

2024
2026



STRATEGIC PLAN 2024-2026

CHAUTAUQUA OPPORTUNITIES, INC.
CHAUTAUQUA OPPORTUNITIES FOR
DEVELOPMENT, INC.

Helping People... Changing Lives

17 W. Courtney St. Dunkirk, NY 14048



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.

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.

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.

Our Values

Community

COI collaborates with others, both internally and externally, and uses those partnerships to better the community as a whole.

Dedication and Commitment

COI values those who do what it takes to get the job done. Our staff is tenacious and loyal, and we work hard to provide customers with the services they need when they need them most. COI believes in consistency in the work we do and honors commitments.

Diversity, Equity, and Inclusion

COI serves customers of every race, religion, gender, age, sexual orientation, and background. COI strives to have staff and programs as diverse as the customers we serve. COI strongly supports a culture where differences are respected and appreciated.

Empowerment and Development

COI is committed to addressing systemic issues and working to empower our customers to succeed. COI is also committed to empowerment of employees through training, coaching and mentoring staff to encourage growth.

Innovation

Creativity is encouraged and valued. COI listens to the communities we serve and develops programs with demonstrated impact to respond to their evolving needs.

Integrity and Transparency

Honesty and transparency are vital to achieving legitimacy in business practices, especially in stewardship of the resources we use to support our work. COI and its employees use good judgement, act in a responsible way and are held accountable to the highest standards.

Kindness, Compassion, Empathy and Honoring Others' Dignity

COI believes all people are equal and should be treated with kindness, compassion and empathy while also preserving their dignity.

Respect and Acknowledgment

COI believes that all people should be treated in a way that shows respect for them as individuals. COI treats its customers and staff with respect, and honors equal access. Diverse viewpoints are encouraged and valued, individuals are empowered, and recognition of employee abilities and achievements is practiced.

Self sufficiency

COI cherishes the ability to give hope to others and build upon their confidence while promoting self-sufficiency.

Teamwork

COI values the ability of staff to work toward a common goal as part of a team; meaningful collaboration is central to our mission.

Methodology

This 2024-2026 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 2023 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, such as schools, government representatives and other community partners. Overall, there were sixty-two assessments completed, with approximately 55% of those from the employees and the Board of COI. The other 45% 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.

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 Trauma-Informed organization in order to increase its resiliency and responsiveness.

Goal 1.1: Improve the staff and Board's individual TIC/Resilience knowledge and skills and create tools and resources for future use.

Goal 1.2: Leadership and the Board will embody the culture of a resilience responsive organization.

Theme 2: COI will become an employer of choice in the region in order to enhance its presence and effectiveness as a Community Action Agency.

Goal 2.1: Incorporate COI's Core Values into marketing materials, advertising, and throughout the offices.

Goal 2.2: Review and analyze Recruitment & Retention Plan.

Goal 2.3: Implement strategies to promote staff retention.

Theme 3: COI will partner and collaborate in order to address emerging needs of those in poverty in the region.

Goal 3.1: Develop emergency homeless shelter that meets the needs of women in the community.

Goal 3.2: Engage local employers, colleges, and schools as a key partner in establishing affordable and accessible high-quality childcare and youth programs.

Goal 3.3: Expand and enhance partnerships with mental health and substance abuse agencies.