



Strategic Plan Summary 2019 to 2022

Our Intention

As a result of our continued growth and success, OAR recognizes the value in and responsibility for creating a meaningful multi-year strategic plan. We believe this plan will help us improve our prevention programs, ensure better support for the families impacted by crime, and create opportunities for justice-involved individuals to positively transition into a crime free life. Our plan lays the foundation for OAR to continue to put resources into restoring justice-involved individuals to productive citizens, which we believe is a good investment for the future of our communities. This strategic plan has been developed with past progress, stakeholder feedback, and shared values in mind. While building on and supporting our vision, mission, and values, this strategic plan outlines clear goals, strategic focus areas, related objectives, and tactics that we believe will support the future of OAR.

Our Vision

A world where communities impacted by the justice system provide equitable opportunities for all people to lead fulfilling lives.

Our Mission

The mission of Opportunities, Alternatives & Resources (OAR) is to rebuild lives and create a safer community with opportunities, alternatives, and resources for justice-involved individuals and their families.

Our Values

OAR has established the following core values as the foundation from which to operate the organization and interact with our stakeholders. These core values influence the organizational culture, practices, and services of OAR:

- Empathy
- Integrity
- Accountability
- Belief that people can change
- Passion

Our Process

We engaged Betty Dean and Associates, a firm that provides strategic planning, process improvement, and leadership development consulting to the non-profit sector, to facilitate a strategic visioning and organizational planning process that walked our Board of Directors and Director's team through the process of strategy development.

This process included:

- Performing and evaluating a thorough SWOT analysis
- Surveying and obtaining input from all key stakeholders
- Defining key terms
- Performing an evaluation of current OAR programs and services

Our Drivers

Our shared vision, stakeholder feedback, the program analysis, and our SWOT analysis served as key drivers in developing our strategic goals.

As documented in the *Our Intention* section, our vision, mission, and values are foundational to our strategic plan. Stakeholder feedback is another building block for developing our strategy. From our stakeholder surveys and our program analysis, we know that:

- We have wonderfully committed staff, Board members, and volunteers who genuinely care about both the organization and the clients we serve;
- We need to continue to be transparent opening lines of communication and actively sharing information with our stakeholders;
- Our Board of Directors, while engaged, needs to undergo continued training and board development;
- We need to continue to diversify and increase sustainable funding streams;
- Our client demographic is changing and as a result, we need to define our client demographic, expand some services, fine-tune other services, and continually assess our success; and,
- We need to continue being a support to spouses, children, and the larger community impacted by crime.

Finally, our multi-layered analysis served as a significant driver in our strategy-making process. We illuminated our strengths and began to identify ways to address our problems. Key points that emerged from this exercise support the above findings and identified the need to:

- Develop the ability to measure the effectiveness of our programs, assess the trends, and utilize research tools to ensure long-term program success;
- Continue the education and development of our Board of Directors;
- Enhance staff relations through active employee engagement strategies and campaigns; and,
- Secure the financial resources we need to sustain ourselves.

In summary, it is clear to us that we will need to be nimble, flexible, and efficient as the needs of our clients continue to evolve, our demographics change, and our services expand.

Our Results

Using the aforementioned drivers as inputs, we developed a list of the most crucial issues facing OAR in the short- and long-term. From there, we identified three strategic goals that we will focus on through 2022. These are *not* in order of importance or value:

1. Enhance support of clients and families through effective services, programs, and practices.
2. Diversify funding that is reliable, flexible, and stable
3. Educate and engage the community in comprehensive support for justice-involved individuals and their families.

Path Forward: 2019 and Beyond

We believe these three high-level goals will evolve and guide our work in different ways over the next three years. To ensure our approach remains thoughtful, meaningful, and successful, we prioritized and identified the actions that will lead us to success in the first year. Our intent is to accomplish the goals in this plan by December 2022. We acknowledge the importance of continued discussion to determine additional actions needed to accomplish our goals.

Goal 1: Enhance support of clients and families through effective services and programs and practices.

Strategy (1A): maximize delivery, referral to, and partnerships with services and orgs with evidence and fidelity.

- Objective 1: Identify needs of clients to determine necessary services
- Objective 2: Thorough scan of environment to decide what organizations to partner with that provide evidence based / informed services
- Objective 3: Scan of OAR Nova to determine need for implementing new programs / resources when outside partners can't meet our clients' needs
- Objective 4: Increase referrals to organizations with evidence based/informed programs that will benefit our clients
- Objective 5: Determine curriculum that are evidence based to replace or enhance our current curriculum
- Objective 6: Partner with organizations with evidence based/informed programs that will benefit our clients

Strategy (1B): Develop and support a knowledgeable workforce to deliver effective and evidence based/informed programs, services and practices.

- Objective 1: Continue Employee Engagement Committee/Activities
- Objective 2: Develop an MI Community that is reflective of the needs of our clients and the abilities of staff
- Objective 3: Increase efficiency of service delivery through the use of technology
- Objective 4: Create a professional development plan to provide opportunities related to both program / service delivery and employee engagement

Goal 2: Diversify funding that is reliable, flexible, and stable

Strategy (2A): Maintain existing funding and explore new opportunities for funding to increase overall budget.

- Objective 1: Maintain existing relationships
- Objective 2: Meet projected outcomes for each funding source
- Objective 3: Increase organizational qualifications to become more appealing to funders
- Objective 4: Increase total agency revenue by 3% (~50K)
- Objective 5: Increase number of funding sources by 10% by the end of year 3

Goal 3: Educate and engage the community in comprehensive support for justice-involved individuals and their families.

Strategy (3A): Develop an Outreach Plan

- Objective 1: Conduct an internal and external analysis of the organization to determine the market and the environment.
- Objective 2: Create and implement a marketing plan to engage the community in the OAR mission.
- Objective 3: Create and implement a communication plan to engage the community in the OAR mission.

Strategy (3B): Develop and execute an advocacy, outreach, and partnership development strategy.

- Objective 1: Conduct an internal and external analysis of the organization to create an outreach and partnership plan.
- Objective 2: Develop partnerships with entities (governments, politicians, corporations, individuals, judges, community leaders, etc.) that are engaged in activities that impact our clients.
- Objective 3: Implement the outreach and advocacy plan to mobilize people to effect change.

Looking Forward

The priorities of this strategic plan rely heavily upon the foundation laid by OAR over the last 48 years. OAR will develop annual plans to guide implementation of the strategic plan with available resources and will respond as appropriate to new challenges and opportunities. The annual plans will ensure we remain connected to the central vision presented in this long-term plan. This document shines a spotlight on OAR's path moving forward.