making in setting goals, initiatives, and strategies.

Phase 1 of the 2020-2022 Strategic plan is focused on Operational Sustainability, which will prepare the organization for service optimization and greater community-wide impact in future years.



# 2020–2022 STRATEGIC PLAN

## OUR THREE-YEAR GOAL

Tangram will prioritize the satisfaction and retention of its Direct Service Professionals (DSPs) to build a strong foundation of sustainability for current and future clients.

### INITIATIVE 1

#### EMPLOYER OF CHOICE

Tangram will be the trusted employer of choice by demonstrating high staff satisfaction and retention.

#### STRATEGY A

Recruit and retain highly engaged and mission-driven DSPs.

#### STRATEGY B

Ensure all staff have the **structure and support** they need to efficiently and effectively meet the needs of clients.

### INITIATIVE 2

#### PROVIDER OF CHOICE

Tangram will be Central Indiana's provider of choice by serving those with disabilities through intentional services, customized care, and trusted DSPs.

#### STRATEGY A

Provide exceptional, customized services focused on ensuring **high quality-of-life for all clients**.

#### STRATEGY B

Measure programmatic impact to demonstrate DSP effectiveness and client success.

### INITIATIVE 3

#### PARTNER OF CHOICE

Tangram will cultivate local champions in Central Indiana to build awareness, diversify funding, and recruit mission-driven DSPs.

#### STRATEGY A

Establish a trusted local footprint in Central Indiana by effectively communicating a **client-centered brand**.

#### STRATEGY B

Engage Board, staff, and families of people supported in a **fundraising and development** strategy focused on expanding operational capacity, securing long-term sustainability, and building partners in communities and local businesses.





Created in partnership with

**hedges.**

# Diversity Plan

## Tangram's Diversity Statement

Tangram is committed to building a culture that draws upon the strength of the diversity of the clients, donors, staff, volunteers, community partnerships, and stakeholders of the organization, where differing perspectives and contributions from these individuals are sought out and valued. Tangram's culture of inclusion cultivates a workplace environment where each employee is connected to the organization, encourages collaboration and flexibility, aligns with Tangram's mission and values, stimulates innovative thinking, and creates solutions where all individuals are enabled to participate and contribute to their full potential.

## Tangram's Diversity Plan can be summarized with the following pillars:

### Workforce Diversity

Tangram will equip management and leadership with the training and resources necessary to be successful in managing the diverse employee population and annually measure success based on employee feedback.

**Goal:** Cultivate and sustain a workplace culture that values diversity and inclusion; measured by annual employee engagement survey results where responses reflect an 85% positive response to diversity and inclusion questions.

### Board Diversity

The Governance Committee of the Board of Directors will take actions to ensure that the membership of the Board reflects the makeup of the clients, donors, volunteers, and stakeholders of the organization.

**Goal:** Attract, recruit, and retain diverse board members that reflect the diversity of the communities and counties Tangram serves, as well as board members with diverse professional backgrounds and skillsets needed to provide proper governance.

### Cultural Competency

Tangram believes that cultural competency is one of the main ingredients in closing the disparities gap in support services. Tangram's Cultural Competency Plan is designed to create awareness of, respect for, and attention to the diversity of the people with whom it interacts, including persons served and other stakeholders. This awareness is reflected throughout Tangram in attitudes, organizational structures, policies and services.