

## Updated Strategic Plan: 2019-2020

In 2016, All-Options began a <u>strategic planning process</u> that included the development of our new brand, All-Options, an exploration of our strengths, challenges, and opportunities for growth, and setting key goals and strategies for the coming two years. The process allowed us to take a deeper look at our strategies and programs, and ensure that we are taking every opportunity to make a stronger impact on our communities and better align with our values. As we move into 2020, we have updated our goals, strategies, and actions to reflect the progress we've made and new tasks set for the final year of this plan.

When we first set out to create this ambitious strategic plan, we had hoped to begin opening new All-Options Pregnancy Resource Centers in new locations by 2021. Given the constraints of the current funding landscape, we have evolved that idea into one that disseminates our unique approach, and offers other organizations the technical assistance needed to implement it.

We are excited to share this update with you, in the spirit of transparency and accountability. We hope that it will provide a better understanding of our work and vision, invite your feedback and ideas, and inspire collaboration as we work together toward a world where all people are supported in all their reproductive options, decisions, and experiences.

## **Goals, Strategies, and Actions**

Our five central goals to guide our work over the next year, along with specific strategies and actions to help us reach them:

- 1. **ADVOCACY AND MOVEMENT BUILDING:** Deepen our commitment to social change work and building leadership in the reproductive health, rights, and justice movements.
  - We will engage and mobilize new people, including our clients, as volunteers, supporters, and activists.
  - We will increase our visibility and impact as advocates for reproductive health, rights, and justice at the local, state, and national levels by bringing our voice and issues to relevant coalitions and committees.
- 2. **ALL-OPTIONS VISIBILITY:** Raise awareness of the organization and our approach, and change the conversation and delivery of services around pregnancy, parenting, abortion, and adoption.
  - We will continue to secure paid and earned media to raise visibility of All-Options and our work.
  - We will promote best practices that reflect an All-Options and all-options approach, through the dissemination of our All-Options Toolkit and by creating accessible online trainings in pregnancy options counseling.
  - We will continue to seek opportunities to promote an intersectional, all-options viewpoint and transform the conversation about pregnancy, parenting, abortion, and adoption.
- 3. **HIGH QUALITY SERVICE DELIVERY:** Strengthen the provision of direct support to serve people in the US who are most impacted by reproductive injustices and lack of adequate support for pregnancy, parenting, abortion, and adoption.
  - We will increase our program coverage and capacity by training larger, more distributed cohorts of volunteers and interns.
  - We will leverage technology to expand program reach by developing online tools, webinars, and trainings for advocates, providers, and others interested in providing high-quality, all-options care.
  - We will increase the number of clients and callers directly served by All-Options.
  - We will strengthen quality assessment and control of our programs through robust evaluation

systems.

- 4. **RESOURCE AND CAPACITY BUILDING**: Ensure we have the systems and funding to support our current and expanded programming.
  - We will continue to build and diversify our funding sources through grassroots and major donor fundraising, cultivating new foundation funders, increasing earned income, and securing public funding for eligible services.
  - We will develop and maintain strong financial and operations systems.
  - We will implement strong systems for tracking and analyzing data across the organization, including upgraded client and donor databases and evaluation tools.
- 5. **CULTURE AND ORGANIZATIONAL DEVELOPMENT:** Build on our unique, values-based All-Options model and incorporate it throughout our work.
  - We will continue to operationalize and incorporate our shared organizational values into our work, both internal and external; for example, we will refine our values-aligned recruitment strategies for volunteers, Board members, and staff, as well as revisit the values annually to ensure consistent reflection and updates.
  - We will continue to create systems to ensure staff have the resources and support they need to be successful as a distributed team.

## All-Options Staff

J. Parker Dockray, MSW, *Executive Director* Poonam Dreyfus-Pai, MPH, MSW, *Deputy Director* Alise Eastgate, *National Operations Manager* Jessica Giusti, PhD, *National Engagement Director* Paulina Guerrero, PhD, *National Programs Managers* Jess McCanse, *Center Manager* Jeana Nam, *National Engagement Coordinator* Evelyn Smith, *Program Associate* 

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