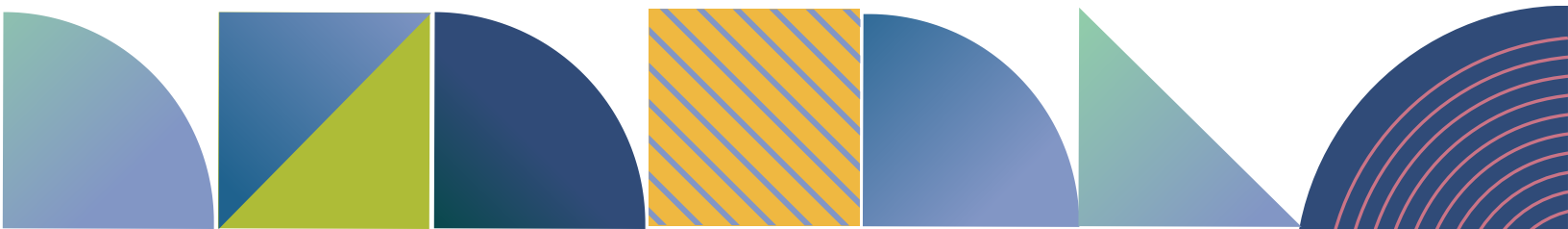




STRATEGIC PLAN

2024 - 2029



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A detailed look at goals, objectives, and activities including timeline, responsible parties, and required resources.



MISSION & VISION

Our mission is to empower women and children through education, health, residential care, and supportive services.

We envision ending the generational cycle of poverty and trauma, creating better tomorrows.

VALUES

EMPATHY & NURTURING

We believe in creating a compassionate and supportive environment where every individual feels valued, understood, and empowered to heal and thrive.



RESPECT & EMPOWERMENT

We honor and respect the inherent dignity and worth of every individual we serve, providing a safe and inclusive space and empowering our clients to reclaim their voices and futures.

PARTNERSHIP & COLLABORATION

We recognize transformation happens through collective efforts, so we collaborate closely with our clients, their families, communities, and partner organizations. By working together, we amplify our impact and create lasting change.

RESPONSIBLE STEWARDSHIP

We are dedicated stewards of the resources entrusted to us. With the utmost commitment to integrity and transparency, we hold ourselves accountable to the highest standards of ethical conduct and responsible management.

SWOT ANALYSIS

STRENGTHS

- Longevity & sustainability
- Good reputation in the community
- Unique, comprehensive services
- Passionate staff
- Financial strength
- Local presence
- Bilingual services
- Strong partnerships
- Strong outputs/service numbers
- Strong brand

positive

OPPORTUNITIES

- Impact in West Boulevard
- Greater funding/interest in two-generation approach and in place-based work
- Local, state-wide and maybe even national funders/researchers
- Statewide market
- Advocacy around reproductive justice/reproductive rights

internal

external

WEAKNESSES

- Limited program evaluation focusing on outputs limits ability to improve
- Board not overseeing strategic priorities, not fully involved with fundraising/events
- No succession planning
- Outdated and inefficient org structure
- Not measuring staff performance based on metrics or plan; Limited staff accountability
- Inequitable and non-competitive compensation
- Poor communication among staff
- Lingering historical shame of subject matter and savior complex
- Not fully meeting client/community needs
- Disengaged bureaucratic partnerships

negative

THREATS

- Limited affordable housing
- Political changes that decrease funding, especially DSS or DHHS changing priorities
- Something causing distrust among the local community
- Advocacy against reproductive justice/reproductive rights
- Advocacy against/affecting undocumented people

PLANNING PROCESS

Review issues identified via the assessment process.

Brainstorm and prioritize goals to address issues.

Brainstorm and prioritize forward-looking goals.

Develop strategies for achieving each goal.

Questions to consider:

➤ Are we aligned with our MVV?

- Are the goals and strategies closely aligned with our mission, vision, and values (MVV)?
- Does each goal and its strategies really contribute toward our mission and vision?
- Will the goals be reached by using strategies that are closely aligned with our values?

➤ Are we meeting the future need?

- Are we serving and reaching our target audience?
- Are we mitigating risks?
- Are our programs the “right” ones to meet the need?
- Are we having the right conversations with the right partners?

➤ Are we ready for change?

- Do we effectively staff the organization and the board? How do we ensure board/staff have skills they need?
- How can we attract adequate resources to sustain us?
- Do we have systems and processes to support growth?
- Do we have a diverse range of voices at the table? Who are the right people to invest in the mission?
- Are we building and recruiting new leaders?

GOALS

1

Crittenton has effective and expansive programs that fully meet clients' needs.

2

Crittenton has efficient internal processes and a healthy workplace culture.

3

Crittenton's board of directors is engaged, effective, and diverse.

Goal 1: Crittenton has effective programs that fully meet clients' needs across the service area.



A. Expand programs and services, especially for aftercare and housing.

- Advocate for alternative education options, including legislative support for disability designation that would allow online classes.
- Identify and address barriers preventing residents from securing long-term housing. Develop extended and transitional housing options for aftercare participants. Explore partnership placements and housing stipends to support housing initiatives.
- Explore options to increase clients' choice of service providers.
- Develop a plan to enhance the parenting program, preventive services, and services for clients who don't need housing. Establish alternative funding streams outside of the residential program.
- Enhance organizational partnerships to improve referral resources.

B. Develop and implement a state-wide Marketing Plan.

- Communicate across the entire state-wide service area.
- Ensure broad understanding of the service population and the full spectrum of services provided.
- Identify existing and potential partnerships, and implement tailored strategies for developing and expanding those relationships.

C. Integrate program evaluation efforts to inform improvement.

- Develop a comprehensive monitoring and evaluation (M&E) plan outlining measurable outcomes and reporting mechanisms.
- Evaluate and update the current logic model.
- Assess the adequacy of the current data collection system in meeting present and future needs.

Goal 2: Crittenton has effective processes and a healthy workplace culture.

A. Review and improve staff organizational structure.

- Assess activities and tasks assigned to each staff member; adjust workloads and revise job descriptions accordingly.
- Perform a compensation analysis and create an improvement strategy based on findings.

B. Implement processes to improve internal communications.

- Identify specific areas of communication breakdown and develop tailored strategies to address those areas.
- Establish regular methods and clear communication channels for providing information across the organization.

C. Integrate ongoing monitoring & evaluation to inform improvement.

- Perform annual evaluations and set clear expectations for the Executive Director.
- Implement staff performance evaluations and metrics (aligned with campaign goals where appropriate).
- Develop and implement program assessments that evaluate outcomes in addition to outputs.



Goal 3: Crittenton's board of directors is engaged, effective, and diverse.

A. Develop and implement a board recruitment and onboarding plan.

- Reinforce and utilize the auxiliary board as a pipeline for the governing board.
- Assess needs via a board composition matrix; conduct targeted recruitment across the state.
- Establish a board mentorship program.

B. Implement best practices in board management.

- Create an active committee structure.
- Create job descriptions for board roles.
- Inform and participate in the fundraising plan.
- Develop processes and procedures for board tasks, and digitize board activities and records.
- Engage in board development around governance, leadership, fundraising, program-related content, and more.

C. Review, assess, and plan for the future.

- Perform annual board evaluations and set goals for the board, committees, and members.
- Create succession plans for key board and staff leadership positions.
- Establish an Advisory Council.

