



**STRATEGIC PLAN  
2008-2012  
Executive Summary**

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Five (5) comprehensive strategic goals to be pursued by New Directions over the next five years:

- 1. Develop New Directions' services, delivery system, and infrastructure to effectively carry out its mission.**
- 2. Build stronger, more stable staff capacities to support current and future needs of New Directions.**
- 3. Strengthen New Directions' governance structure and operations.**
- 4. Enhance New Directions' image, visibility, and community relations.**
- 5. Diversify and increase New Directions' revenue and revenue streams.**

New Directions launched its eight months strategic planning process in October 2007. Dr. John Yankey, an emeritus professor at Case Western Reserve University, was engaged to assist in the design and facilitation of this process. A Critical Issues Strategic Planning model—an inclusionary planning process—was utilized to engage a variety of key stakeholders of the organization.

A review of numerous reports, studies, and data sources was conducted in order to develop a comprehensive Environmental Scan highlighting a number of trends that will likely impact New Directions over the next five years. These trends include social/demographic, economic, legal/political, technology, volunteerism, fundraising, as well as those trends related to treatment programs for chemically dependent adolescents.

Perceptions of New Directions held by key stakeholders were collected through electronic surveying. One hundred eighteen of the 140 stakeholders requested to participate did so, including board members, advisory board members, staff, funders, donors, partnership organizations, and community leaders. Perceptions were expressed regarding New Directions' programming, visibility, geographic reach, strategic partnering, Board of Directors, management, internal operations, and development/fundraising. These perceptions were incorporated into a Perceptual Analysis Report.

During January—May 2008, the 15-person Strategic Planning Committee, comprised of New Directions Board members, staff, and several nonprofit organization professionals, engaged in a series of meetings to develop the strategic plan. Under the leadership of Chairman David Skrabec, the committee:

- Refined the New Directions mission statement.
- Crafted an inspirational and aspirational vision statement.
- Reaffirmed the organization's core values and/or guiding principles.
- Conducted an analysis of New Directions' strengths, weaknesses, opportunities, and threats.
- Identified the most critical strategic issues confronting the organization.
- Developed and prioritized goals and strategies to address critical issues.
- Approved the draft for a five year strategic plan to be presented to the New Directions Board.

## **MISSION, VISION & CORE VALUE STATEMENTS**

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### **Mission**

The refined mission statement for New Directions is:

*New Directions provides quality life-changing treatment to chemically dependent adolescents and their families dealing with emotional, behavioral, or psychiatric needs.*

### **Vision**

The revised inspirational and aspirational vision for New Directions is:

*New Directions will be the provider of choice for adolescents and their families from assessment to continuing care. We deliver proven and innovative evidence-based services and collaborate with organizations sharing similar values.*

## Core Values

The following seven values will serve as the guiding principles for New Directions over the next five years:

### **Client-Centered:**

- We work in partnership with our clients and their families.
- We listen to our clients and their families in measuring the effectiveness of our services.
- We believe in the powerful combination of spirituality and family in achieving abstinence through the 12-step recovery process.
- We stress, in addition to addiction education, the importance of continued academic achievement.

### **Diversity:**

- We celebrate our oneness, while recognizing and appreciating our differences.

### **Excellence:**

- We have an unwavering commitment to quality.
- We are outcome focused and consistently track our outcomes.
- We strive to create “centers of excellence” in each of our service areas.

### **Integrity:**

- We are guided in our relationships by trust, candor, and honesty.
- We hold ourselves and one another to the highest ethical standards in matters related to the organization.
- We hold ourselves accountable to the highest personal and professional standards.

### **Respect:**

- We recognize and uphold the dignity and worth of each person.
- We believe in and value the human potential of all people.
- We always treat our clients with the utmost compassion.

### **Responsibility:**

- We provide a place and environment free of potentially harmful situations for those we serve.
- We strive for the most effective and efficient use of our human and financial resources.
- We believe that enhancing the life of an individual enhances the quality of family and community life.

### **Tenacity:**

- We have an unrelenting determination to reach our objectives.
- We are tireless in our efforts to meet clients’ needs.
- We adhere to all our core values.

These statements of mission, vision, and core values serve as the foundation for the following five comprehensive strategic goals to be pursued by New Directions over the next five years:

1. Develop New Directions' services, delivery system, and infrastructure to effectively carry out its mission.
2. Build stronger, more stable staff capacities to support current and future needs of New Directions.
3. Strengthen New Directions' governance structure and operations.
4. Enhance New Directions' image, visibility, and community relations.
5. Diversify and increase New Directions' revenue and revenue streams.