

# Tomaro's C.H.A.N.G.E. ~ Strategic Plan 2021-2023

## Foundation

### Our Mission

To assist, encourage and re-educate individuals, youth, and families through counseling, education, giving, and providing an opportunity for holistic healing.

### Our Core Values

1. Purpose and Growth: our organization is built on our purpose which provides a place for passion and success
2. Client Focus: a great focus on our clients' growth is essential to ensure they reach their goals
3. Integrity: honesty and respect for all
4. Leadership: to empower our team and inspire leadership
5. Professionalism: professional in our actions to our clients, partners and team
6. Excellence: a continued pursuit of knowledge and learning
7. Community Service: effectively serve those in need of our services
8. Fun: to enjoy our work while fulfilling our mission

## Competitive Advantages

### What we do best

1. Reoccurring revenue that is scalable
2. Services that help clients with financial difficulties allowing them to obtain the assistance they need
3. Free and low-cost programs focused on the needs of youth, particularly those with low or no income
4. Business Network - with other nonprofit organizations
5. Re-educate youth and families - provide resources, bring awareness about mental health

## Organization-Wide Strategies

### How we will get there

Organization-Wide Focus:  
 2019 - Lay the foundation for the organization for 2021-2023  
 2020 - Execute a market penetration strategy to increase client services  
 2021 - Standardization of all programs/services  
 2022 - Develop the infrastructure to prepare for growth.

## Strategic Objectives and Organization Goals

### Financial

#### 1 Revenue Growth: Grow our revenue by 30% each year

1.1 KPI - Generate sales of \$174,525 by the end of 2023

#### 2 Productivity Improvement: Maintain a 20% Net Profit Margin each year

- 2.1 Maintain profitability with a budget allocation of 50% for business re-investment for program development
- 2.2 Increase average billable hour factor (Source: Time/Services rendered -tracking Program)

### Customer

#### 3 Professional Services: To be the professional partner of choice

3.1 Professional Service: Increase repeated client services by 30% each year

#### 4 Maintenance Contracts: To be viewed as the top therapeutice center in the state of Delaware

- 4.1 Maintain Collaborations with other Professional Organizations: Aquire contacts with Mecial Drs/Schools/Community Centers/ Churches
- 4.2 Contracts: Acquire nine contracts by the end of 2023
- 4.3 Maintain 80% of our current customers

### Internal/Operational

#### 5 Innovation/Program Development: Continue to develop programs that will increase client growth

5.1 Successfully launch one new program each year according to the needs of the community

#### 6 Overall Operations: Develop and maintain an infrastructure that allows for a virtual office and efficient overhead

- 6.1 Provide software to be accessed from any destination
- 6.2 Define all procedures and process in writing in order to support projected growth
- 6.3 Meetings/Communication: Consistently timely relevant thought leadership that is developed, presented monthly during meetings, and documented for future reference

### People and Learning

#### 7 Training: Actively help our team to develop and grow professionally and personally by supporting a flexible work life, providing necessary training and support, and fair compensation

- 7.1 Therapeutic and cultural training focused on the needs of our clients and the community
- 7.2 Develop better communication/feedback and learning opportunities to increase ability to work with and assist clients

#### 8 Community Involvement: Develop and implement a corporate and giving strategy that is in line with our competitive advantages and our mission

- 8.1 Manage the selection, contribution and customer communication of nonprofit donations
- 8.2 Target: 15% of revenue

## Key Performance Indicators

### How we measure success

Measure	Target
\$ in revenue	\$174,525
\$ per billable hour (average)	\$65
# of new counseling clients by 2023	2,685
Average yearly maintenance contracts	3
% increase in customer base annually	30%

## Vision

### What our Organization will look like

To successfully help individuals and families achieve excellence as it is defined by them, regardless of socioeconomic status.

## Implementation

### How we make strategy a habit

Appoint a strategic plan manager/clinical supervisor  
 Hold everyone on the team accountable  
 Put in place an incentive compensation plan  
 Training when needed for achievement  
 Opportunities for feedback and communication  
 Hold effective strategy meetings - one day per month and in between if necessary  
 Hold annual retreat