2019-2022 STRATEGIC PLAN FOR THE LUCY CORR FOUNDATION

Adopted June 12, 2019

Plan Guidance

• Recruiting a new executive director will be a critical activity in the next three years. The position may need to become full-time, requiring additional funding.

• The plan needs to maintain Lucy Corr and support for services to its residents, program participants and employees as the priority of the Foundation. This will require careful attention to maintaining an appropriate balance between resources dedicated to Lucy Corr and those dedicated to serving the community through the Lucy Corr Dental Clinic (LCDC).

• The LCDC is a critical service supported solely by the Foundation and its grantors, and it is a source of pride and accomplishment to the Foundation. Its continued funding at a level that can support the expansion over the last three years is essential in the next plan.

• The adopted Strategic Plan for 2019-2022 should be revisited once the new Executive Director is in place.
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| **In 2022, the Foundation will enjoy continuous effective and visionary leadership** | To transition smoothly and effectively to a new executive director | $1,000 one time  
$50,000/year; 1 year (two part time)  
$5,000  
$40,000/year; $80,000 2 years | Update by-laws and other foundation documents and policies  
Part time (32 hours a month X $30 an hour) Examine the feasibility of making the position fulltime. Hourly rate less than current hourly rate.  
Recruit highly qualified candidates thru networking and personal contact  
Onboard the new Full time Executive Director at the direction of the current ED. One year of duplicate salaries |

| **In 2022, oral health services will continue to be available at no charge to the underserved residents in LC and seniors served by community partners** | To enhance the day-to-day lives and well-being of the geriatric residents in the care of LC and the Foundations’ community partners | $15,000 salary costs at  
$15/hour 20 hours/week;  
$45,000 3 year costs  
$1,000 campaign costs  
$1,000  
$30,000/3 year cost supplies;  
$5,000 equipment maintenance  
$66,000/year; $198,000/3 year cost  
In kind Lucy Corr  
$25,000/year (currently pay $12,000); $75,000/3 years  
$1,000/year; $3,000/3 years | Provide for an administrative assistant to the LCDC director  
Pursue with LC residents and their families the fullest participation in services provided by the LCDC  
Provide training to LC staff on oral health issues (brushing as deterrent to disease, care of dentures, etc)  
Maintain equipment and supplies  
Maintain support for current staffing levels(coordinator, dental assistant, substitute hygienist)  
Working with LC administration, examine the feasibility of additional space for the LCDC, including reception, office and storage space within LC  
Employ a regularly scheduled dentist for 8 hours/week  
Recognize the contributions of dental school and hygiene students in the LCDC |
| In 2022, the lives of residents of LC and participants in its day program will be enhanced by greater therapeutic and recreational opportunities | To ensure continued support for existing and new programs and services of value to LC residents and program participants | $15,000/year; $45,000/3 years | Continue support for art and music therapy programs
Interview staff and residents
In kind Lucy Corr |
| In 2022, employees of LC will benefit from enhanced training and credentials for serving LC residents and program participants | To make the Foundation’s employee scholarship program more attractive and sustainable | $5000/year; $15,000 3 years | Review and revise the approach for granting scholarships to current employees
Examine ways to support programs at LC focused on enhancing employee credentials |
| In 2022, awareness of the Foundation and its work will be more widely known in the community (of interest) | To ensure the continuation of the work of the Foundation | $3,000/year; $9,000/3 years | Recognize employees who donate thru payroll deduction
Initiate a campaign of thank you notes from residents to LCDC volunteer dentists and dental students
Produce annual report and quarterly electronic newsletter
Audit
Make VCU DoD alums more aware of the work of the LCDC |

| Total plan costs 3 years | $587,000/3 years | Average $198,000/year |