



BAYAUD
ENTERPRISES

Employment Matters

STRATEGIC PLAN
FY2021-FY2023



EXECUTIVE SUMMARY

Bayaud Enterprises, Inc.
3-Year Strategic Plan
July 1, 2020 - June 30, 2023



Employment Matters

For more than 50 years, Bayaud Enterprises has served the most vulnerable residents in the Denver metro area by creating jobs, reducing obstacles to employment, and supporting the economic and social well-being of our constituents. In June 2020, Bayaud launched a strategic planning process with goals, objectives, and action steps defined for the next three years from July 1, 2020 to June 30, 2023 in the following priority areas:

- 1. Programs and Services**
- 2. Operations and Organization Leadership**
- 3. Fund Development, Marketing, and Communications**
- 4. Board Governance**

In moving forward, we are guided by the following four pillars in developing, leading, implementing, and sustaining our programs and services to serve our constituents:

- 1. Develop Opportunities:** Expand social enterprise ventures to create jobs and provide self-sufficiency programming.
- 2. Process Improvement:** Ensure policies and procedures support best practices in service delivery, employee well-being and satisfaction, and overall improvement in programming and operations. Elements of this pillar include:
 - a. Engaging in process mapping within the organization.*
 - b. Developing and implementing process improvement plans for operations.*
 - c. Engaging leadership and management teams in quarterly strategic plan review to ensure progress on strategic plan goals and objectives.*
- 3. Staffing Excellence:** Inspire a culture of leadership and excellence with Diversity, Equity, and Inclusivity, (DEI) at the heart of our hiring and employment practices.
- 4. Quality Infrastructure:** Improve internal operations to support the growing needs of Bayaud constituents with strong leadership, improved technology and communication, more functional workspace, and proven strategies for sustainability.

We invite you to explore the extra ordinary programs and services we offer and the high-level goals that will further our mission over the next three years.



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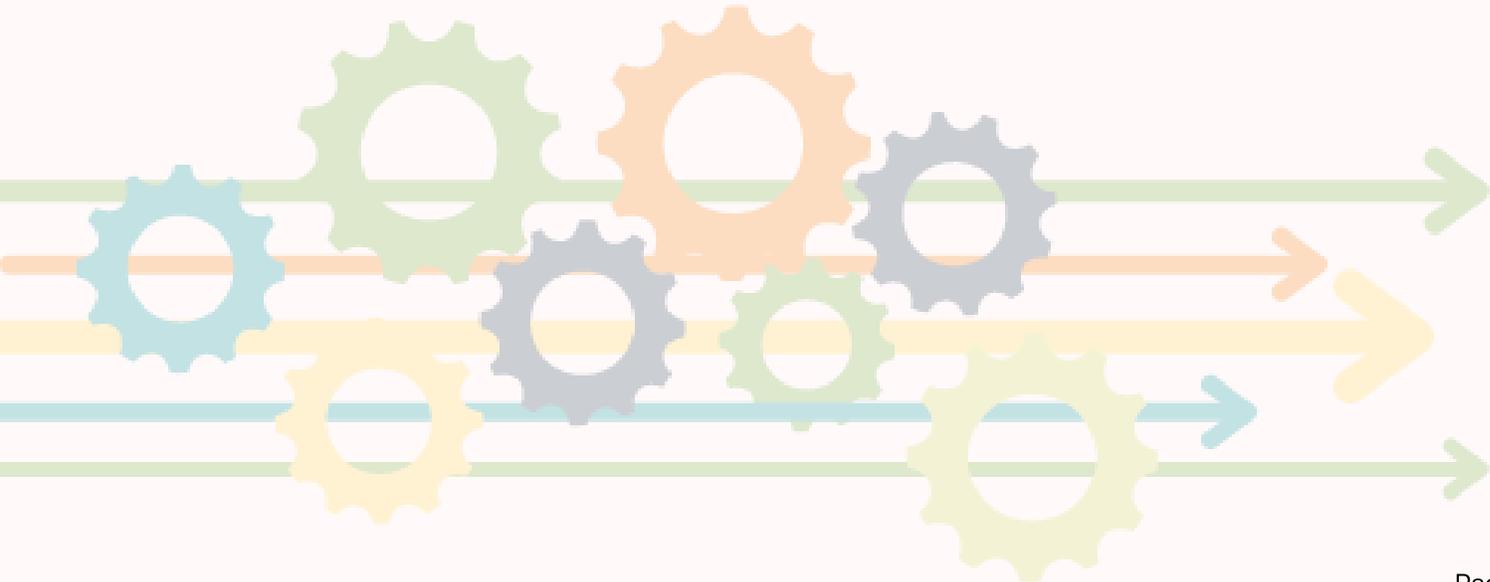
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Vision, Mission, and Values

Bayaud is recognized as an innovator in reducing barriers for individuals to engage in the workforce and attain self-reliance. We have earned this reputation by creating social enterprise ventures to create jobs for our constituents, especially adults who need integrated supported employment, and providing a comprehensive continuum of trauma-informed, culturally responsive employment and other self-sufficiency services.

Bayaud's constituent-driven **Vision, Mission, and Values** represent the core of our organization's identity and purpose.

Vision

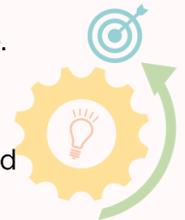
Bayaud envisions a community where residents are self-reliant and have the capacity, support, and resources they need to overcome obstacles to employment and life challenges.

Mission

Create Hope, Opportunity, and Choice, with work as the means through which people with disabilities and other hurdles to employment can more fully participate in the mainstream of life.

Values

- **Hope:** All people must be treated with respect and kindness to promote a sense of hope and confidence in pursuing their employment and life goals.
- **Opportunity:** All people should have access to the resources and support they need to achieve and maintain self-reliance.
- **Choice:** Bayaud provides options that empower participants to choose their own pathways to well-being and economic success.



HISTORY

Bayaud Enterprises was founded in 1969 by the Fort Logan Mental Health Hospital (FLMHH) to expand successful and lasting outcomes for FLMHH outpatient vocational rehabilitation program patients. FLMHH care providers recognized that access to employment contributed to improved mental health and a deeper connection to community for patients. Bayaud has been providing trauma-informed, culturally responsive employment and mental health services for people with disabilities ever since.

Our commitment to social enterprise development fosters a sense of entrepreneurship and innovation while creating jobs for our constituents. In the early 1990's, Bayaud began contracting with federal agencies through the **AbilityOne Program**, enabling us to eventually create 150 integrated, supported employment opportunities for adults with disabilities. Building on this success, in 2004, Bayaud launched its **Document Destruction** business that provides jobs for 20-30 adults with disabilities and is a mainstay of financial support for other services. In 2020, we launched our **Bayaud Works Department** to expand non-government custodial contracts, create a temporary employment service, and offer trauma-informed pest control. Our diverse streams of financial support including government and non-government contracting, Medicaid and other fee for service contracts, grants, and individual donor contributions support a solid foundation for continued growth and success. **Currently Bayaud employs 400 adults and serves at least 4,000 participants annually.**

COMMUNITY NEED

To respond to the growing needs in our community, Bayaud provides a comprehensive continuum of trauma-informed and culturally responsive services that advance self-sufficiency, health, and social well-being. From January through September 2020, we served **4,500 persons** representing a 67% increase in the number of people needing support due to COVID-19. Of the people we served 56% had a disability; 76% were experiencing homelessness; 19% were veterans, and 97% were living in poverty. Participants self-identified as: 73% people of color, 24% White, and 3% did not self-identify. Bayaud constituents face a myriad of challenges as described below:

People Living With Disabilities: According to the Center for Disease Control, 21% of adults in Denver are living with a disability. Some benefits of employing adults with disabilities include less turnover, increased productivity, and reduced government spending. Employment means greater economic self-sufficiency and more active participation in community life.

Homelessness: Over 6,100 persons experiencing homelessness were counted in Denver in January 2020 - 56% were people of color, 24% were families, 22% were veterans, 17% were newly homeless, and 25% were older adults. Families and unaccompanied youth experiencing homelessness experience poorer physical and mental health and educational outcomes.

Poverty: Low-income families are under increasing duress with area rents rising an average of 15% per year between 2013 and 2018 (CHFA, 2018 Community Report) and unemployment fluctuating between 7 and 10% in 2020.

Veterans: Approximately 30,000 Denver residents are veterans according to City and County of Denver data. Roughly 10% of Bayaud's 395 employees are veterans. To do better in hiring and serving veterans, we are working with other non-profits to help fill job vacancies and ensure veterans receive the support the need to achieve their self-sufficiency and life goals.

2020 OUTCOMES

- 250 adults were placed in permanent jobs.
- 200 adults were employed by Bayaud social enterprise ventures and federal contracts.
- 71 adults received job readiness and computer training and vocational assessments.
- 153 adults experiencing homelessness received day labor - 75 were placed in jobs.
- 2,400 children and adults received mobile laundry and shower services.
- 423 households received public benefits acquisition support.
- 62 adults attended 254 counseling sessions.
- 170 households received food monthly.

PROGRAMS AND SERVICES

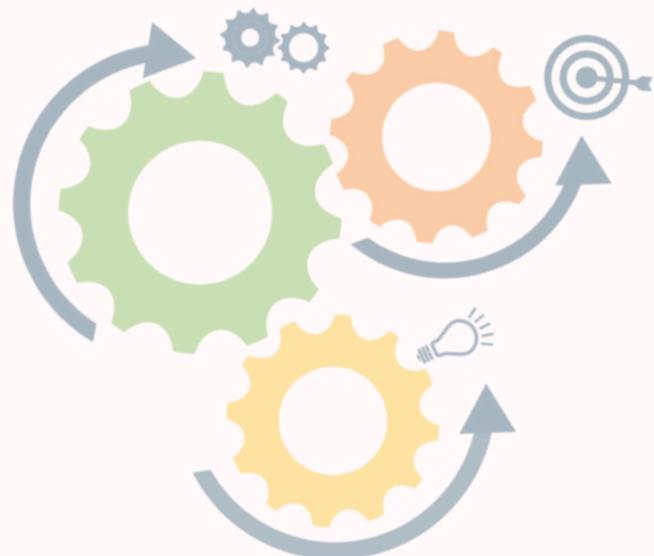
To respond to the growing needs in our community, Bayaud provides a comprehensive continuum of traum-informed and culturally responsive services that advance self-sufficiency, health, and social well-being with the following services.

- **Job Placement:** Bayaud uses a multi-pronged approach to achieve sustainable employment for constituents. Employment specialists work with more than 100 employer-partners and provide 90 days of follow-up coaching to support participants and address employer concerns. Since 2018, Bayaud has placed more than 1,067 adults in permanent jobs.
- **Career Discovery and Development Center** staff prepare participants with the tools and skills they need for successful job search with computer skills training, vocational assessments, resume writing, and internet-based job search.
- **Enterprising Women Giving Circle** provides financial scholarship and mentor support for women seeking to advance self-sufficiency through education, training, and small business ownership.
- **Day Works:** Bayaud partners with the City of Denver and Adams County to provide day labor, job training and placement and case management support for adults experiencing homelessness. In 2020, Day Works served more than 400 individuals.
- **Mobile Community Services:** Mobile laundry and shower services alleviate barriers to job search, housing security, and school attendance for single adults and families experiencing homelessness. In 2020, Bayaud served roughly 1,500 children and adults.
- **Public Benefits Acquisition:** As the SSI/SSDI Outreach, Access, and Recovery lead agency for the Denver Metro area, Bayaud navigators assist participants with SSI/SSDI and other public benefits. Bayaud has a 57% - 67% approval rate for adults and 82% for children.



PROGRAMS AND SERVICES

- **Mental Health Counseling:** Licensed therapists provide short-term, mental health and substance misuse counseling and connects participants to long-term counseling services.
- **Food and Personal Hygiene Supplies** are provided to 90-100 households a month. The need for this support doubled in 2020 due to the COVID-19 pandemic.
- **Community Resource Navigation:** Bayaud navigators connect participants to health care, housing, and other vital services.
- **AbilityOne Program:** Supported, integrated employment is provided for adults living with disabilities who work with non-disabled workers to perform the same job duties. Bayaud contracts with numerous federal agencies to provide custodial, mailroom, warehouse management, and patient transport services. More than 76% of supported employees have one or more significant disabilities and all have access to wrap around services.
- **Social Enterprise Solutions:** Bayaud develops social enterprise ventures that create jobs for constituents, provides training for future employment, and generates revenue to support programming and general operations. Current ventures include document destruction, dental kit fulfillment, temporary staffing, and non-government custodial contracts. In 2020, Bayaud established a new department, **Bayaud Works** to expand social enterprise ventures including our new staffing and non-government custodial services. In 2021, Bayaud will launch a trauma-informed pest control venture. Participant employees receive case management support to alleviate job barriers and have access to all Bayaud services.

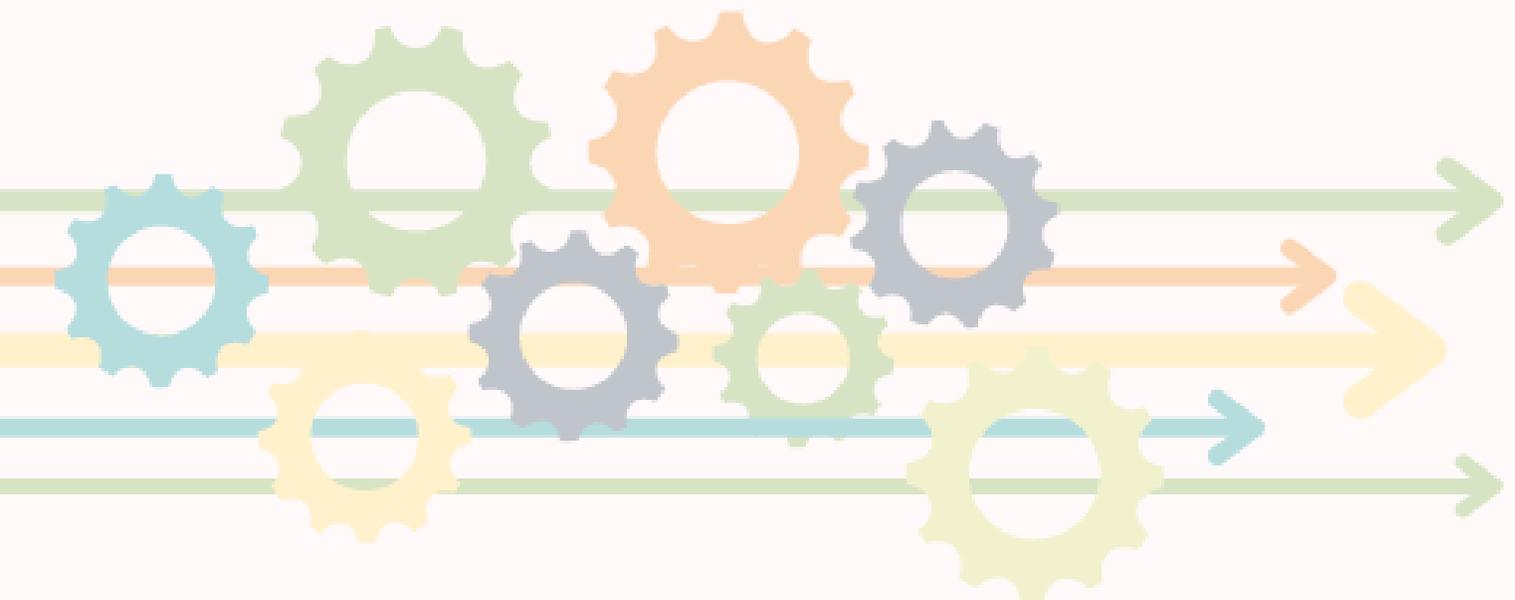


STRATEGIC PLANNING PROCESS

In June 2020, Bayaud launched a strategic planning process with goals, objectives, and action steps defined for the next three years from July 1, 2020 to June 30, 2023. The objectives of the strategic planning process were to:

1. Create positive communication and accountability among staff.
2. Identify organization strengths, weaknesses, and opportunities.
3. Develop consensus on goals and objectives for the following focus areas:
 - Programs and Services
 - Operations
 - Fund Development and Marketing
 - Board Governance

Bayaud's 10-member Leadership Team began updating department/program goals and objectives and completed a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). In August 2020 Leadership Team members engaged in a full-day retreat to further the strategic planning process. The retreat was facilitated by non-profit experts, Dewitt Dees and Phillip Weiss of P.A. Weiss Leadership Solutions. The group developed a cohesive strategic plan that was finalized by Bayaud's executive team and approved by the Board of Directors. Executive team members include Tammy Bellofatto, Executive Director, Virginia Ortiz, Chief Development Officer, and Lauren Anderson, Chief Operating Officer. Bayaud's 3-Year Strategic Plan will be reviewed quarterly by its staff Leadership Team and Board of Directors.



Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

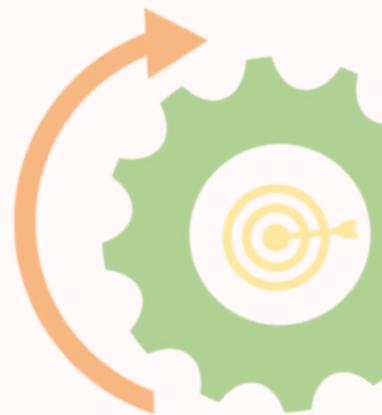
The following **Strengths, Weaknesses, Opportunities, and Threats** were identified by members of the Leadership Team during the Strategic Planning Retreat:

Strengths

- Longstanding contracting relationships with Federal, State, and Local government sources for social enterprise ventures, programs, and services.
- Established Federal Set Aside best practices, quality control, and safety procedures.
- 50-year history and reputation in the Denver Metro area.
- Specialized expertise serving people with disabilities with employment services, vocational rehabilitation support, public benefits acquisition, mental health counseling, and community resource navigation support.
- Strong participant-centered advisory groups and leadership that inform programming as well as national, state, and local public policy.
- Strong executive leadership and staff with prolific experience in employment services and community based economic development.
- Deep commitment to diversity, equity, and inclusiveness at all levels of the organization.
- Recognizable social enterprise deployment and operations i.e.: Document Destruction

Weaknesses

- New staff with long learning curve of operations involved with the expansion of programming.
- Change management in process for agency-wide standardization of policies and practices.
- Aging infrastructure including Document Destruction equipment, 333 W. Bayaud facility, technology hardware and software, and phone system.
- Unstable government funding: recent examples of revenue impacts are government shutdowns, COVID-19 funding reallocations, Veteran's Affairs Rule of Two policy that mandates contracting with veteran-owned business operations for contracts executed after 2006.



Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

Opportunities

- Large scale contracts on track for startup, renewal, and expansion.
- Addition of program evaluator position will increase data integrity for deeper analysis of funding, reporting, and resource needs.
- Fee for service funding expansion including Medicaid, Ticket to Work, Customized Employment, etc.
- Expansion of social enterprise ventures into private sector: BEST (temp staffing), pest control, and custodial services.

Threats

- Government and foundation grant funding instability leads to inconsistent service provision, staffing cuts, and loss of expertise.
- COVID-19 continuation impact on staff, participants, and operations.
- U.S. Department of Labor Workforce Innovation and Opportunity Act provisions out of sync with Javits Wagner-O'Day (JWOD) Act, 41 U.S.C, Section 898 of the National Defense Authorization Act (NDAA) panel recommendations impacts regarding expansion of AbilityOne Federal contracts and CO Division of Vocational Rehabilitation job placement/training referrals.



Operating Principles

Bayaud's four pillars of operating principles inform and guide the development and implementation of all programs and services. Leadership Team members utilize these pillars when analyzing opportunities, developing programs and services, and forming policies and procedures.

The following is a summary of **Bayaud's Four Pillars**:

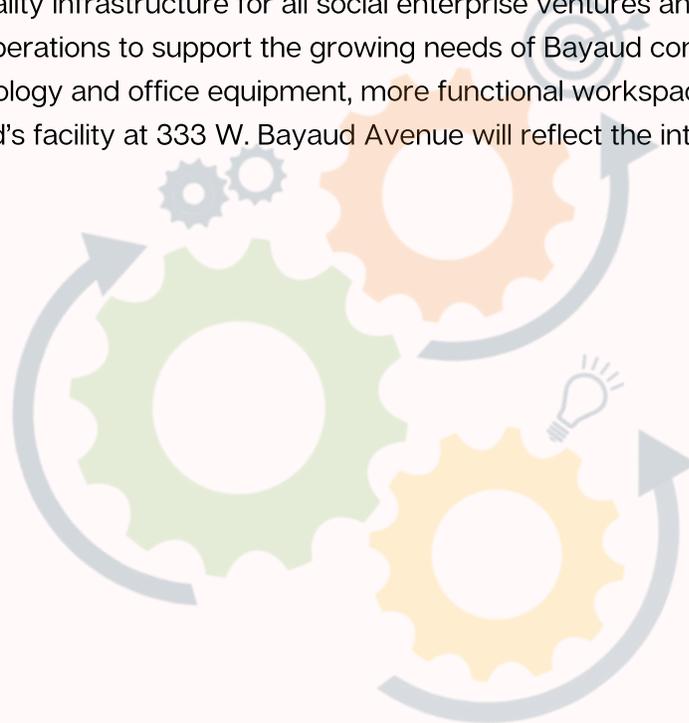
Develop Opportunities: Expand social enterprise ventures and self-sufficiency programming to increase integrated supported employment, job services, mental health counseling, mobile laundry and shower services, public benefits acquisition, and other basic human services.

Process Improvement: Ensure policies, procedures, and standard practices that support best practices in service delivery, employee well-being and satisfaction, and overall improvement in programming and operations. Elements of this pillar include:

- Engaging in process mapping within the organization.
- Developing and implementing process improvement plans for operations.
- Engaging leadership and management teams in quarterly strategic plan review to ensure progress on strategic plan goals and objectives.

Staffing Excellence: Inspire a culture of excellence with Diversity, Equity, and Inclusivity, (DEI), at the heart of its hiring practices and encouraging opportunities for professional growth and advancement. A strong element of this pillar includes ongoing enhancement of staff training with a focus on organization leadership development.

Quality Infrastructure: Ensure quality infrastructure for all social enterprise ventures and services. This pillar includes improving internal operations to support the growing needs of Bayaud constituents with strong leadership, improved technology and office equipment, more functional workspace, and proven strategies for sustainability. Bayaud's facility at 333 W. Bayaud Avenue will reflect the integrity and excellence of the agency.





Strategic Plan Focus Areas

1. **Programs and Services**
2. **Operations and Organization Leadership**
3. **Fund Development, Marketing, and Communications**
4. **Board Governance**

PROGRAMS AND SERVICES



Center for Opportunity, Rehabilitation, and Employment (CORE)

- Ensure employment and vocational rehab programming meets the needs of all participants.
- Expand Day Works programming to new customers while maintaining contracts with Denver and Adams counties.
- Expand ID/DD employment and training services.
- Engage in succession planning for department directors.
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Community Resource Navigation Services

- Increase and stabilize SOAR programming.
- Continue the integration of navigation services across all Bayaud departments/programs.
- Improve data collection and entry practices.
- Secure 1-3 new funding sources.



Social Enterprise Ventures

Federal Contracts: AbilityOne Supported Employment

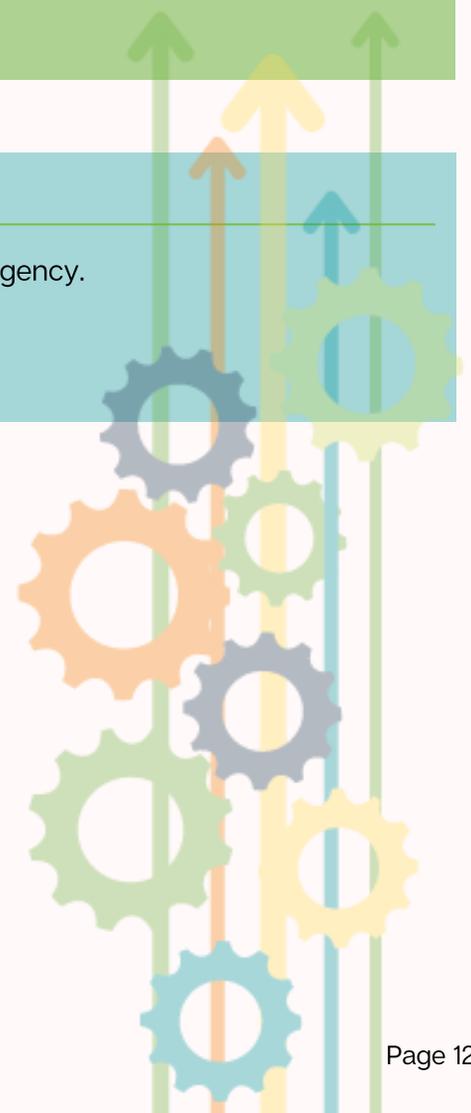
- Enhance standard operating procedures to expand structured internal audit process.
- Explore new business lines where the agency is currently subcontracting.
- Standardize business line operations and vocational rehab support across all contracts.
- Secure 1-3 new AbilityOne Federal Contracts.

Document Destruction

- 10% Growth Annually
- Increase Marketing and Advertising presence.
- Participate in Quality Work Environment subcommittees(s).
- Expand Federal and/or National Customer base.

Bayaud Works

- Establish internal protocols to fully integrate this new department into the agency.
- Create and strengthen external agency partnerships.
- Establish 3-5 new social enterprise contracts annually.





Human Resources and Financial Management

- Ensure diversity, equity, and inclusiveness at all levels of the organization.
- Ensure standard practices across departments/programs for onboarding and ongoing employee engagement.
- Complete HR Director certification.
- Ensure Bayaud Benefit package meets the needs of all regular employees.
- Master the use of new payroll system.
- Finalize transition to use of an outside accounting firm vs. in-house duties.
- Ensure employees follow department policy and procedures.

Development, Marketing, and Communications

- Increase funding from grants, individual contributions, and fundraising events.
- Increase revenue from fee for service contracts.
- Increase awareness of Bayaud Enterprises.

Board Governance

Ensure effective board governance with focus on sustainability, constituent representation, and consistency of policies with organization mission.

