## arbor circle strategic plan 2023 – 2026



strategic goals	objectives
Arbor Circle is a preferred provider and partner	<ul> <li>1.1 Strengthen welcoming and inclusive experiences</li> <li>1.2 Improve relevancy and cultural responsiveness of services</li> <li>1.3 Improve quality and safety through consistent, organization-wide data analytics</li> </ul>
2. Arbor Circle is a workplace of choice	<ul> <li>2.1 Recruit and retain competent and diverse talent using effective practices</li> <li>2.2 Improve competitiveness and equity of pay and benefits</li> <li>2.3 Develop diverse organizational leaders and define career pathways</li> <li>2.4 Develop workload management philosophy that supports professional growth and realistic expectations</li> </ul>
3. Arbor Circle has sustainable resources to support its mission	<ul> <li>3.1 Maximize opportunities to capture and grow diverse revenue</li> <li>3.2 Activate targeted donor development strategies</li> <li>3.3 Improve function and human experience of facility and technology resources</li> <li>3.4 Strengthen tactics, methodology and culture for change management and process improvement</li> </ul>
4. Arbor Circle is a known and valued community asset	<ul> <li>4.1 Enhance organization awareness and affinity with staff, board and community</li> <li>4.2 Strengthen board role as Arbor Circle ambassador and advocate</li> <li>4.3 Nurture board diversity, belonging and cohesion</li> <li>4.4 Grow relationships with targeted populations and geographic areas</li> </ul>