![OAR logo](Strengthening Community Through Second Chances)

**OAR of Arlington, Alexandria, and Falls Church**
# Strategic Plan
# FY19 - FY21
**(July 1, 2018 – June 30, 2021)**

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| **Our Vision** | Founded in 1974, OAR is a community-based nonprofit organization working with men and women returning to the community from incarceration and offering alternative sentencing options through community service to youth and adults. Additionally, race equity is a core goal at OAR, and we also seek to promote equity in the legal system and across all systems. |
| **Who We Serve** | OAR serves individuals and families of individuals incarcerated and/or returning from incarceration to Arlington County and the cities of Alexandria and Falls Church. We also serve individuals completing community service hours through the Arlington County and City of Falls Church courts. |
| **Our Programs and Services** | **Reentry Services**<br>• OAR provides pre-release programs inside local detention facilities and the closest prison releasing individuals to Arlington, Alexandria, and Falls Church including classes in essential wellness and personal growth, as well as case management, employment services, individual and group psychotherapy conducted by a group of licensed clinicians. Transition assistance, employment coaching, and case management are also provided to individuals currently and previously incarcerated and their families in hopes of a successful and safe reentry back into the community.<br>**Community Service Program**<br>• Based on the restorative justice model, OAR's community service program provides individuals with the opportunity to give back to their community and provide a meaningful service for the greater benefit of all. OAR works with the Arlington County and City of Falls Church courts to offer community service as an alternative form of sentencing to keep individuals out of incarceration and as a way for individuals to pay back court costs after incarceration with limited resources.<br>**Community Engagement**<br>• OAR has a long-standing tradition of pursuing justice. OAR's newest initiative will focus on engaging the community in a racial equity dialogue with the ultimate goal of creating a sense of urgency in implementing systemic solutions. OAR believes that the time for justice is always right now. |

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*Approved unanimously by vote of the Board of Directors in May 2018*
*Special thanks to Boeing and Risk Alternatives*
## FOCUS AREAS: Reassess Purpose and Activities, Brand Renewal and Risk Management

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| Goal #1: OAR will strategically reassess its purpose and activities | |
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| **Objectives** | • Research external forces and potential trends impacting OAR's activities<br>• Figure out what OAR should be doing differently, what OAR should do that's new, and what OAR should stop doing<br>• Reassess OAR's vision statement<br>• Reassess OAR's mission statement<br>• Reassess OAR's organizational values |

| Goal #2: OAR will prepare for the renewal of its brand and the assessment of its leadership position | |
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| **Objectives** | • Prepare a work plan that will renew OAR's brand, including its name, website, and marketing collateral during the 2012-2024 strategic planning cycle<br>• Prepare a work plan that will assess and improve OAR's profile as a regional leader in reentry and other elements of its mission during the 2012-2024 strategic planning cycle |

| Goal #3: OAR will complete adoption of a risk management process | |
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| **Objectives** | • Develop baseline data relating to awareness of risk management principles within OAR<br>• Perform risk inventory involving all members of the team to update current risk register<br>• Develop a consistent practice of updating risk register<br>• Develop a regular practice of raising risk management at executive team meetings, all-team meetings, and Board of Directors meetings<br>• Engage in necessary training to promote risk management awareness and engagement within OAR<br>• Improve measured awareness of risk management principles within OAR |

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