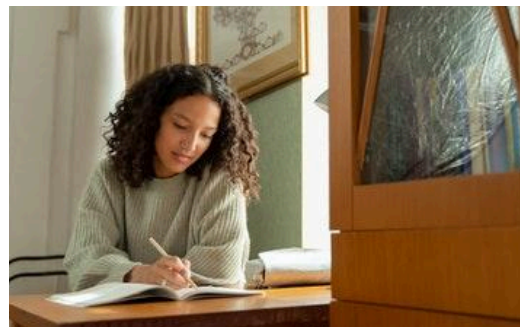




Pathways to Independence Strategic Plan 2024-2027



The mission of Pathways to Independence
is to transform the lives of single young women, from disadvantaged
backgrounds, through education, therapy, mentoring, housing and
healthcare, to break the cycle of poverty and abuse.

www.pathwaystoindependence.org

Pathways to Independence

is excited to be celebrating **30+ years of service**. Founded in 1991 by Dave and Joyce Bishop, Pathways received its 501(c)(3) status in 1994. Pathways' initial goal was to help a young woman named Monica, get advanced education and achieve self-sufficiency. Monica was the product of a dysfunctional alcoholic family. With Pathways help, Monica was able to get advanced training, a full-time job, and achieved independence. Today, Pathways continues to provide comprehensive and holistic support to the women it serves.

Since 1991, Pathways has supported almost 400 women in achieving individual empowerment, personal healing and scholastic growth.

An Inclusive Planning Process

In 2023 Pathways began embarking on a comprehensive strategic planning process. The process was an opportunity for Pathways to gain input from internal and external stakeholders. Primary Stakeholders included were Board, staff, clients, alumni, key volunteers, funders, donors, and partners. This three-year strategic plan is designed to further refine Pathways programs and strengthen organizational capacity to be able to provide quality, holistic, trauma-informed care to help support women achieve lasting success.



Strengths in Service

Below are strengths stakeholders uplifted through the planning process. They show the incredible impact and brand of Pathways.

Empowers Women from Disadvantaged Backgrounds

- Committed to equity, access, and network of connections & support.
- A structured, safe, positive environment that respects & honors women.
- Joint accountability & commitment by the client and Pathways staff & volunteers
- Creating lasting individual, community, and generational change.

30 Years of Unmatched Holistic Support

- The comprehensive program scope is beyond any other program or organization.
- Supports education, mentoring, therapy, housing, financial, health, transportation.
- Clients work with a care team: coordination, mentorship, therapy, education, etc.
- Is the only organization that houses and supports women until they get a degree.
- Has a strong base of volunteers, Board of Directors, and Friends of Pathways (FOP), a fundraising group of volunteers.

Strategic Opportunities

The planning process also invited Internal and external stakeholders to share opportunities for Pathways to continue improving its impact. Key themes included:

Evolve Organizational Systems

- Increase sustainability and program consistency by professionalizing staff & systems (vs. being most volunteer-led for 30 years).
- Deepen staff & volunteer synergy.
- Diversify funding (contracts/grants).
- More strategic donor cultivation.
- Board development & engagement.

Refine Program for Client Success

- Formally adopt a client-centered, trauma-informed program model.
- Increase client accountability to fully participate & achieve success.
- Improved recruitment, vetting, and onboarding of clients to increase success.
- Keep/reach current program capacity (there has been a waitlist since October 2023)
- Gain a stronger sense of program finances required for future scaling/expansion.
- Update program metrics to reflect the comprehensive impact of Pathways.
- Engage Alumni to give back and support the next generation of women.
- Increase partnerships with other organizations to further strengthen services.

Through a series of strategic planning meetings, Pathways to Independence Board and Staff discussed key organizational strengths and opportunities.

The pages below overview the key strategic priority areas that Pathways will focus on for the next three years. They encompass program refinement, financial stability, and organizational excellence.

Further down in the plan you will see more detail on each priority area, including key strategies and benchmarks to support plan implementation and success.



Strategic Priorities 2024-2027

Through a comprehensive strategic planning process, Pathways to Independence identified strategic priorities to help evolve the organization's structure, increase program impact, and position the organization for future growth. Below are those priorities and associated strategies:



Strategic Priority Area 1: Programs Strategy

Strategy 1a. Program Approach

- Holistic Program Impact
- Serve Diverse Communities
- Stabilize & Grow Numbers Served

Strategy 1b. Trauma-Informed Client Accountability

- Formalize Client Centered, Trauma Informed Approach
- Implement Updated Client Accountability Policy/Approach
- Update Mentor Model & Supports

Strategy 1c. Program Impact Metrics

- Update & Communicate Program Impact Metrics
- Full Cost Program Budgeting



Strategic Priority Area 2: Fundraising, Outreach, & Marketing

Strategy 2a. Fundraising Strategy

- Fundraising Succession Planning
- Friends of Pathways Partnership
- Diversification of Funding Streams
- Donor Cultivation Strategy

Strategy 2b. Program Recruitment

- Program Messaging (re-Brand)
- Targeted Client Recruitment
- Alumni Engagement

Strategy 2c. Marketing Communications Strategy

- Marketing Plan
- Marketing Messaging



Strategic Priority Area 3: Organizational Excellence

Strategy 3a. Staffing & Operations

- Staffing Structure
- Volunteer-Staff Partnership
- Data Systems & Management

Strategy 3b. Board Excellence & Development

- Board Recruitment & Onboarding
- Board Engagement & Committees
- Organizational Strategy & Oversight

The pages below outline Pathways' 2024-2027 strategic priority areas and their corresponding strategies and benchmarks. Pathways also has a more detailed excel version of this plan that will allow them to track plan implementation as well as annually review and update plan as needed.

Strategic Priority Area 1: Programs Strategy

Strategy 1a. Program Approach

Holistic Program Impact

Since its founding, PTI has made long-term commitments to serving each woman holistically, especially in the areas of education, mental health, housing, and life skills. Pathways will continue to formalize and improve its approach to ensure consistent services and respond to client needs/feedback.

Serve Diverse Communities

Pathways has been serving more diverse communities and is working to update programs to meet needs.

2022 Clients: 57% White; 36% Latino; 3.5% Black; 3.5% AAPI

2023 Clients: 45% Latino; 8% Black; 36% White; 8% AAPI; Indigenous 3%

Service Capacity

Focus on meeting and sustaining our current capacity and better understand the resources required for increasing our future service capacity while maintaining quality.

Key Approaches	Person(s) Responsible	Benchmark / Activity	Estimated Timeline
Holistic Approach Formally update the program to serve the holistics needs of the women served.	Executive Director in partnership with Client Coordinators	Assess holistic program opportunities. Be mindful of establishing healthy relationships and boundaries between PTI staff/volunteers and clients. Train staff, volunteers, and board members accordingly.	Yr 1-3
		Track impact of holistic program goals such as: - Progress in meeting each element of their program goals. - Able to address their mental health long term. - Financial/money management & budgeting knowledge. - Taking responsibility for their personal health.	Yr 1-3
Client Diversity Continue to diversify the demographics of women served to reflect the diversity and needs of our community.	Executive Director	Establish partnerships for recruitment to increase referrals and applications from diverse candidates that reflect our local communities. Explore more formal recruitment partnerships, such as with local colleges.	Yr 2
		Serving a more diverse group of women requires updated programming to meet the diverse needs. Ex: diversify mentor pool. Continue to track, assess, respond to, and communicate efforts to clients, community, partners, & funders.	Yr 1-3
Service Capacity Meet/sustain our current capacity and plan for expansion of our future capacity.	Executive Director with Board of Directors	Sustain current capacity (limited on-site housing). Better understand what are the costs of housing women off-site. Explore increasing stipend for off-site housing (currently \$650) while being mindful to not impact vacancy rates at Pathways' house.	Yr 1
		Assess housing plan/availability of both on-site and off-site options. Explore options for expanding its housing capacity.	Yr 2
		Update service numbers to accurately reflect additional women who join the program due to those who graduate.	Yr 1
		Develop strategy to increase service capacity (including full costs, resources, staffing, partnerships, mentors, volunteers, funding).	Yr 3

Strategic Priority Area 1: Programs Strategy

Strategy 1b. Trauma-Informed Client Accountability

Client Centered, Trauma Informed Approach

PTI is a place where clients feel safe, supported, and open to working with PTI through complex issues. Give clients tools and support to be successful while increasing client readiness/willingness by communicating clear accountability policies.

Implement Updated Client Accountability Policy/Approach

Implement updated client accountability policy that is trauma-informed. If they fall off track, work with clients on a joint plan of action. After a few opportunities there would be discussion if they should stay in the program or discuss ways to exit in good standing so they could have an opportunity to rejoin later.

Update Mentor Model & Supports

Improve mentor matches and relationships between mentors and clients. Expand the mentor pool to respond to increasingly diverse client demographics and needs. Update mentor process, including recruiting, screening, matching, onboarding, training, and ongoing partnership with staff & clients.

Key Approaches	Person(s) Responsible	Benchmark / Activity	Estimated Timeline
Client Centered Processes/insights for us to be more responsive and proactive on client progress, experience, & needs.	Executive Director	Improve client engagement by encouraging engagement vs a more punitive approach of the past. Utilize updated data system to track & implement client engagement and follow up.	Yr 1
		Institute annual re-commitment form/process with clients. The Commitment Form can be updated as needed in partnership by the client and PTI.	Yr 1-3
Client Accountability Implement the Client Accountability Policy. A process that is trauma-Informed. Developed by Pathways' Policy Workgroup in 2023.	Executive Director with Client Coordinators	Train the team and communicate with clients on the Accountability Policy/Process to successfully implement the policy and increase client success, including the exit process.	Yr 1
		Support client commitment/engagement, including connection with program and leadership team, through 3 annual events. Review implementation of Client Accountability Policy: - client updates in new data base, Apricot - accountability meetings & client's comfort level - communication with staff/team on client's progress	Yr 1-3 Yr 1-2
Mentor Model Establish a more effective and relational vs. transactional relationship with clients (vs. clients reporting to mentors).	Executive Director with Client Coordinators	Update mentor match, orientation, and training. Improve matches and clarify mentor roles (expectations, approach, boundaries in working with clients).	Yr 1-2
		Track to see if clients are being more responsive/engaged with mentors. Also improve mentor relations and partnership with coordinators.	Yr 2-3
		Review feedback from annual client surveys for opportunities to continue to improve mentor impact.	Yr 1-3

Strategic Priority Area 1: Programs Strategy

Strategy 1c. Program Impact Metrics

Update and Communicate Program Metrics

Pathways has been faithfully tracking program graduation rates. We are committed to having clients graduate strong from the program but that is not our only metric for success. As such Pathways is establishing a more robust set of metrics. This will help us refine how we track and communicate our holistic program impact to better recruit potential clients and engage supporters (volunteers, donors, etc.).

Full Cost Budgeting & Planning

As demographics and economies shift, the needs of clients are getting more complex and costly. We are updating our tracking of changing client needs and costs to best serve the women in our program, and be able to better plan for potential future service expansion. We seek to improve our understanding of full cost budgeting, including projecting average costs of serving different client needs.



Key Approaches	Person(s) Responsible	Benchmark / Activity	Estimated Timeline
Holistic Program Metrics Assess and update program metrics to reflect broad program impacts, addition to graduation rate.	Executive Director with Board of Directors	Review current tracked metrics and assess other metrics to convey more comprehensive program benefits, including quantitative and qualitative metrics.	Yr 1
		Review current metrics to inform potential program updates: # served, graduation rate, new clients in-take; ages served/demographics/POC. Continue to track college units, months housed, hours of therapy, mentor/volunteer hours.	Yr 1-3
		Assess each component of the program from education, mental health, housing, life skills to ensure client-centered, trauma-informed approaches. Update metrics for each component of the program.	Yr 1-2
Client Feedback Continue to engage in participatory evaluation by gaining insights from program participants and alumni as well as other key stakeholders.	Executive Director	Leverage technology to track and respond to client needs (Apricot client database).	Yr 1-3
		Respond to client and board feedback/input to inform program design and reporting (including benchmarks).	Yr 1-3
		Gain Alumni input through Annual Alumni survey (first conducted in 2023) as well as client reports at in-take, monthly meetings, and upon exit or graduation from the program.	Yr 1-3

Strategic Priority Area 1: Fundraising, Outreach, and Marketing

Strategy 2a. Fundraising Strategy

Diversification of Funding Streams

Pathways has a solid foundation of long-term, dedicated individual donors, including a fundraising group called Friends of Pathways. Each year they bring in a majority of Pathways funding, notably through Pathways' annual event. For long-term funding stability, Pathways seeks to diversify its funding streams, such as establishing new donor/funding pathways, including grants and contracts. Pathways will also explore strategic partnerships that can help offset program costs. This will not only help offset costs due to inflation but help us continue to access more professionalized and specialized services.

Donor Cultivation Strategy

Increase our capacity and outreach to build funder relationships (individual & institutional donors). Be more proactive on donor relations and communications.

Estimated annual budget/projections for 2024-2027:

\$1.8M annual budget (serving 40 clients with \$160k allocated to reserves)

Looking to maintain steady increase from \$1.6 in 2023, \$1.4 in 2022, while diversifying funding and building more robust donor cultivation.

Key Approaches	Person(s) Responsible	Benchmark / Activity	Estimated Timeline
Fundraising Plan & Diversification Review current fundraising strategies and establish a fundraising plan and projections that includes both continued success of Friends of Pathways (FOP) and more diversified funding.	Fund Development Officer, Executive Director	Develop fundraising plan and include revenue diversification & a more robust donor segmentation & moves management. - include fundraising activities on master calendar - partnership with Friends of Pathways - leveraging donor gifts data in FunRaise - consistent donor follow up and stewardship - develop the Young Philanthropists of Pathways - explore government & foundation grants/contracts	Yr 1-2 Yr 1-3 Yr 2-3
Donor Cultivation Develop donor engagement strategy and improve PTI's ability to attract and sustain donors. Ensure strong donor relationships and understanding of how their funding benefits the mission. (culture of fundraising)	Fund Development Officer, Executive Director	Increase donor cultivation and engagement (with donors, alumni, volunteers, mentors). Review donor lists; identify promising donors for ED, Board, FOP to engage. Mapping networks & fundraising training. Communicate metrics and educate donors on our impact (in addition to the Impact Report). Do more outreach, guest speaking to reach new potential supporters. Board training on fundraising responsibility (messaging, networks, and being a champion).	Yr 1-3 Yr 1-3
Continue to explore partnerships/relationships that can help reduce costs.	Executive Director	Explore opportunities/partnerships for procuring new contracts and/or funding streams (ie. foundation, government, agency partnerships; earned-income/social enterprise). Explore cost-savings opportunities through partnerships (ie. food, furniture, and cars).	Yr 2-3

Strategic Priority Area 1: Fundraising, Outreach, and Marketing

Strategy 2b. Fundraising Capacity

Fundraising Succession Planning

Current Fund Development Director has been in the role a long time. There needs to be a succession/transition plan in place. Ensuring the individual donor relationship is with PTI and not just the Fund Development Director is critical.

Friends of Pathways Partnership

Continue to establish strong relations/partnerships with Friends of Pathways, volunteer fundraising group of PTI. Traditionally FOP has been focused on the fundraiser (so it has operated more independently). FOP has evolved greatly from being a separate organization until more recently (separate bank accounts, logo, marketing). FOP and staff are working more in partnership to strengthen PTI's identity with donors and align efforts to best meet program and client needs.



Key Approaches	Person(s) Responsible	Benchmark / Activity	Estimated Timeline
Succession Planning Engage in fundraising succession/transition planning to ensure donor relations continue with PTI and Friends of Pathways long-term.	Fund Development Officer & Executive Director	Ensure multiple people know the donors (staff, board, and FOP). Continue to connect donors with PTI - especially the ED with more donors and the Friends of Pathways.	Yr 1-3
		As a part of the transition, hire another development staff person to work alongside the current Fund Development Officer, Executive Director, and Development Assistant to ensure a successful transition.	Yr 2-3
		Keep a close eye on Fund Development transition progress. Conduct budget scenarios to anticipate sudden loss, growth, or stagnation of funding (fundraising projections). Assess transition success and identify capacity strengths and needs.	Yr 2-3
Friends of Pathways Continue developing partnership of PTI with FOP. There are about a dozen people who are on FOP and are mentors. There are about 70 FOP total.	Fund Development Officer, Executive Director, & FOP Steering Committee (Committee Chairs)	Explore ways to increase the partnership of PTI and FOP to be even more strategic about donor development and meeting program goals. FOP. Two-ways integration: PTI be more present with FOP and FOP being at more PTI events/programs for mutual support and understanding. Assess and brainstorm donor cultivation opportunities with and by FOP.	Yr 1-3

Strategic Priority Area 1: Fundraising, Outreach, and Marketing

Strategy 2c. Program Recruitment

Program Branding & Messaging

Update program marketing language, especially for recruiting, to be more strengths based and empowering of the women Pathways works. Address the stigma that may be associated with being in the program (ie. being ashamed of applying/asking for help).

Targeted Client Recruitment

Pathways seeks to reach and serve women who need help but are often overlooked and lack support. Women who can greatly benefit from the support and have the desire to succeed. Educate the public on ALL of the things Pathways has to offer while communicating what the expected commitment is. We have increased the rigor of our application/recruitment process and updated our trauma-informed client accountability process -- both important in ensuring client success at PTI.

Alumni Engagement

Re-establish Pathways alumni engagement. Where alumni return to give back to Pathways in a way that is rewarding and comfortable for them. Recent Alumni efforts have been about tracking their progress after leaving the program. Looking for more meaningful ways for Alumni to stay involved with Pathways.

Key Approaches	Person(s) Responsible	Benchmark / Activity	Estimated Timeline
Empowering Program Messaging Be mindful not to use derogatory messaging. Client's life circumstances do not define who they are.	Executive Director	In communications, marketing copy/language, describe the program using empowering, strengths-based language that doesn't make them feel ashamed for needing the support.	Yr 1 Yr 1
Clarify Target Recruits Identify and communicate program benefits and expectations to potential clients.	Executive Director with Board of Directors	Review different types of potential client recruits (level of need and types of needs) to understand the pros/cons of recruiting that type of client. Some may require more time in the program and others may require less time. Some may have higher, more complex needs than others. These factors could impact the costs of that client in the program.	Yr 1
Alumni Engagement Communicate with clients early in the program expectations and benefits of Alumni returning to PTI to pay-it-forward.	Executive Director	Develop Alumni Engagement strategy. Establish priority goals for alumni engagement. Alumni can contribute their time, talent, and funding or help with fundraising. Update the alumni engagement plan accordingly and assess annually. Identify areas of difficulty that PTI can support Alumni on. Develop messaging to communicate the benefits of staying engaged as alumni. Eg: practice leadership/mentoring skills and network building. They should feel proud to have gone through the PTI program and want to give back.	Yr 2 Yr 2- 3

Strategic Priority Area 1: Fundraising, Outreach, and Marketing

Strategy 2d. Marketing Communications Strategy

Marketing Strategy & Plan

Develop a more formal marketing plan. We don't want to be the best kept secret. We are doing good work and have been for over 30 years. We want to expand our reach, serve more women, and reach more donors. Build off recent efforts and increase our capacity/expertise for consistent messaging.

Promotion & Messaging

Pathways has been fortunate to have had a solid group of supporters and clients throughout the years but it was by word of mouth. We will expand our marketing & messaging to reach and engage more effectively with diverse stakeholders (donors, volunteers, partners, clients).

Key Approaches	Person(s) Responsible	Benchmark / Activity	Estimated Timeline
Marketing Strategy & Plan Update & evaluate marketing communications goals, strategies, and communications plan.	Executive Director	Review/formalize marketing communications strategy/plan: - newsletter sent to a database of 2,500 people - continue to add updates the strong website - create a new video annually - networking and community outreach - annual Impact Report with updated metrics	Yr 1-3
		Gather and share messaging via newer platforms: - more success stories (in addition to graduation) - engage in strategic networking; partnerships - more strategic social media content - alumni partnership where alumni feel safe to share	Yr 2-3
Marketing Messaging Update marketing messaging that more effectively communicates our work, who we are, what we do, how we do it and what makes us unique.	Executive Director	Build off & formalize/update current messaging: - program impact, client diversity, alumni engagement - holistic program: education, mental health, housing+ - investment in quality staff & services (paid/volunteer) - strengths-based program vs. stigma of asking for help - clarify we are not a recovery program - clients supported by a team: coordinator, mentor, therapist - mentoring benefits to clients and potential mentors - volunteer and donor impact (recruit & acknowledge)	Yr 1-2
			Yr 2-3
Marketing Capacity Expanded marketing communications capacity and expertise. Bring in someone to help with marketing strategy & implementation.	Executive Director	Update marketing messaging. Bring in capacity/expertise to formalize PTI's marketing strategy. Someone who's behind the scenes vs being the face. Someone who can help with content writing and content calendar/strategy.	Yr 1
		Support Board members as ambassadors for PTI marketing & fundraising. Increase Board member (and potential Board member) presence/participation at PTI events (increases understanding of PTI programs).	Yr 2

Strategic Priority Area 3: Organizational Excellence

Strategy 3a. Staffing & Operations

Staffing Structure & Database Management

Pathways is developing systems to manage the organization more efficiently. The organization is evolving from a volunteer-led organization with staff support, to a staff-run organization with volunteer support. Pathways will streamline/update its data systems and management to improve organizational operations and program consistency. Increasing efficiency and consistency will build a foundation for future growth.

Volunteer-Staff Partnership

Pathways will still be a lean staff structure with some volunteers continuing to play key roles such as mentoring and Friends of Pathways. Clarify the role between volunteers, FOP, YPP mentors, board (honor history, appreciate, foster connections). Update recruitment process and onboarding/training.

Key Approaches	Person(s) Responsible	Benchmark / Activity	Estimated Timeline
Evolve Program Staffing Structure to meet program needs and improve team and client outcomes.	Executive Director	"Assess program staffing structure and systems to continue improving the program staffing model and position the organization for program growth. Work closely with Coordinators to increase a sense of partnership and success with clients.	Yr 1-3
		Work towards hiring a Program/Coordinator Director (when exceeding 40 clients). Shift to Paid Client Coordinators (vs. volunteers, working with a paid Program Director). Improving coordination and relationships between coordinators, clients, and mentors."	Yr 2-3
Staff & Volunteers Establish position descriptions and communication expectations to clarify the role of each (paid and volunteer) and how they support each other. This will help the team work more in partnership with each other.	Executive Director	Develop/update position descriptions for all roles: staff, volunteers, coordinators, mentors, FOP etc. Identify areas of need for training (staff and volunteers).	Yr 1
		Clarify communication expectations and systems (ie. regular meetings and collaboration). Evaluate effectiveness of team communications: <ul style="list-style-type: none"> - Regular all-staff meetings - One-on-one check-ins with each staff - Partnership of fundraising and admin/programs - Program team meetings about each client - Relationship with different types of volunteers 	Yr 1-3
Database Infrastructure Leverage database to increase operational & program efficiencies.	Executive Director	Utilize recently adapted technology solutions to be more efficient with administrative tasks: <ul style="list-style-type: none"> - Client management system, Apricot, as of 2023 - streamline fundraising databases: FunRaise & OneCause - Evite, ConstantContact, Outlook and some Calendly - Some use of Microsoft Teams but could use more 	Yr 1
		Develop a plan for updating effectiveness of database management, inform decision making, client/program insights, and fundraising. Implement and evaluate updated data management.	Yr 2-3

Strategic Priority Area 3: Organizational Excellence

Strategy 3b. Staffing & Operations

Board Recruitment & Onboarding

Board is evolving from more of an operating board to a governing board. There has also been a transition in board membership, including the addition of a number of new board members. Have a more formal onboarding process that clarifies board member roles and expectations.

Board Engagement & Committees

Pathways has a dedicated and growing Board that seeks to improve board engagement and effectiveness of committees. Board and staff will partner to jointly support the organization's strategic goals and regularly track and update progress on 2024-2027 Strategic Plan goals, while positioning the organization for longer term strategy and growth.

Key Approaches	Person(s) Responsible	Benchmark / Activity	Estimated Timeline
Board Recruitment The Board has been transitioning, welcoming 5 new members in 2024. Continue to engage the board in recruiting cycles & effectively onboard new members.	Board Executive/ Governance Committee (including Board Chair and Executive Director)	Board Recruitment Updated matrix, recruitment cycles, interview process. Assess board member skills/backgrounds, fundraising capacity; identify gaps. Assess candidates' connection/knowledge of Pathways and readiness to join the board.	Yr 1-2
		Board Onboarding Formalize onboarding process (organization, role, nonprofit management, & board training, Program Manual). Assess annually.	Yr 1-3
Board Engagement Build more effective board governance, including role clarity, committees, and board operations. Leverage board members' strengths/interests. Engage in role clarification, training, and support.	Board Executive/ Governance Committee (including Board Chair and Executive Director)	Board Roles & Engagement Develop/update descriptions for board members & officers. Review Board member engagement at meetings, committees, and events. Annual check-ins on role/involvement for the year. Clarify Board member tasks, aligned with strategic goals, with clear assignments and follow-up/support. Annual Board Retreat to support board development, engagement, align on committee goals, and increase effectiveness of board to support mission and strategic goals.	Yr 1
		Board Committees Review/update each committee's goals, membership, how often they meet, and what members' responsibilities are. Develop a strong partnership with Staff representative(s) on each committee. Establish a Programs focused Committee.	Yr 1-3
		Board & Staff Partnership - Revisit Board, Staff, committee, ED communications/updates - Board & Staff social to increase rapport/partnership - Staff rotate making presentations at Board meetings. - Host joint trainings for Board/Staff (ie. trauma-informed DEI). - Host annual retreat to check-in on and support progress on strategic priorities. Plan for strategic visioning and potential strategic planning to chart a path for 2028 and beyond.	Yr 2-3

Thank you for your interest and support of Pathways to Independence.

To learn more about us, please visit www.pathwaystoIndependence.org