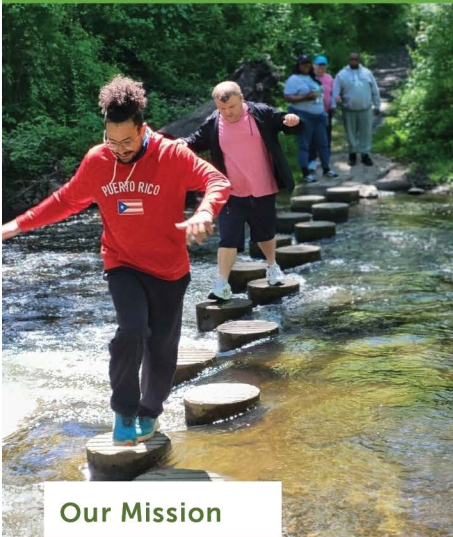




Independence360

Strategic Plan 2025 - 2027



Our Mission

Independence360 provides adults with autism and those with related challenges the specialized programs and supports they need to realize their aspirations, lead thriving lives, and fully engage with their families/guardians and in their communities.

Our Vision

- **Provide pathways** to those we serve to help them gain independence, engage with their community and form connections with family and friends.
- **Assist families and guardians** to be confident in the choices they make with and for their family members.
- **Nurture an inclusive community** that welcomes and accepts individuals with autism and those with related challenges, allowing them to flourish.
- **Ensure the systems, structures and resources** that support adults with autism and those with related challenges are effective, impactful and person-centered.
- **Educate** stakeholders, including funders, policymakers and the community, about the needs of those we serve and encourage them to support our services to the greatest extent possible.



Our Guiding Principles

Program Value Alignment

Independence360 remains a vital, mission-driven program with a moral imperative to continue to meet the needs of those we serve, despite financial or organizational challenges.

Age & Continuity of Care

No age cap will be imposed; instead, we will develop a program to support lifelong participation for those we serve, with transition plans for individuals whose needs exceed program capacity.

Program Size & Growth

To maintain quality we must limit the adult program at our current location to 150 participants. Expansion requires creating semi-independence entities with equivalent infrastructure.

Facilities Planning

Following the Lower School move (2026), we must strategically pursue dedicated building ownership for long-term growth. Key decisions on funding, expansion and location will define our future.

Our Challenges

Government Regulations

- Maintaining continuous compliance with NJ DDD and Medicaid, while navigating ongoing changes and mandates.
- Expanding political outreach to better advocate for our programs with state policymakers.

Workplace Culture

- Improving staffing infrastructure to create a workplace environment that will attract and retain great employees as our program grows.

Program demand

- Exploring ways to accommodate the growing demand for our services, in particular the critical limitations of physical space.

Finances

- Prioritizing and securing increased revenue from diverse sources, to offset inflation, increasing costs and fluctuating government funding.

Our Goals and Strategies

1 GROWTH STRATEGY

Expanding and diversifying our funding to create a sustainable operating model that effectively supports our adults and programs.

STRATEGIES:

- Diversify grant writing and corporate partnerships, focused on endowment opportunities.
- Evaluate the feasibility of offering fee-based programs or services to generate revenue.
- Consider launching social enterprise ventures to sell products and merchandise created in our programs.

2 READING FOR THE FUTURE

Prepare and respond to the ongoing need for Independence360 to grow to meet the needs of those we serve, currently and in the future.

STRATEGIES:

- Develop and implement an operating model that identifies the building blocks required for incremental growth.
- Create a plan for enrollment growth over the next 3-5 years.
- Develop a plan to expand leadership and organizational capacity to support I360 program growth.
- Develop a plan to meet the needs of aging participants.

3 RECRUITMENT & RETAINMENT

Invest in our human resource capability to achieve a compensation structure that attracts, develops, retains and rewards top talent as well as offers a comprehensive training regimen.

STRATEGIES:

- Bolster our HR department to assure that I360 needs are met in a timely and high quality manner.
- Implement clear, measurable outcomes to assure high performing staff are hired and retained at I360.
- Assess trends for staffing and retention, and develop a purposeful, systematic approach for hiring, training and maintaining high performing I360 staff.

4 STRENGTHEN ORGANIZATION

Strengthen internal systems and infrastructure to grow and meet the needs of all clients, including future A360 graduates.

STRATEGIES:

- Develop a multi-year plan and infrastructure to grow all back-office functions to support I360.
- If it is determined that I360 will expand its capacity, identify space to provide room for that growth.

5 EXPAND RELATIONSHIPS

Strengthen relationships and partnerships—starting with policymakers, donors, and businesses—to deepen our community engagement and impact.

STRATEGIES:

- Maintain active membership in organizations which support advocacy and lobbying efforts.
- Explore potential partnerships to increase our ability to expand our services through joint or affiliated endeavors.
- Forge relationships with policymakers at all levels to advocate for policies and initiatives that can impact our community and organization.

