



# Three-Year Strategic Plan

## The Key Program, Inc.

### CLINICAL SERVICES AND PROGRAMMING

*Goal 1* – Improve and expand Key’s clinical services throughout all programs and services with an ongoing focus on trauma-informed and culturally-appropriate services that promote well-being.

*Goal 2* – Build a continuum of trauma-informed, culturally-responsive, community-based, and residential services that promote resiliency and well-being for children, youth, and families.

### FISCAL OPERATIONS

*Goal 1* – Ensure Key remains financially sustainable in the long term, even under impending federal funds reductions for human services. Provide supporting testimony to state and federal legislators for adequate and sustainable rates for essential services.

*Goal 2* – Modernize Business Operations

### HUMAN RESOURCES/WORKFORCE DEVELOPMENT

*Goal* – Build a supportive and sustainable workplace culture that attracts and retains employees by strengthening communication, offering competitive compensation, recognizing contributions, and expanding career pathways—while prioritizing wellness and work-life balance.

### OPERATIONS, QUALITY ASSURANCE, AND RISK MANAGEMENT

*Goal* – To strengthen quality assurance practices and implement proactive risk management strategies that ensure consistent service delivery, regulatory compliance, and continuous improvement.

### TECHNOLOGY

*Goal 1* – Leverage targeted use of artificial intelligence (AI) to streamline operations, enhance efficiency, and improve workflow processes across organizational domains.

*Goal 2* – Adopt emerging technologies to improve efficiency, enhance decision-making, ensure compliance, and deliver better outcomes across all organizational functions including finance, HR, quality assurance/risk management, and services.