

# 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.

GOALS	OBJECTIVES	COSTS	STRATEGIES
<p><i>In 2022, the Foundation will enjoy continuous effective and visionary leadership</i></p>	<p>To transition smoothly and effectively to a new executive director</p>	<p><b>\$1,000 one time</b></p> <p><b>\$50,000/year</b>; 1 year (two part time)</p> <p><b>\$5,000</b></p> <p><b>\$40,000/year; \$80,000 2 years</b></p>	<p>Update by-laws and other foundation documents and policies</p> <p>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.</p> <p>Recruit highly qualified candidates thru networking and personal contact</p> <p>Onboard the new Full time Executive Director at the direction of the current ED. One year of duplicate salaries</p>
<p><i>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</i></p>	<p>To enhance the day-to-day lives and well- being of the geriatric residents in the care of LC and the Foundations' community partners</p>	<p>\$15,000 salary costs at \$15/hour 20/hours/week; <b>\$45,000</b> 3 year costs</p> <p><b>\$1,000</b> campaign costs</p> <p><b>\$1,000</b></p> <p><b>\$30,000/3year</b> cost supplies; <b>\$5,000</b> equipment maintenance</p> <p><b>\$66,000/year; \$198,000/3 year cost</b></p> <p>In kind Lucy Corr</p> <p><b>\$25,000/year</b> (currently pay \$12,000); <b>\$75,000/3 years</b></p> <p><b>\$1,000/year; \$3,000/3 years</b></p>	<p>Provide for an administrative assistant to the LCDC director</p> <p>Pursue with LC residents and their families the fullest participation in services provided by the LCDC</p> <p>Provide training to LC staff on oral health issues (brushing as deterrent to disease, care of dentures, etc)</p> <p>Maintain equipment and supplies</p> <p>Maintain support for current staffing levels(coordinator, dental assistant, substitute hygienist)</p> <p>Working with LC administration, examine the feasibility of additional space for the LCDC, including reception, office and storage space within LC</p> <p>Employ a regularly scheduled dentist for 8 hours/week</p> <p>Recognize the contributions of dental school and hygiene students in the LCDC</p>

<p><b><i>In 2022, the lives of residents of LC and participants in its day program will be enhanced by greater therapeutic and recreational opportunities</i></b></p>	<p>To ensure continued support for existing and new programs and services of value to LC residents and program participants</p>	<p>\$15,000/year; <b>\$45,000/3</b> years  Interview staff and residents  In kind Lucy Corr</p>	<p>Continue support for art and music therapy programs  Explore options for additional programs desired by residents  Support <i>Linked Senior</i> usage by residents and program participants</p>
<p><b><i>In 2022, employees of LC will benefit from enhanced training and credentials for serving LC residents and program participants</i></b></p>	<p>To make the Foundation's employee scholarship program more attractive and sustainable</p>	<p>\$5000/year; <b>\$15,000</b> 3 years  -0-</p>	<p>Review and revise the approach for granting scholarships to current employees  Examine ways to support programs at LC focused on enhancing employee credentials</p>
<p><b><i>In 2022, awareness of the Foundation and its work will be more widely known in the community (of interest)</i></b></p>	<p>To ensure the continuation of the work of the Foundation</p>	<p>\$3,000/year; <b>\$9,000/3</b> years  In kind Lucy Corr (Shelby Ray)  <b>\$9,000</b>  <b>\$15,000</b>  Initiate a campaign of personal contacts and letters  In kind Madison &amp; Main</p>	<p>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  Continue PR efforts on raising the image of LC and the Foundation in the community</p>
<p><b><i>Total plan costs 3 years</i></b></p>		<p><b>\$587,000/3 years</b> Average <b>\$198,000/year</b></p>	