STRATEGIC PLAN YEAR ONE - 2024

Options' commitment to continued growth and sustainability is rooted in its dedication to achieving its mission to assist all individuals and families in need to develop their fullest potential for independent living. A Strategic Plan, adopted in 2024, demonstrates this commitment. With a three-year time horizon, the plan is reviewed quarterly by the staff, Board of Directors, and planning committees.

Core Pillars

- Grow revenue and client participation while maintaining high-quality programs and services
- Grow employee engagement and satisfaction through consistent communications
- Employ Diversity, Equity, Inclusion, and Belonging (DEIB) best practices to create a culture of belonging
- Solidify a strong strategy around partnerships
- Grow Board of Directors engagement
- Formalize strategy for growth and diversified funding streams

1 Program Expansion

- Enable "zero-day" readiness to respond to funding opportunities
- Inform the Board of Directors of new housing development opportunities and leverage connections (annual presentation
- Examine client recruitment, intake, and retention through a DEIB lens
- Evaluate intake/outreach function with clear objectives and measurable outcomes to maximize occupancy and grow program enrollment

2 Program Partnerships

- Ongoing Partnership Subcommittee meets quarterly to forge/grow community partnerships

3 Employee Health & Wellness

- Formalize internal communications working group with quarterly meetings
- Establish a working group for succession planning with goals
- Review proposals for leadership coaching and guidance around succession planning
- Partner with the DEIB committee to identify employee health and wellness issues as they relate to inclusion and staff engagement

4 Board of Directors Development

- Increase the number of meetings to 5 - 6 annually
- Conduct a matrix exercise to identify gaps (skills, representation) and explore strategic recruitment
- Establish a succession plan for the Board of Directors Chairperson

5 Resource Development (Fundraising Strategy) & Awareness Building

- Establish a fundraising committee and formal development plan with goals
- Develop a stewardship plan and launch a planned giving program
- Identify and engage funders with interest in DEIB support and agency growth

6 Data Collection, Systems, & Reporting

- Complete and launch the data dashboard project
- Assess IT systems for potential improvement

7 Cultural and Community

- Engage in agency-wide training & education for all staff as an annual requirement
- Employ a cultural and engagement manager and support and uplift the Cultural and Community Committee
- Review all organization policies to ensure equity
- Create an agency cultural and community statement to be shared publicly

Options for Community Living, Inc.