



MIDLAND



MIDLAND

Strategic Plan 2026 - 2029

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This plan is a roadmap for growth and innovation, one that honors  
Midland's history while charting a bold course for the future.  
Together, we remain focused on excellence, inclusion, and  
opportunity for every individual we serve.

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# Letter to the Midland Community

From Shawn M. McNerney, President & CEO

Dear Midland Families, Staff, Stakeholders and Friends,

As we look toward the next chapter of Midland's development, I am filled with gratitude and optimism. Over the past several years, our community has shown extraordinary resilience, compassion, and creativity. From navigating the challenges of the pandemic to strengthening programs across education, residential, employment services and day program, we have continued to evolve together with unwavering commitment to our mission.

This Strategic Plan represents more than a roadmap. It is a statement of purpose and belief. It was shaped by the voices of our valued stakeholders, spanning individuals we serve, family members, trustees, public partners and staff, each contributed to a shared vision of empowerment, inclusion, and lifelong opportunity. It reflects our dedication to excellence in every aspect of what we do while ensuring we remain grounded in our core principles of compassion, dignity, respect, and choice of self-determination.

In the years ahead, our focus will be on advancing quality and innovation: enhancing educational opportunities for our students, expanding residential capacity and community living options, investing in our workforce, and strengthening our partnerships with families, donors, and the broader community. We will continue to use data, technology, and collaboration to drive accountability, decision making and focus to support the people who rely on us most.

The heart of Midland has always been its people. Every smile, every achievement, and every act of kindness reminds us why our work matters. I invite you to stay engaged, share your voice, and continue to be part of this journey. Together, we will build a future where every individual at Midland can thrive, belong, and achieve their fullest potential.

With gratitude and pride,

A handwritten signature in black ink that reads "Shawn M. McNerney". The script is elegant and cursive, with a large, stylized 'S' and 'M'.

Shawn M. McNerney  
President & CEO  
The Midland Organization

## Developing the Plan

Midland's Strategic Plan was developed through a deliberate and inclusive process that engaged voices from every part of our community. Over several months, teams from Education, Residential, Employment, Day Habilitation, Clinical, and Administrative divisions collaborated to define priorities and identify opportunities for growth. Every idea, discussion, and data point played a role in shaping a plan that reflects who we are and where we are heading.

The process combined:

- Staff surveys
- Focus groups with team members
- Townhalls with Individuals we serve
- Board Stakeholder input
- Program profiles
- Student family meetings
- Team meetings
- Assessment of management functions

Through this collaboration, a clear picture emerged. Midland's greatest strength lies in its people and its purpose. Our commitment to individualized care, professional excellence, and community partnership continues to distinguish us as a leader in the field. Building on this foundation, the plan establishes a pathway for thoughtful growth, operational improvement, and deeper integration of data and technology across programs. It also reinforces Midland's focus on maintaining organizational stability and service continuity amid changes in state and federal guidelines that affect funding, compliance, and program delivery.

Ultimately, this plan serves as both a promise and a guide. It reaffirms our mission while setting a clear course for the future based on sustainability, collaboration, and impact. Grounded in our values and shaped by the voices of our community, it represents a shared belief that every person deserves the opportunity to learn, work, and live with dignity and purpose.

**“Midland's strength lies in our ability to evolve with purpose, guided by stability, compassion, and shared vision.”**





## Together We Thrive





## Our Goals and Vision for 2026 - 2029

Midland's goals for the next three years are centered on sustainability, growth, and impact. This plan reflects our ongoing commitment to strengthening programs, empowering staff, and enhancing the quality of life for every individual we serve. Our direction is clear: remain true to our mission while preparing for the opportunities and challenges of the future.

### Strategic Goals

- **Enhance Education and Transition Services**

Continue evolving Midland School's curriculum, technology integration, and community partnerships to prepare students for meaningful post-graduate opportunities and lifelong success.

- **Expand Residential Capacity and Accessibility**

Develop additional group homes and supervised apartments designed to meet diverse medical and behavioral needs while incorporating aging-in-place and accessibility features. Adopting a built-to-last mindset, starting today.

- **Strengthen Employment and Day Habilitation Programs**

Grow small-group and individual placements through employer partnerships and expand vocational training and community-based skill-building opportunities.

- **Invest in Our Workforce**

Create career pathways, increase professional development, and maintain strong recruitment and retention practices to ensure continuity of care and leadership stability.

- **Advance Quality, Compliance, and Innovation**

Build data systems that promote transparency, accountability, and continuous improvement across all programs, ensuring alignment with the Division of Developmental Disabilities, Department of Education, Division of Disability and Rehabilitative Services and Centers for Medicare & Medicaid Services standards.

- **Deepen Community Engagement and Philanthropy**

Strengthen partnerships with families, donors, and community organizations to expand Midland's reach and ensure long-term financial sustainability.

### Vision for 2026 - 2029

A thriving Midland community where every individual is empowered to learn, work, and live with dignity and purpose. A workplace where staff are valued and supported. A mission that continues to expand its reach through innovation, compassion, and collaboration.



Midland's mission is to promote personal achievement and foster independence for children and adults with intellectual and developmental disabilities (I/DD) by providing a range of innovative programs.

We are committed to providing a diverse array of innovative and exceptional educational, employment and support services that are highly individualized, community based and designed for the lifespan of individuals. The individual's abilities and needs are at the center of all programming decisions. All programs and interactions are designed to be positive and proactive.

## Our Mission

### Students

The Midland School is a comprehensive special education program dedicated to the academic, social, emotional, and career education needs of children with I/DD. Its goal is to provide quality programs that enable its students to reach their highest level of achievement and independence allowing them to become contributing members of their communities.

### Individuals

Adults with I/DD benefit from programs including employment, job training, day habilitation and residential services. These programs provide services and support across the lifespan that help the adults served reach their highest level of achievement and become contributing members of their communities.



### Staff

Midland staff is our greatest resource. Continuing education, specialized trainings and retention efforts underscore Midland's commitment to the high quality of our staff. This is another way Midland provides the resources needed to help our children and adults achieve their highest level of achievement and independence.

### Families

Midland values the involvement of the families, and all key stakeholders, of people we serve at all levels. Educational programs, discussion groups and family fun activities facilitate this partnership. We learn from each other. Together, we build a stronger, more connected community that enhances every individual's quality of life.

## PILLAR 1: Educational Services

### Why: Building Pathways for Lifelong Learning

Midland's educational services form the foundation for each student's independence and long-term success. The program nurtures academic growth, adaptive skills, and meaningful transitions through individualized instruction and community-based experiences.

### How:

- Maintain optimal school enrollment through community outreach, marketing, and open house initiatives.
- Innovate curriculum design with technology integration, inclusion, and real-world skill development.
- Strengthen student transitions into adult life, employment, or further education.

### What:

- Conduct two annual Open Houses (one in the Fall and the other in the Spring), provide tours, and participate in multiple community & district outreach events.
- Implement new adaptive technology and digital learning tools.
- Creating the opportunity for all students to participate in off-campus community experiences.

**Vision 2029:** Every Midland student graduates with a clearly defined pathway to independence and purposeful engagement in the community.





## PILLAR 2: Residential Services

**Why:** Ensuring Home, Safety, and Dignity for All

Midland's residential programs create safe, inclusive homes that promote stability, independence, and belonging. Every individual receives the support needed to thrive in an environment that balances choice with care.



**How:**

- Expand residential capacity through new homes and the development of Independent Living Arrangements.
- Strengthen staff training and credentialing to ensure excellence in care.
- Incorporate aging-in-place design and adaptive accessibility into all residences.

**What:**

- Continue to pursue renovations/assessable features.
- Equip 50% of residences with accessibility and aging adaptations.
- Maintain a 90% satisfaction rate among residents and families.

**Vision 2029:** Every individual supported through Midland lives in a home environment that fosters safety, dignity, and independence within their community.





## PILLAR 3: Employment and Day Habilitation Services

**Why:** Empowering Meaningful Work and Community Connection

Employment and Day Habilitation programs empower adults with I/DD to develop skills, pursue meaningful work, and engage fully in their communities.

**How:**

- Expand employer partnerships and small group placements.
- Develop a second Day Habilitation site to increase access and flexibility.
- Strengthen vocational assessments and job readiness supports.

**What:**

- Add two new employer partnerships annually.
- Launch a new Day Habilitation program within the next three years.
- Integrate technology and data systems to track employment outcomes.

**Vision 2029:** Every adult served by Midland participates in purposeful work or community engagement that builds confidence, skill, and independence.





## PILLAR 4: Human Resources and Leadership Development

### Why: Building and Sustaining a Thriving Workforce

Midland's workforce is the heart of its mission. Recruiting, developing, and retaining skilled professionals ensures quality, consistency, and compassionate care.

### How:

- Maintain less than 10% annual staffing vacancy rate across all programs.
- Implement structured career pathways and succession plans.
- Expand professional development and staff recognition programs.

### What:

- Continued survey and analysis of retention and leadership development pathways.
- Conduct semiannual compensation and market analyses.
- Integrate employee engagement data into KPI dashboards.

**Vision 2029:** A mission-driven workforce where every employee is empowered, supported, and inspired to grow their career at Midland.





## PILLAR 5: Advancement and Community Engagement

### Why: Expanding Our Impact Together

Midland's success depends on strong community relationships and philanthropic partnerships that fuel opportunity and innovation.

### What:

- Bolster Midland's brand visibility through outreach and storytelling.
- Expand donor networks, grants, and corporate partnerships.
- Increase engagement through family, alumni, and volunteer programs.
- Strengthen Midland's current and future fundraising.

### Why:

- Grow donor base by 5% within three years.
- Add four new volunteer groups by FY2027.
- Host four signature fundraising events annually.
- Establish an annual giving society and re-launch Midland's Legacy Society.



**Vision 2029:** A connected and engaged community that champions Midland's mission and ensures its sustainability for generations to come.





## PILLAR 6: Fiscal Strength and Stewardship

### **Why:** Building Long-Term Stability and Sustainable Growth

Midland's future depends on both financial resilience and responsible management of its facilities and resources. Fiscal strength and effective stewardship ensure that the organization can continue to deliver high-quality programs, expand services, and maintain safe, inspiring environments for those we serve.

### **How:**

- Optimize financial forecasting, budget modeling, and multi-year planning.
- Diversify revenue through grants, partnerships, and philanthropic initiatives.
- Develop and implement a comprehensive Facilities Master Plan aligned with organizational growth.
- Invest in sustainability, accessibility, and energy-efficient infrastructure improvements.

### **What:**

- Mitigate market volatility in the utility sector while achieving a sustained reduction in utility expenditures through efficiency and infrastructure improvements.
- Maintain strong audit performance and compliance with all fiscal standards.
- Complete high-impact capital projects such as playground redevelopment, accessibility upgrades, and building modernization.
- Implement proactive maintenance and safety programs across all sites.

**Vision 2029:** A financially secure and responsibly managed Midland, one that stewards its resources wisely, sustains growth through innovation and partnership, and provides safe, modern, and inclusive environments for every member of the Midland community.



## PILLAR 7: Governance and Board Development

**Why:** Strengthening Leadership for Long-Term Success

Highly effective governance ensures that Midland remains mission-focused, transparent, and positioned for sustainable impact.

**How:**

- Expand board recruitment to include diverse professional and community perspectives.
- Strengthen board training, succession planning, and committee engagement.
- Align governance practices with nonprofit-best-standards.

**What:**

- Conduct annual board self-assessment and skills inventory.
- Increase board participation in fundraising and advocacy initiatives.
- Maintain a governance calendar for strategic planning, review, and evaluation. Make the plan... work the plan.

**Vision 2029:** A dynamic, engaged and well-informed board that provides strategic leadership, oversight, and advocacy to guide Midland's continued success.





## Epilogue: Our Collective Why

The Midland Strategic Plan 2026 – 2029 is intended to be more than a document. It is a shared commitment to the individuals, families, and communities we serve. It reflects our belief that progress is sustained through collaboration, compassion, and accountability.

Over the next three years, our focus will remain steady: to ensure excellence in every service we provide, stability in every system we build, and opportunity in every life we touch. To achieve this, we will continuously monitor our progress through measurable outcomes, data-informed reviews, and regular stakeholder feedback. Progress will be reviewed quarterly through departmental Key Predictor Inventories (KPI) and annually through comprehensive strategic updates to ensure that our initiatives remain on track and aligned with Midland's mission.

We will continue to strengthen partnerships, empower our workforce, and uphold the trust that families and communities place in Midland each day, advancing an enduring mission to enrich lives and promote inclusion through education, employment, and community living.

As we move forward, we do so with confidence in our people, pride in our progress, and faith in the future we are building together.

**Together, we are Midland: united by purpose, inspired by possibility, and committed to helping every individual live a life of dignity, independence, and joy.**



