

SAARA OF VIRGINIA

# STRATEGIC PLAN

2021-2024

## Mission and Purpose

### Our Mission

To transform Virginia communities through hope, education, and advocacy for addiction prevention, treatment, and recovery.

### Our Purpose

SAARA is the leading voice in Virginia on substance use disorder and recovery. We provide individuals and communities with education, advocacy and support.

### Our Tagline

Advocate. Educate. Support.

## 2021-2024 Strategic Focus Areas

Clarify and strengthen SAARA of Virginia's statewide work as a convener, advocate, and expert on issues of substance use and recovery.

Build a healthy, sustainable, and vital organization that has the capacity to scale its advocacy and program delivery activities.



**Clarify and strengthen SAARA of Virginia's statewide work as a convener, advocate and expert on issues of substance use and recovery.**

**Strategy 1**

Amplify SAARA's brand among organizations, policymakers, and officials

**Strategy 2**

Play an active role in policy discussions and legislative solutions

**Strategy 3**

Provide resources for community-centered support

# STRATEGIC FOCUS

# 1

# STRATEGIC FOCUS

# 2

**Build a healthy, sustainable and vital organization that has the capacity to scale its advocacy and program delivery activities.**

**Strategy 4**

Strategically expand leadership to diversify the skills and knowledge of the Board

**Strategy 5**

Build an internal culture that provides opportunities for meaningful work, collaboration, and growth

**Strategy 6**

Increase financial stability

# STRATEGIC FOCUS 1

Clarify and strengthen SAARA of Virginia's statewide work as a convener, advocate and expert on issues of substance use and recovery.



## STRATEGY 1

Clarify and amplify SAARA of Virginia's brand throughout the state, especially among peer organizations, policymakers, and local and state government officials.

- Continue to rework SAARA's website to reflect SAARA's new strategic priorities and increased emphasis on SUD/drug education.
- Develop and implement a strategic communications plan to position SAARA as a statewide thought leader, organization, and stakeholder across Virginia.
- Continue SAARA's Recovery-Plus roundtable series to engage policymakers, legislators, and the public around key policy issues.
- Continue our active support of existing SAARA affiliates across the state.

## STRATEGY 1

**Amplify SAARA's brand among organizations, policymakers, and officials**

## STRATEGY 2

**Play an active role in policy discussions and legislative solutions**

## STRATEGY 3

**Provide resources for community-centered support**



# STRATEGIC FOCUS 1

Clarify and strengthen SAARA of Virginia's statewide work as a convener, advocate and expert on issues of substance use and recovery.



## STRATEGY 2

Grow our capacity to plan an active and visible role in policy discussions, and the development of policy and legislative solutions.

- Develop and grow new coalitions with adjacent organizations to drive collaboration and advance shared policy agendas.
- Initiate statewide conversations and policy around key focus areas:
  - Harm reduction and health equity
  - Increasing workforce capacity by eliminating barrier crimes for peer support
  - Decriminalization and criminal justice (expungement, mandatory sentencing)
- Increase our internal capacity and infrastructure as we increase our outreach across Virginia.
- Develop a new staffing model, and job descriptions, to support an increased emphasis on policy and advocacy
- Assess our technology infrastructure to ensure scalability as we grow.

## STRATEGY 1

Amplify SAARA's brand among organizations, policymakers, and officials

## STRATEGY 2

Play an active role in policy discussions and legislative solutions

## STRATEGY 3

Provide resources for community-centered support



# STRATEGIC FOCUS 1

Clarify and strengthen SAARA of Virginia's statewide work as a convener, advocate and expert on issues of substance use and recovery.



## STRATEGY 3

Providing professional and impactful training and other resources to provide consistent community-centered solutions and support.

- Continue to provide, and grow, our Peer Recovery Support training and other advocacy-based training (e.g., Advocacy 101, etc.) to reach more community organizations.
- Provide more targeted webinars to share education and information around substance use disorder.
- Grow our Young People in Recovery program to provide more 18-24 year olds with active engagement and support.
- Develop relationships with and engage underserved communities.

## STRATEGY 1

Amplify SAARA's brand among organizations, policymakers, and officials

## STRATEGY 2

Play an active role in policy discussions and legislative solutions

## STRATEGY 3

Provide resources for community-centered support



Tactic	Tactic Description	Status
<b>Strategy 1: Clarify and amplify SAARA of Virginia’s brand throughout the state, especially among peer organizations, policymakers, and local and state government officials.</b>		
Website	Continue to rework SAARA’s website to reflect SAARA’s new strategic priorities and increased	Green
Communications Plan	Develop and implement a strategic communications plan to position SAARA as a statewide thought leader, and to reach a growing network of individuals, organizations, and stakeholders	Green
Recovery-Plus Roundtable	Continue SAARA’s Recovery-Plus roundtable series to engage policymakers, legislators, and the public around key policy issues.	Yellow
Support Affiliates	Continue our active support of existing SAARA affiliates across the state.	Red
<b>Strategy 2: Grow our capacity to play an active and visible role in policy discussions, and the development of policy and legislative solutions.</b>		
New Coalitions	Develop and grow new coalitions with adjacent organizations to drive collaboration and	Green
Statewide Policy Conversations	Initiate statewide conversations and policy around key focus areas:	Green
Internal Capacity	Increase our internal capacity and infrastructure as we increase our outreach across Virginia.	Yellow
<b>Strategy 3: Providing professional and impactful training and other resources to provide consistent community-centered solutions and support.</b>		
Peer Recovery Support Training	Continue to provide, and grow, our Peer Recovery Support training and other advocacy-based training (e.g., Advocacy 101, etc.) to reach more community organizations.	Green
Targeted Webinars	Provide more targeted webinars to share education and information around substance use disorder.	Green
Young People in Recovery	Grow our Young People in Recovery program to provide more 18-24 year olds with active engagement and support.	Yellow
Underserved Communities	Develop relationships with and engage underserved communities.	Red

# Status Assessment

## On the Right Track

- Website
- Communications Plan
- New Coalitions
- Statewide Policy Conversations
- Peer Recovery Support Training
- Targeted Webinars

## Needs Improvement

- Recovery-Plus Roundtable
- Internal Capacity
- Young People in Recovery

## Off-Track

- Support Affiliates
- Underserved Communities



# STRATEGIC FOCUS 2

Build a healthy, sustainable and vital organization that has the capacity to scale its advocacy and program delivery activities.



## STRATEGY 4

Expand the Board of Directors to ensure future leadership has the knowledge, skills and diversity to anticipate future needs of SAARA and the communities we serve, and to strategically grow the organization.

- Conduct a SWOT assessment of our Board to surface key recommendations to strengthen our Board's effectiveness, including recommendations on Board terms, Board composition, and our By-Laws.
- Create a succession plan that will strengthen our Board's capacity to lead, advise and support the work of SAARA and this strategic plan.
- Establish and implement a Board development plan to more effectively on-board new Board members, and strengthen our Board's understanding of SAARA's priorities and focus.

## STRATEGY 4

**Strategically expand leadership to diversify the skills and knowledge of the Board**

## STRATEGY 5

**Build an internal culture that provides opportunities for meaningful work, collaboration, and growth**

## STRATEGY 6

**Increase financial stability**



# STRATEGIC FOCUS 2

Build a healthy, sustainable and vital organization that has the capacity to scale its advocacy and program delivery activities.



## STRATEGY 5

Build an organizational culture that consistently engages our entire staff through meaningful work and professional development, opportunities for collaboration, and a strong service orientation.

- Conduct a review of SAARA's organizational policies and procedures, and recommend and make changes to our policies and procedures.
- Develop and implement consistent staff evaluations and development plans to allow the SAARA staff to strengthen their ability to do their jobs and to grow professionally.
- Develop a process for more consistent and timely internal communications to all staff.
- Develop a plan to hold more staff retreats, outings and shared learning opportunities to build relationships, comraderie, and collaboration within our team.
- Encourage staff to volunteer and serve other organizations

## STRATEGY 4

Strategically expand leadership to diversify the skills and knowledge of the Board

## STRATEGY 5

Build an internal culture that provides opportunities for meaningful work, collaboration, and growth

## STRATEGY 6

Increase financial stability





# STRATEGIC FOCUS 2

Build a healthy, sustainable and vital organization that has the capacity to scale its advocacy and program delivery activities.



## STRATEGY 6

Increase our capacity for financial sustainability through a mix of grant and private, unrestricted funding that maximizes our ability to sustain our ongoing work, and to pivot as needed to address new opportunities and needs.

- Create a comprehensive development plan with clear recommendations and action steps to grow SAARA's capacity to expand its funding to include:
  - Prioritize Individual Giving and Member Support
  - Create a Membership Giving Model
  - Cultivate Major Donors

## STRATEGY 4

Strategically expand leadership to diversify the skills and knowledge of the Board

## STRATEGY 5

Build an internal culture that provides opportunities for meaningful work, collaboration, and growth

## STRATEGY 6

Increase financial stability



Tactic	Tactic Description	Status
<b>Strategy 4: Expand the Board of Directors to ensure future leadership has the knowledge, skills and diversity to anticipate future needs of SAARA and the communities we serve, and to strategically grow the organization.</b>		
<b>Board Assessment</b>	Conduct a SWOT assessment of our Board to surface key recommendations to strengthen our Board's effectiveness, including recommendations on Board terms, Board composition, and our By-Laws.	On the Right Track
<b>Board Succession Plan</b>	Create a succession plan that will strengthen our Board's capacity to lead, advise and support the work of SAARA and this strategic plan.	On the Right Track
<b>Board Development Plan</b>	Establish and implement a Board development plan to more effectively on-board new Board members, and strengthen our Board's understanding of SAARA's priorities and focus.	Needs Improvement
<b>Strategy 5: Build an organizational culture that consistently engages our entire staff through meaningful work and professional development, opportunities for collaboration, and a strong service orientation.</b>		
<b>Policy and Procedure Review</b>	Conduct a review of SAARA's organizational policies and procedures, and recommend and make changes to our policies and procedures.	On the Right Track
<b>Staff Evaluation and Development</b>	Develop and implement consist staff evaluations and development plans to allow the SAARA staff to strengthen their ability to do their jobs and to grow professionally.	On the Right Track
<b>Internal Communications</b>	Develop a process for more consistent and timely internal communications to all staff.	Needs Improvement
<b>Staff Connections</b>	Develop a plan to hold more staff retreats, outings and shared learning opportunities to build relationships,	On the Right Track
<b>Volunteer and Service</b>	Encourage staff to volunteer and serve other organizations	Needs Improvement
<b>Strategy 6: Increase our capacity for financial sustainability through a mix of grant and private, unrestricted funding that maximizes our ability to sustain our ongoing work, and to pivot as needed to address new opportunities and needs.</b>		
<b>Development Plan</b>	Create a comprehensive development plan with clear recommendations and action steps to grow SAARA's capacity to expand its funding.	On the Right Track

# Status Assessment

## On the Right Track

- Board Assessment
- Board Succession Plan
- Policy and Procedure Review
- Staff Evaluation and Development
- Staff Connections
- Development Plan

## Needs Improvement

- Board Development Plan
- Internal Communications
- Volunteer Service