



STRATEGIC PLAN 2021-2023

Chautauqua Opportunities, Inc.

Chautauqua Opportunities for Development, Inc.

Our Philosophy

Chautauqua Opportunities, Inc. is fighting the war against poverty by empowering low-income individuals and stabilizing the vulnerable among us. We believe that all Americans have the right to achieve all they are able to. We will strive to create economic opportunities that afford each individual a ladder out of poverty and improve the overall well-being of the entire community. It is our commitment to maintain each individual's dignity and assist, through supportive services, each one to attain short and long term goals that help them to progress toward economic stability.

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Our Mission

COI...leading the fight against poverty by mobilizing resources and creating partnerships to promote empowerment, economic independence and opportunities.

CODI...leading the fight against poverty by mobilizing resources and creating partnerships to promote and create economic independence through business development opportunities.

Our Vision

Empowering individuals and families, while building and transforming communities, to achieve social and economic success.

Methodology

This 2021-2023 Strategic Plan lays out the direction of Chautauqua Opportunities, Inc. (COI) over the next three years. The process for developing the Plan was initiated in 2020 with an internal and external stakeholder assessment that was conducted over approximately five weeks by an independent facilitator. It included both virtual and phone conversations with identified key external stakeholders, as well as internal stakeholders including Board members and a segment of the COI employee base. The external stakeholders interviewed included representatives of organizations with whom COI currently works, government representatives and other community partners identified by COI. Overall, there were forty-four assessments completed, with approximately 70% of those from the employees and Board of COI. The other 30% represented external stakeholders.

The methodology was similar for all assessments, with the only changes being that internal stakeholders were asked about the validity of the current mission statement while external stakeholders were not asked about this. Likewise, there was an additional question about the Covid-19 pandemic that was asked of most of the external stakeholders and Board members, but which was not included in the employee assessments.

Themes and Goals of the Strategic Plan

Three overarching strategic themes emerged from the assessments that laid the groundwork for the goals and objectives that became the agency's Strategic Plan. These are:

Theme 1: COI will become a resilient and responsive organization through program expansion, innovation and integration of trauma informed principles into all programs and services

Goal 1.1: Expand service options by offering a variety of in-person, virtual and hybrid service options to ensure inclusive service delivery for all customers.

Goal 1.2: Collaborate with partners to increase access to COI programs and services.

Goal 1.3: Become a Trauma Informed, Resilient and Responsive agency.

Theme 2: COI will address long term staffing challenges leading to better staff retention, improved follow through and increased staff diversity.

Goal 2.1: Develop and implement a recruitment plan.

Goal 2.2: Increase ethnic and social diversity of staff to reflect the population that COI serves.

Goal 2.3: Create a retention plan that includes training, mentoring and succession planning.

Theme 3: COI will enhance its presence in Chautauqua County and the surrounding region through strategic outreach and will actively seek ways to increase partnerships by acting as a connector with other entities throughout the region to foster greater collaboration between agencies.

Goal 3.1: Develop a Collaboration Plan that outlines the use of COI's Community Needs Assessment and access to funding to strengthen partnerships and alliances with other agencies and institutions in Chautauqua County.

Goal 3.2: Develop comprehensive branding and marketing strategy for all COI services and programs as a whole.

Goal 3.3: Create innovative methods for the greater Chautauqua County community to access information about COI programs and services.

Goal 3.4: COI will act as an advocate for people in poverty throughout the Chautauqua County region.