

Strategic Plan

Executive Summary & Narrative

April 1, 2026 – March 31, 2028

Deepening impact and ensuring long-term sustainability



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Strategic Plan Executive Summary

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EXECUTIVE SUMMARY

CHRIS 180 Purpose Statement

CHRIS 180 helps children, youth, adults, and families across Metro Atlanta move forward, find stability, and build what comes next. We support our community in three key ways: mental health services, foster care and adoption services, and support for young people facing homelessness. Since 1981, we have served more than 250,000 community members, powered by a 200+ person team.

Plan Goals

This plan is designed to achieve two outcomes concurrently. For our community, the goal is deeper impact through measurable results. For CHRIS 180, the goal is long-term sustainability through stronger delivery capacity, diversified and stable revenue, and a stable, high-performing workforce.

Plan Duration

This plan sets CHRIS 180's direction through March 2028. It is intentionally a two-year plan. We are coming out of a stabilization phase. The nonprofit environment is shifting quickly, including changes in local and national funding priorities and higher expectations for measurable results. A two-year horizon keeps us focused and accountable while giving us room to adapt based on what we learn.

How this Plan was Informed

This plan is shaped by what CHRIS 180 has learned, observed, and heard from our community over the past year. That input reinforced what must remain central: measurable results for our community, disciplined focus on our core programs, and the organizational strength needed to deliver and sustain high-quality care over time.

We appreciate the contributions of the CHRIS 180 Board of Directors, [SV Consulting Group](#), and [LEAD Atlanta Class of 2026](#) in shaping this work.

Enterprise Challenges

This plan is built to address three recurring organizational and system-level barriers that constrain impact and long-term sustainability ("Enterprise Challenges"). These include:

- People & Talent - Developing and retaining the talent required to deliver high-quality care
- Measurable Program Performance - Ensuring program quality, utilization, and associated clear and measurable results
- Partnership Strength - Strengthening programmatic and funder partnerships that improve our impact and financial position

Enterprise Theory of Change

If CHRIS 180 strengthens talent, program quality and outcomes, and strategic partnerships that grow referrals and revenue, then we will deepen impact and ensure long-term sustainability.

Strategic Priorities and Foundational Enablers

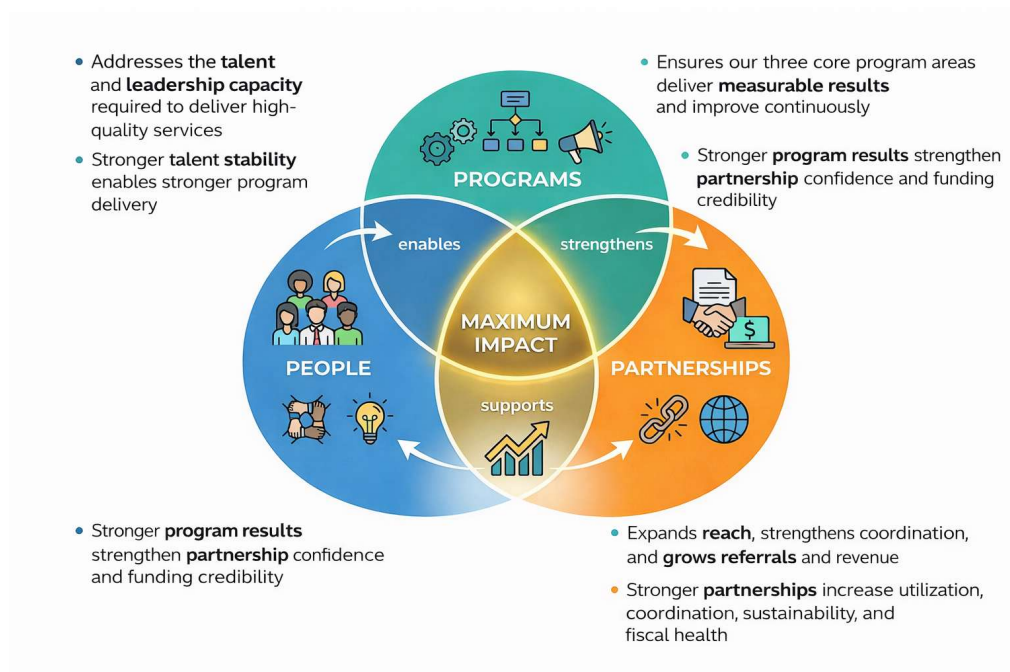


This plan concentrates on three strategic priorities (“Strategic Priorities”) - People, Programs, and Partnerships. These are the clearest levers CHRIS 180 can strengthen in the next two years to deepen impact and sustain long-term performance.

- **People** - addresses the talent and leadership capacity required to deliver high-quality services.
- **Programs** - ensures our three core program areas - mental health services, foster care and adoption services, and support for young people facing homelessness (“Core Program Areas”) - deliver measurable results and improve continuously.
- **Partnerships** - expands reach, strengthens coordination, and grows referrals and revenue

These Strategic Priorities are pursued concurrently and designed to reinforce one another.

- Stronger talent stability enables stronger program delivery.
- Stronger program results strengthen partnership confidence and funding credibility.
- Stronger partnerships increase utilization, coordination, and sustainability, which in turn support the workforce, program performance, and fiscal health.



Foundational Enablers

There are three foundational enablers (“Foundational Enablers”) that are essential for the execution of the Strategic Priorities.

- **Storytelling and brand** will clarify who we serve, how we help, and what results we achieve, so our community, partners, and funders understand CHRIS 180’s value and impact.
- **Fundraising and development** will translate measurable results into a stronger case for support and deepen relationships with funding partners to diversify and stabilize revenue.
- **Operations and infrastructure**, including data, systems, and finance, will provide the backbone required to track referrals and utilization, measure outcomes, manage performance, and support disciplined decision-making.

Definitions of Success

People & Talent:

- Workforce stability improves in critical roles
- Leadership and supervision capability strengthens
- The organization has consistent onboarding, performance management, and people systems that support retention and service delivery quality

Programs:

- Program Outcome Measures are developed, benchmarked, and reported
- Consistent outcome measurement practices are executed
- Productivity increases for clinicians
- Demand for core services increases

Partnerships:

- A focused partnership portfolio is developed that produces measurable value to support long-term sustainability (referrals, shared initiatives, and revenue)
- Qualified referrals increase
- Shared initiatives demonstrate results
- Revenue attributable to partnerships grows

How the Plan will be Managed

Progress will be managed through a two-year operating roadmap, a set of priority-level KPIs, and a clear governance oversight cadence. The **Strategy & Programs Committee**, a standing subcommittee of the Board, will oversee the plan. The Committee’s role is to ensure focus, monitor progress, and elevate material risks and decisions. The Committee will meet at least every two months to review progress, identify risks, and support course corrections with leadership. Regular updates will be provided to the full board.

CLOSING AND APPENDICES

This plan is a commitment to deliver what our community expects from CHRIS 180: high-quality, trauma-informed support from a sustainable organization they can count on to help them move forward. It strengthens the people who deliver our work, the programs that produce results, and the partnerships that expand our reach and sustain performance, now and into the future.

For more information, please review the following documents:

- **Strategic Plan Narrative**
- **Appendix 1 – Key Definitions**
- **Appendix 2 – Strategic Plan Spine**

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Strategic Plan Narrative

Deepening impact and ensuring long-term sustainability



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STRATEGIC PLAN NARRATIVE

INTRODUCTION

Who We Are and Where We Serve

CHRIS 180 serves our community across Metro Atlanta through three core program areas (“Core Program Areas”): mental health services, foster care and adoption services, and support for young people facing homelessness.

Plan Goals

This plan is designed to achieve two outcomes concurrently. For our community, the goal is deeper impact through measurable results. For CHRIS 180, the goal is long-term sustainability through stronger delivery capacity, diversified and stable revenue, and a stable, high-performing workforce.

Enterprise Challenges

CHRIS 180 has three system-level challenges that constrain impact and long-term sustainability (“Enterprise Challenges”). We must address these Enterprise Challenges to ensure CHRIS 180 consistently delivers impact and remains sustainable over the long term. The Enterprise Challenges are:

- **People & Talent** - CHRIS 180 must strengthen talent and workforce stability, including leadership capacity and the people systems required to hire, onboard, develop, and retain staff consistently. When vacancies persist, or turnover rises, capacity is reduced, supervision burdens grow, and quality becomes harder to sustain. In trauma-informed work, frequent therapist turnover interrupts trust and treatment progress, and it makes measurable results harder to achieve.
- **Programs** - CHRIS 180 must ensure program Outcome Measures are well defined and continuously improved. Our community and funders increasingly expect evidence of progress, not only volume. Without consistent outcomes measurement and disciplined learning, the organization cannot reliably strengthen what is working, correct what is not, and/or credibly communicate impact.
- **Partnerships** - CHRIS 180 must strengthen strategic partnerships that grow referrals and revenue, including funding partners. We must improve our processes for cultivating, prioritizing, and/or actively managing our partner relationships to ensure that they result in increased impact and revenue. Partnerships should improve referral pathways into and from our services, enable shared initiatives, and diversify revenue to improve financial and programmatic performance.

Two-Year Plan

This is intentionally a two-year plan rather than a traditional three-to-five-year plan. CHRIS 180 is emerging from a stabilization phase. The nonprofit sector is in a period of significant transition, with shifting local and national funding priorities and rising expectations for measurable results. A two-year horizon allows CHRIS 180 to stay nimble and targeted, strengthen core capabilities, without overcommitting to assumptions that may change.

Key Assumptions and External Factors

This strategy assumes that demand for services across Metro Atlanta will remain strong, and that workforce recruitment and retention will remain a defining challenge across the nonprofit sector. It also assumes that local and national funding priorities may continue to shift,

increasing the importance of partnerships, funding diversity, and disciplined decision-making about what to pursue and what to decline.

The plan also assumes that outcomes measurement and continuous improvement are feasible when supported by Foundational Enablers (as defined below), including the operational infrastructure, data systems, and leadership routines required to track progress and act on what we learn.

How this Plan was Informed

This plan reflects decisions and directions learned, seen, and heard from the CHRIS 180 community over the past year. That input reinforced what must remain central: measurable results for our community, disciplined focus on core programs, and the organizational strength required to provide and sustain high-quality care over time.

We appreciate the contributions of CHRIS 180 Board of Directors, [SV Consulting Group](#), and [LEAD Atlanta Class of 2026](#) in shaping this work.

ENTERPRISE THEORY OF CHANGE

CHRIS 180 will pursue three strategic priorities (“Strategic Priorities”) concurrently: People, Programs, and Partnerships. These priorities are supported by foundational enablers (“Foundational Enablers”), including storytelling and brand, fundraising and development, and operations and infrastructure (data, systems, finance). Our Theory of Change is:

If CHRIS 180 strengthens talent, program quality, and outcomes, and strategic partnerships that grow referrals and revenue, then we will deepen impact and ensure long-term sustainability.

What This Means in Practice

The Theory of Change states that CHRIS 180 will deepen its impact by strengthening three levers within our control that directly address the Enterprise Challenges.

- **Strengthening talent** means developing and retaining the workforce and leaders required to deliver high-quality care across our core program areas, supported by consistent practices and systems. It includes workforce stability, strong supervision and leadership capacity, and clear pathways that support performance and retention.
- **Strengthening program quality and outcomes** means ensuring our Core Program Areas deliver measurable results that reflect real client progress. This requires clear outcome definitions, reliable measurement and reporting tools, and disciplined learning so the organization can strengthen what works, address gaps, and credibly communicate impact to the community and to funders.
- **Strengthening strategic partnerships** means focusing on partnerships that improve referrals into our services, enable shared initiatives, and grow revenue. Strategic partnerships should expand reach, improve client coordination, and diversify revenue to sustain financial and programmatic performance over time.

STRATEGIC FRAMEWORK



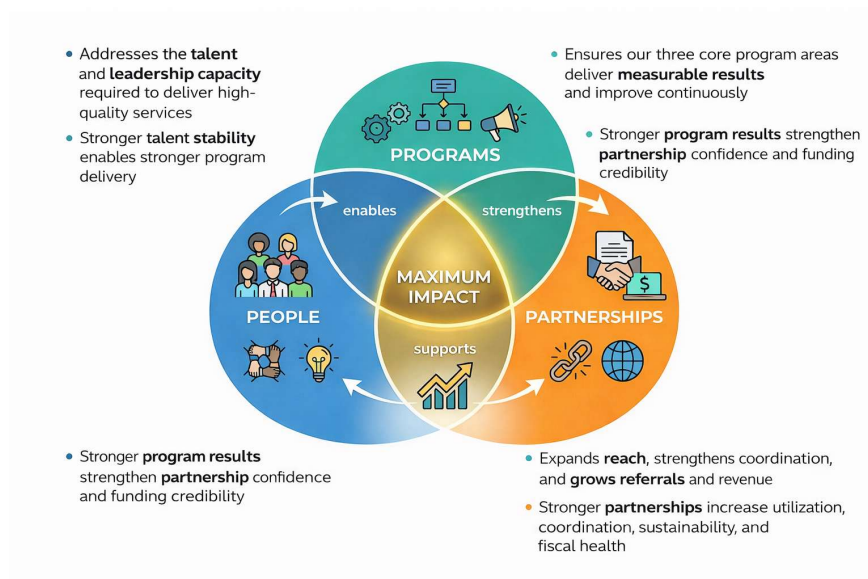
The Strategic Priorities are Pursued Concurrently

This plan concentrates on People, Programs, and Partnerships because they are the clearest levers CHRIS 180 can strengthen in the next two years to address Enterprise Challenges.

- **People** - address the talent and leadership capacity required to deliver high-quality services.
- **Programs** - ensure our Core Program Areas are highly utilized, deliver measurable results, and improve continuously.
- **Partnerships** - expand reach, strengthen coordination, and grow referrals and revenue.

These priorities are pursued concurrently and designed to reinforce one another.

- Stronger talent stability enables stronger program delivery.
- Stronger program results strengthen partnership confidence and funding credibility.
- Stronger partnerships increase utilization, coordination, and sustainability, which in turn support the workforce, program performance, and fiscal health.



Foundational Enablers

Three foundational enablers (“Foundational Enablers”) are essential to support the strategic priorities.

- **Storytelling and brand** will clarify who we serve, how we help, and what results we achieve, so our community, partners, and funders understand CHRIS 180’s value and impact. We will enhance both internal and external communications.
- **Fundraising and development** will translate measurable results into a stronger case for support and deepen relationships with funding partners to diversify and stabilize revenue.
- **Operations and infrastructure**, including data, systems, finance, and dashboarding/reporting, will provide the backbone required to track referrals and utilization, measure outcomes, manage performance, and support disciplined decision-making.

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STRATEGIC PRIORITY - PEOPLE & TALENT

Strategic Goal and Desired Outcomes (March 31, by March 31, 2028)

CHRIS 180 will strengthen and retain a high-performing workforce by enhancing core people practices, developing leaders, and creating the conditions for strong retention across our Core Program Areas.

By the end of the first quarter of 2028, the intended outcomes are:

- A more stable, engaged, and high-performing workforce
- Stronger clinical and non-clinical staff retention
- Faster hiring and onboarding
- Reduced compliance burden
- More consistent leadership and supervision across programs
- Compensation structures that are competitive and clear

Contribution to the Theory of Change

When CHRIS 180 develops and retains talent, we increase capacity, protect service quality, reduce disruption, and strengthen the day-to-day execution required to achieve measurable program results, especially in trauma-informed work where stability, supervision quality, and clinical consistency shape outcomes.

Two-Year Approach (April 1, 2026 – March 31, 2028)

The People & Talent roadmap is structured as a two-year initiative that strengthens fundamentals in Year 1 and embeds and advances improvements in Year 2. The work is organized into four focus areas.

- **Processes and Procedures** - CHRIS 180 will enhance and standardize core People & Talent processes and procedures. In 2026, this includes enhancing and revising priority policies, redesigning onboarding in phases, launching a performance management model with goal setting, implementing engagement and pulse surveys with a feedback loop, and clarifying People & Talent roles and expectations. In 2027 through Q1 2028, the focus shifts to completing the onboarding redesign, implementing consistent SOPs across People & Talent, and refining the performance management model.
- **Training and Development** - CHRIS 180 will strengthen staff training and development with an emphasis on leadership and manager capability. In 2026, this includes launching the Leadership Essentials training program for managers, delivering training, starting a quarterly manager learning series, and providing therapist support tools. In 2027 through Q1 2028, this advances to a leadership competency framework and strengthens the People & Talent team capability as strategic partners.
- **Compensation Competitiveness** - CHRIS 180 will work toward strengthening compensation competitiveness and clarity to the greatest extent possible, with the understanding that meaningful and sustainable improvements require new revenue, whether earned through growth or secured through additional funding. In 2026, this includes conducting a full compensation analysis, redesigning salary bands to ensure market alignment, and making early adjustments for therapists and other critical roles. From 2027 through Q1 2028, this includes phased compensation adjustments where financially feasible, standardizing incentives where appropriate, and, if financially feasible, aligning merit increases with the performance review process.
- **Systems and Data** - CHRIS 180 will improve People & Talent systems and workforce data management. In 2026, this includes an HR data integrity assessment, HR systems

audit, HRIS vendor evaluation, automating processes and workflows where feasible, and launching dashboards for turnover, onboarding, and compliance. In 2027 through Q1 2028, this includes implementing a new Human Resources Information System (“HRIS”) or fully optimizing the current systems and strengthening integrations.

SMART Goals with KPIs

Goal (target date)	Key work and primary KPIs
Goal 1 (End of 2026) Consistent people processes and expectations	Key work: Define Outcome Measures; update policies; onboarding v1; performance management v1; engagement loop. KPIs: Onboarding complete ≤60 days; goal-setting completion; engagement and pulse participation surveys distributed and evaluated.
Goal 2 (End of 2027) Leadership and manager capability standard	Key work: Leadership Essentials training; manager learning series; creating a core competency framework. KPIs: Manager training completion
Goal 3 (March 31, 2028) Competitive compensation and stronger recruitment and retention in critical roles	Key work: Compensation analysis; salary bands; phased pay changes; hiring practices KPIs: Retention rate (overall and clinical/direct service); time-to-fill critical roles.
Goal 4 (March 31, 2028) Improved HR data integrity and visibility, and lower compliance burden	Key work: Data integrity assessment (2026); Dashboards (2026); HRIS or Paylocity enhancement (2027); integrations. KPIs: Data integrity assessment and clean up; Dashboard; fewer manual transactions; compliance adherence.

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People & Talent Outcome Measures

Success Measure	Indicator	Target	Frequency	Data Source
Workforce stability improves	Voluntary turnover rate improvement, with a focus on therapists	*Dependent on HR data assessment to be completed by December 2026	Quarterly	Paylocity / Exit Interviews
New Hire (NEO) improvement & attendance	NEO restructuring for content & facilitation improvement / % of new hires completing onboarding within the first 30 days of employment	100% - NEO restructuring completed in 2026 90% NEO completion rate within the first 30 days	Quarterly	Onboarding tracking – Paylocity
Leadership capability improves/strengthens	% of people leaders complete Building Leadership Skills (BLS)	50% of people managers complete 4 or more BLS courses	Semi-Annual	Training records – Paylocity
Recruiting effectiveness improves	Average time to fill for designated roles improves	≥ 45 days	Quarterly	Recruiting reports – Paylocity
Compensation competitiveness improves	Compensation (key roles) with market midpoint (within reason relative to budgets)	Upward trend YOY *Dependent on compensation analysis completed by December 2026	Annual	Compensation benchmarking

Key Risks and Mitigation

The primary risks are capacity constraints, change fatigue, and uneven adoption across programs. Mitigation will come from phased implementation with clear expectations, providing supervisors with training on performance management and training approaches, and using dashboards as indicators for retention, onboarding, and compliance.

STRATEGIC PRIORITY - PROGRAMS

Strategic Goal and Desired Outcomes (March 31, by March 31, 2028)

CHRIS 180 will ensure our programs deliver high-quality, trauma-informed, community-responsive, and highly utilized services with measurable results. This priority concentrates on the Core Program Areas.

Success means we can credibly answer two questions:

- Are we delivering excellent care?
- Is the care we are delivering making a measurable difference?

We must shift from primarily measuring volume to measuring results, with clear definitions and consistent tracking across programs.

Contribution to the Theory of Change

Programs are the work that converts that capacity and access into measurable results for our community.

Two-Year Approach

This two-year plan emphasizes disciplined execution over broad expansion. We will measure our results, grow utilization where capacity exists, and ensure programming decisions are aligned to support our strategy, mission, outcomes, resources, and sustainability.

Our program work will focus on four areas.

- We will build an outcome measurement discipline that supports continuous improvement
- We will increase access to services through referral pathway clarity and improved intake and referral tracking.
- We will strengthen practice management and operational support that make outcomes possible.
- We will evaluate our program portfolio on an ongoing basis to ensure alignment with our mission, our resources, and our core competencies.

SMART goals with KPIs

Goal (target date)	Key work and primary KPIs
Goal 1 (March 31, 2027) Strengthen outcomes measurement and the continuous improvement cycle	Key work: Establish standard Outcome Measures and workflow; Set baseline and targets; Develop and share program dashboard; Review progress quarterly and adjust accordingly. KPIs: Measurement completion rate; reporting timeliness; percent of programs in quarterly outcomes review; trend improvement on core indicators.
Goal 2 (March 31, 2028) Higher utilization of core services	Key work: Referral tracking; intake pathway clarity; targeted partner and funding development aligned to fit and sustainability. KPIs: Qualified referrals by source; referral-to-service conversion; utilization vs capacity (core service lines).

Program Outcome Measures

Success measure	Indicator	Target	Frequency	Data source
Improved quality of life	% of clients with successful discharges	50%	Annual	MyEvolv Medical Records Information System; GA Score
Improved mental health	% of clients reporting decreased symptoms on annual BHA*	50%	Annual	MyEvolv
Independence and self-sufficiency	% maintaining or increasing self-sufficiency	50%	Annual	MyEvolv
Treatment plan or ISP* goal achievement	One or more goals achieved	75%	Annual	MyEvolv
Satisfaction of persons served	% of people served and family members satisfied	85%	Quarterly	Client Satisfaction Survey
Satisfaction of partners	% of stakeholders satisfied with the quality of service	75%	Annual	Annual Partner Survey

* BHA refers to the annual behavioral health assessment captured in the client record. ISP refers to individual service plans used in residential and community-based services.

Key Risks and Mitigation

The primary risks are uneven adoption of measurement practices, data quality limitations, change fatigue, and the temptation to expand scope faster than capacity. Mitigation will come from using a standard, organization-wide set of Outcome Measures that is small enough to collect consistently, but comprehensive enough to show both strengths and gaps. The measures are chosen to be consistent with external measurement benchmarks and feasible to track. The PQI Committee will develop and review program measures and data quality standards. Any material changes to the measure set will be reviewed with leadership and shared with the board through the Strategy & Programs Committee.

STRATEGIC PRIORITY - PARTNERSHIPS

Strategic Goal and Desired Outcomes (March 31, by March 31, 2028)

CHRIS 180 will build strategic partnerships that deepen impact and grow referrals and revenue. Partnerships will be treated as a strategic portfolio. Success will be measured by how partnerships enhance support for our community while contributing toward long-term sustainability.

By March 31, 2028, the desired outcomes are:

- Stronger referral pathways into and from our Core Program Areas
- A set of high-performing shared initiatives with clear outcomes
- Increased visibility where it supports coordination and funding
- A more diversified and stable revenue mix that is supported by funding and programmatic partners.

Contribution to the Theory of Change

When CHRIS 180 strengthens partnerships that grow referrals and revenue, we expand access to our services, improve coordination around families and youth, and increase the financial resources available to sustain our organization. Partnerships also strengthen our ability to make reliable, warm referrals when a client's primary need falls outside our core program areas. This helps families get connected to the right support without CHRIS 180 expanding beyond our strategic focus.

Two-Year Approach

The partnership strategy will be operationalized using a partnership playbook approach developed with LEAD Atlanta that prioritizes relationships while managing them with clear expectations and measurable value.

Over the next two years, the partnership work will focus on five areas:

- Mapping our current partners and deciding which ones are truly strategic.
- Defining what success looks like with priority partners, including referrals, shared initiatives, and revenue where applicable.
- Using a standard agreement template so expectations are clear and consistent.
- Focusing on a small number of priority partnerships and delivering on shared commitments.
- Reviewing performance routinely so we strengthen what works and exit low-value activity

SMART goals with KPIs

Goal (target date)	Key work and primary KPIs
Goal 1 (End of 2026) Prioritized partnership portfolio and decision rules; finalize Outcome Measures	Key work: Inventory; segmentation; partner scoring; partner value exchange; and shared outcomes defined. KPIs: Outcome Measures developed; Inventory complete; percent of priority partners categorized and scored; number of priority partners with defined value exchange and outcomes.
Goal 2 (End of 2026) Standard partnership formalization	Key work: Standard MOU; roles and initiatives defined; measures; referral and revenue assumptions as applicable. KPIs: Number of priority MOUs executed; percent of MOUs with outcome measures; time from partner identification to formalization.
Goal 3 (End of 2027) 2–3 strategic partnerships delivering measurable value	Key work: Formalize 2–3 partnerships; launch shared initiatives; performance tracking. KPIs: Qualified referrals per quarter; referral-to-service conversion; partner-attributable revenue (earned and funded); shared initiative milestones met.
Goal 4 (March 31, 2028) Stronger funding partner engagement and funding diversity	Key work: Funding partner strategy; diversification actions; multi-year or repeat partner cultivation. KPIs: Improve funding diversity mix (target 1/3 earned revenue, 1/3 grants, 1/3 fundraising); year-over-year growth in partnership-attributable revenue; number of multi-year or repeat funding partners.

Partnership Outcome Measures

Success Measure	Indicator	Year 1 Target (by March 31, 2027)	Year 2 Target (by March 31, 2028)	Frequency	Data Source
Strategic Partnership Portfolio Discipline	New MOUs with defined payment and referral terms AND renewal rate of existing MOUs	3 new MOUs; 50%+ of existing MOUs renewed	3 new MOUs; 60% of existing MOUs renewed; 10% increase in referral or revenue contribution per partnership	Quarterly monitoring; annual targets	Executed MOUs; partnership tracking log

Client Growth Through Partnerships	New clients enrolled per priority partnership	25 new clients per partnership from priority partner referrals (tracked with referral-to-service conversion). Impact is assessed through program Outcome Measures, not referral volume alone.	30 New clients per partnership who begin services from priority partner referrals (tracked with referral-to-service conversion). Impact is assessed through program Outcome Measures, not referral volume alone.	Quarterly monitoring; annual targets	Referral tracking and enrollment data
Partnership Revenue Contribution	Total cash revenue attributable to priority partnerships (earned or funded; excludes in-kind)	20% increase from the baseline	\$50,000 total 25% increase from the prior year	Quarterly monitoring; annual targets	Finance and development reports
Partner Satisfaction	Percent of priority partners satisfied with collaboration and value exchange	75% satisfied	90% satisfied	Quarterly monitoring; annual targets	Partner satisfaction survey

Key risks and mitigation

The primary risks are attempting to manage too many partnerships at once, unclear accountability for follow-through, and partnership activity substituting for measurable value. Mitigation will come from portfolio discipline, standardized MOUs, a small number of prioritized strategic partnerships, and quarterly performance reviews to stay on track toward the annual targets.

GOVERNANCE AND ACCOUNTABILITY

Governance

The **Strategy & Programs Committee**, a standing subcommittee of the Board, will oversee the plan. The Committee's role is to ensure focus, monitor progress, and elevate material risks and decisions. The Committee will meet at least every two months to review progress, identify risks, and support course corrections with leadership. Regular updates will be provided to the full board.

Tradeoffs and What We Will Not Do

This plan requires clear trade-offs to avoid "mission creep" and protect execution. CHRIS 180 will not chase funding or build programs that are misaligned with our Theory of Change, do not cover direct costs, or create long-term commitments without a credible sustainability path. We will not expand the program portfolio without clarity on outcomes, staffing capacity, measurement, and operational requirements. We will not treat partnership activity as success unless partnerships produce measurable value, including improved referrals, shared initiatives, and revenue diversification. We will not rely on service volume alone as evidence of impact when client progress can and should be measured.

Growth and Scope Guardrails

New grants, partnerships, or program expansions should pass two tests before being pursued.

- **Strategic fit test:** Does this opportunity align with our mission, Theory of Change, and strategic priorities, and does it strengthen our ability to deliver measurable results in the communities we serve?
- **Sustainability test:** Is there a credible path to long-term funding and operational viability, including cost coverage, staffing capacity, capability to do the work well, and the ability to sustain the work after initial funding ends?

Accountability

- **People & Talent:** The VP of People & Talent owns the People & Talent priority.
- **Programs:** The CPOO owns the Programs priority. The Program Quality Improvement ("PQI") Committee, comprised of program, operations, and data management staff, collectively owns outcomes definition, measurement consistency, and improvement routines across core program areas.
- **Partnerships:** The CPOO and CDO own partnership portfolio discipline, referral pathway strengthening, and funding partner engagement.
- **Foundational Enablers:** Foundational components are overseen by the Executive Leadership Team, with the Director of Marketing and Communications leading day-to-day execution for storytelling and brand.

THE PATH FORWARD

“Vision without execution is hallucination.”

- Often attributed to Thomas Edison

Adoption and Communication

Following board approval on March 18, CHRIS 180, this plan will serve as the organization’s strategic direction through March 2028. Internal communication will focus on the Theory of Change, the Strategic Priorities, and the Foundational Enablers that support execution. External communication will focus on who we serve, the Strategic Priorities, and our measurable results.

Operationalizing the Strategy in the First 90 days

In the first 90 days, we will confirm the outcomes measurement set and workflow, establish the Strategy & Programs Committee, set review cadence and reporting format, and activate the partnership portfolio approach using the playbook to segment partners, prioritize the partnerships that matter most, and strengthen referral and funding partner strategy consistent with strategic fit and sustainability guardrails.

Governance Cadence and Board Visibility

The Strategy & Programs Committee will meet at least every two months and will keep the board updated on progress with the plan.

Commitment to Review and Adjust

CHRIS 180 will conduct a Year 1 review at the end of March 2027 to assess progress, tighten measures where needed, and adjust Year 2 priorities based on results and changing conditions. At the end of the plan period in March 2028, leadership will provide a closeout summary and recommendations for the next planning cycle.

CLOSING AND APPENDICES

This plan is a commitment to deliver what our community expects from CHRIS 180: high-quality, trauma-informed support from a sustainable organization they can count on to help them move forward. It strengthens the people who deliver our work, the programs that produce results, and the partnerships that expand reach and sustain performance, now and into the future.

For more information, please review the following documents:

- **Appendix 1 – Key Definitions**
- **Appendix 2 – Strategic Plan Spine**

APPENDIX 1 – KEY DEFINITIONS

Alignment - The degree to which programs, partnerships, and investments directly support the enterprise problem, Theory of Change, strategic priorities, and core program areas. Alignment is a required test for new initiatives and major funding opportunities.

Core Program Areas - CHRIS 180's three primary service domains: mental health services; foster care and adoption services; and support for young people facing homelessness. These areas define the organization's strategic focus and guide program and partnership decisions.

Enterprise Challenges - The recurring organizational and system-level barriers that constrain impact and long-term sustainability. In this plan, these include talent stability, measurable program performance, and partnership strength.

Enterprise Theory of Change - A clear statement of cause and effect that explains how CHRIS 180's investments in people, programs, and partnerships lead to measurable results for children, youth, and families, while strengthening the organization's long-term sustainability.

Executive Summary - A concise overview of the strategic plan that explains why the plan exists, what it prioritizes, and what success will look like by the end of the planning horizon.

Foundational Enablers - The capabilities that support execution across all strategic priorities, including storytelling and brand, fundraising and development, and operations such as data systems, finance, and infrastructure. These are not separate priorities but enabling functions.

Funding Diversity - A balanced mix of earned revenue, government funding, foundation support, corporate partnerships, and individual giving that reduces reliance on any single source and improves stability.

Impact - Sustained, meaningful improvement in the lives of children, youth, adults, and families served by CHRIS 180, demonstrated through measurable results such as improved mental health, stability, self-sufficiency, and quality of life.

Indicators - Quantifiable data points used to measure progress toward an outcome or goal. Indicators are the specific metrics tracked to determine whether intended results are being achieved.

Key Performance Indicators (“KPIs”) - A focused set of high-priority indicators used by leadership and the board to monitor strategic performance and organizational health.

Outcomes - Observable and measurable changes experienced by clients because of services delivered. Outcomes reflect progress toward goals such as improved mental health, increased self-sufficiency, or improved quality of life.

Program Quality Improvement Committee (“PQI Committee”) - The staff group of clinicians, operations team members, and data/systems personnel responsible for overseeing measurement, data integrity, continuous improvement, and progress on the defined program Outcome Measures.

Roadmap - A time-bound implementation outline that identifies major milestones, sequencing, and accountability for executing the strategic priorities over the two-year planning period.

S.M.A.R.T. Goals - Specific, Measurable, Achievable, Relevant, and Time-bound objectives that translate strategic priorities into actionable commitments with defined ownership.

Strategic Framework - The structure that organizes the plan, including Enterprise Challenges, Theory of Change, strategic priorities, Foundational Enablers, and governance model. It clarifies what the organization will focus on and what it will not focus on.

Strategic Plan “Spine” - A one-page strategic summary that captures the plan’s core logic and choices at a glance, including the Enterprise Challenges, Theory of Change, Strategic Priorities, Foundational Enablers, and what success looks like.

Strategic Priorities - The three concurrent areas of focus for the plan: People, Programs, and Partnerships. These priorities reinforce one another and drive both impact and long-term sustainability.

Strategy & Programs Committee - A standing board committee responsible for oversight of strategic progress, performance indicators, and alignment with the approved plan. The committee receives regular updates and escalates material issues to the full board.

Outcome Measures - The defined outcomes and performance indicators used to determine whether a strategic priority is achieving its intended results. Outcome Measures may include client outcomes, operational performance, and stakeholder experience.

Sustainability - The organization’s ability to maintain financial stability, operational strength, and program continuity over time. In this plan, sustainability is supported through workforce stability, measurable results, disciplined portfolio decisions, and diversified revenue.

Utilization - The degree to which CHRIS 180’s services and capacity are effectively used. This includes both (1) utilization of services, such as referrals, enrollment, and participation relative to available capacity, and (2) productivity of service providers, such as billable or service-delivery activity relative to expected workload and staffing levels.

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APPENDIX 2 – STRATEGIC PLAN “SPINE”

Enterprise Challenges

- Three recurring challenges constrain CHRIS 180’s impact and long-term sustainability:
 - Developing and retaining the talent required to deliver high-quality, trauma-informed care
 - Ensuring program quality, utilization, and measurable results across our three core program areas (“Core Program Areas”): mental health services, foster care and adoption services, and support for youth facing homelessness
 - Strengthening strategic partnerships, including funding partners, that grow referrals, revenue, and funding diversity

Enterprise Theory of Change

If CHRIS 180 strengthens talent, program quality and outcomes, and strategic partnerships that grow referrals and revenue, then we will deepen impact for children, youth, and families and ensure long-term sustainability.

Theory of Change Components

- Population served: children, youth, adults, and families across Metro Atlanta experiencing trauma and instability
- Role: deliver trauma-informed, community-responsive services that produce measurable results in mental health, foster care and adoption, and youth homelessness support
- Strategic Priorities: People & Talent; Programs; Partnerships
- Foundational Enablers: storytelling and brand; fundraising and development; operations including data, systems, and finance
- Results: measurable client impact; diversified revenue; stronger workforce stability; disciplined growth and long-term sustainability

Intended Impact

- Greater healing, improved mental health, stability, self-sufficiency, and quality of life for children, youth, and families
- Consistent, high-quality, highly utilized services with measurable results across core program areas
- Stronger referral pathways, coordinated community response, diversified revenue, and sustained organizational performance

Strategic Priorities Snapshot

Note: the action items and outcomes, below are representative examples aligned with the approved plan and are measured annually on March 31, 2027, and March 31, 2028.

Priority	Goal and why it matters	Example action focus	Example outcome
People & Talent	<p>Goal: Strengthen and retain a high-performing workforce by enhancing people systems, leadership capability, and compensation competitiveness.</p> <p>Why: Workforce stability and leadership strength directly influence service quality, client outcomes, and organizational capacity.</p>	<p>Implement consistent onboarding and performance management systems; expand leadership development; complete compensation review and phased adjustments.</p>	<p>Improved retention</p>
Programs	<p>Goal: Ensure mental health services, foster care and adoption services, and support for young people facing homelessness deliver measurable results and improve continuously.</p> <p>Why: Clear outcomes strengthen impact, credibility, funding confidence, and long-term sustainability.</p>	<p>Standardize six program Outcome Measures; strengthen utilization discipline; use Program Alignment Analysis to guide portfolio decisions.</p>	<p>Improved client results across six Outcome Measures.</p>
Partnerships	<p>Goal: Build strategic partnerships, including funding partners, that deepen impact and grow referrals, revenue, and funding diversity.</p>	<p>Formalize MOUs with defined referral and payment terms; strengthen renewal discipline; grow earned and funder revenue attributable to priority partnerships.</p>	<p>Increased qualified referrals, stronger shared initiatives, and measurable partner-attributable revenue; improved funding diversity, partner satisfaction, and funding diversity mix.</p>