



STRATEGIC PLAN

2 0 1 9 – 2 0 2 2

## MISSION

To empower people to overcome speech, hearing, learning, social, and emotional challenges.

## VISION

Individuals and families with speech, hearing, learning, social, and emotional challenges realize their potential and improve their quality of life.

## STRATEGIC GROWTH POSITIONING

Invest in our core business unit (fee-for-service) as our primary growth lever for serving more clients and increasing our mission impact on the communities we serve.

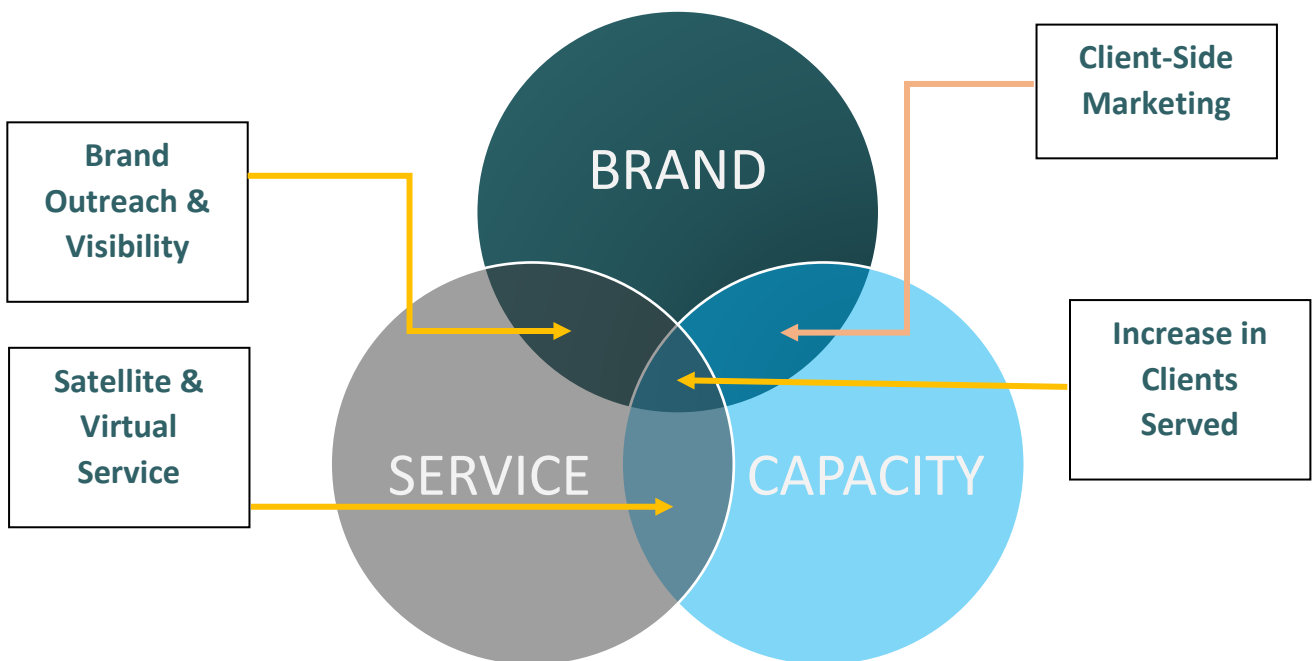


Figure 1

# STRATEGIC IMPERATIVE # 1

## Strengthen our brand identity and unique value proposition through:

- Increased community outreach.
- Strategic use of marketing and communication tools/collateral, etc.
- Extraordinary client experience.

### SUCCESS OBJECTIVES:

- Consistency and clarity of brand.
- Increase in the number and amounts of donations.
- Increase in referrals.

### STRATEGIES:

- 1.1 Invest in professional marketing capacity to advance our brand.
- 1.2 Establish a client feedback system to inform our practices.
- 1.3 Proactively expand our physical presence at community venues, events, forums, etc.

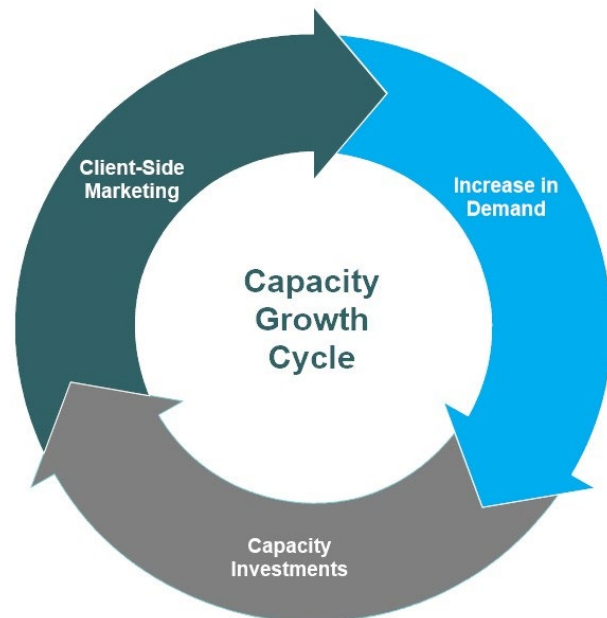


Figure 2

## STRATEGIC IMPERATIVE # 2

### **Extend our service reach through:**

- Expanded access (geographic footprint).
- More strategic partnerships and collaboration with others.
- Innovative use of technology.
- Reduction of financial barriers to services.

### **SUCCESS OBJECTIVE:**

- The serving of more clients in need (and increasing revenue), due to bridging the distance and financial gaps for many who otherwise would not have access to our services.

### **STRATEGIES:**

- 2.1 In partnership/collaboration with others, establish a satellite office in Spartanburg to begin offering weekly services in several of our service areas, starting with audiology and extending to counseling, speech therapy, etc.
- 2.2 Explore the feasibility of implementing a technological platform that provides distance access for clients in the area of speech therapy.
- 2.3 Explore the establishment of a focused endowment to leverage Clarity Cares as our flagship development fund.

## STRATEGIC IMPERATIVE # 3

### Strengthen our internal capacity through:

- Addition of relevant staff (RD/Mktg, and support).
- Increased board value through refined governance and engagement.
- Identifying un/under-utilized capacity for new/expanded work.

### SUCCESS OBJECTIVES:

- A new level of mission scale (capacity investments lead to new clients/revenue).
- Our internal capacity is in step with client demand (work flow, supply/demand equilibrium).
- 1-point improvement in the board areas of the 5x5 Assessment (engagement, role clarity, development).

### STRATEGIES:

- 3.1 Invest in marketing capacity to build client-side demand for program fee revenue and service expansion. *(See figure 2)*
- 3.2 Expand support staff to fill provider capacity.
- 3.3 As we expand, gradually cultivate more staff specialization that will ultimately fill additional service needs/gaps.
- 3.4 Align our new board committee structure with the 3 work areas of the strategic plan.

***Facilitated and Compiled by:***

