

Strategic priorities (SP)

(Approved by the board in Dec 2021, reaffirmed at annual meeting in Jun 2022)

1. **Veteran Wellness:** Deliver consequential, holistic programs and services to as many veterans (including active duty and reservist service members) as possible
2. **Family Involvement:** Commit resources to programming and services for families of veterans and service members
3. **Community Investment:** Strengthen existing and build new partnerships with key stakeholders in the communities we serve and those we hope to serve
4. **Thought Leadership:** Position Clear Path as an influential voice for and partner to every veteran, family and community we serve
5. **Talent Cultivation (Staff & Volunteers):** Attract and retain purpose-driven staff and volunteers that reflect the communities we serve
6. **Enterprise Development:** Integrate processes and programs across Clear Path entities so we are postured to optimize expansion opportunities locally and nationally
7. **Long-term Sustainability:** Strengthen Clear Path's financial position at the local and national level
8. **Resource Optimization:** Formalize collaboration across the Clear Path enterprise to ensure we think nationally but act locally

Objectives and key results for 2023

(Objectives in bold, target completion dates in parentheses)

Set a standard of excellence in all seven foundational experiences at Clear Path (veteran, family, community, volunteer, staff, canine, stakeholder) (SP #1-8)

- Achieve and maintain an overall net promoter score of 70+ (Ongoing)
- Achieve and maintain a net promoter score of 60+ in each foundational experience (Ongoing)
- Earn “accredited charity” rating from the Better Business Bureau (Jun 2023)
- Earn “four star charity” rating from Charity Navigator (Jun 2023)
- Earn “platinum” rating for fiscal responsibility from Candid (Jun 2023)
 - Current rating: Gold
- Earn “top rated” ranking from Great Nonprofits (Jun 2023)
- Charter and convene Family Advisory Council (Sep 2023)
- Establish family support as a standalone program (Dec 2023)
- Redefine and redesign wellness activities, to include targeted outreach to local military units and their families (Sep 2023)

Establish Clear Path as the preferred “veteran-serving” nonprofit in New York State (SP #1-4, 6, 7)

- Secure Dwyer funding from five more counties we currently serve (Ongoing)
 - Target: 17 counties (minimum) by end of year
- Prioritize outreach to and achieve a 50% increase in participation from often underserved elements of the veteran community (Ongoing)
 - Women veterans (and their families)
 - Student veterans (and their families)
 - Post-9/11 veterans (and their families)
 - Children of veterans and military members (active, reserve, Guard)
 - Military retirees (and their families)
- Achieve a 25% increase in service deliveries across all regions (Ongoing)
- Diversify and achieve a 25% increase in unique individuals served in each of the regions (Ongoing)
- Cultivate and continue to foster relationships in the Capital Region to survey current veteran service climate for possible expansion (Sep 2023)

Professionalize all elements of Clear Path (programs, governance, structure, processes) to enable continued expansion regionally and nationally (SP #5-8)

- Redesign organizational structure and all HR systems and processes (Ongoing)
 - Reinvigorate performance evaluation and recognition systems (Jun 2023)
- Conduct “process improvement” review from an outside third party entity (Apr 2023)
 - Apply “Lifecycles” methodology and build upon ADVANS process completed in 2017-2019
- Assess and codify long-term relationship with Clear Path New England (Jun 2023)
- Partner with and seek accreditation from the American Culinary Federation for the culinary program (Ongoing)
- Formalize and codify peer mentor training program (Jun 2023)

Develop the canine program into a national model and industry standard (SP # 1-4, 6-8)

- Set conditions for and launch “program expansion” campaign (Sep 2023)
 - Target completion of phase one (Canine training building and cabins): Nov 2024
- Expand programming to include family members (Sep 2023)
- Develop partnership with Cornell University College of Veterinary Medicine (Ongoing)
- Launch pilot breeding program at Clear Path (Sep 2023)

Position Clear Path for long-term viability (SP #3, 6-8)

- Develop a “culture of philanthropy” across all elements of the organization (Ongoing)
- Reduce cost per service delivery by 20% (Ongoing)
 - 2022 = \$401
- Secure enough gross revenue from job placements to make career services “profitable” (Ongoing)
 - Target: \$225,000 gross revenue by year end
- Complete a comprehensive vulnerability assessment (Sep 2023)
- Diversify revenue portfolio (Dec 2023)
 - Target: 60/40 grants to donations (currently 68/32)