



Breaking925
FOUNDATIONAL STRATEGIC PLAN

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Executive Summary

Breaking925 was federally incorporated as a non-profit without charity status on April 1, 2025. Our organization is dedicated to empowering mid-to-senior career level professionals, including C-suite executives, with disabilities and chronic health conditions. We work to address the employment barriers they face and transform the Canadian employment landscape, embodying the sentiment of “**Not Without Us!**”

By serving this multi-faceted population of experienced professionals, Breaking925 supports a clearly defined and underserved niche, that is growing. This population is often overlooked in mainstream career development initiatives, which provides significant opportunities for our organization to make a lasting impact!

As a social innovation organization, Breaking925 is focused on dismantling systemic employment barriers through a human-centered, research-driven approach. We leverage robust research, inclusive education, social innovation, and proactive policy-influencing to create systemic change. Our strategy embraces an adaptive management approach, fostering flexibility, continuous learning, and responsiveness within an evolving socio-political-economic landscape. Key learnings from our foundational period will critically inform and refine all subsequent phases.

To ensure its long-term sustainment, we intend to develop a for-profit social enterprise component. This will be a crucial part of our strategy to address critical gaps using research, policy, and programs for the long term.

A comprehensive SWOT analysis reveals our core strengths lie in our deep and credible expertise, which combines professional, academic, and lived experience, as well as our distinctive market position. However, we face significant challenges due to our nascent stage, including limited funding and brand recognition, which lead to a heavy reliance on volunteers. The current environment presents a favorable landscape for our work, with opportunities like growing demand for DEI and accessibility supported by government and corporate initiatives. We are aware of the threats posed by competition from established organizations and our vulnerability to economic downturns.

In response to this analysis, our strategic plan outlines **three core portfolios**: Foundational Research, Inclusive Education, and Social Innovation. Each portfolio is designed to leverage our strengths, address our weaknesses, capitalize on opportunities, and mitigate threats, ensuring the long-term sustainability and impact of our mission. These portfolios will contain all our projects, programs, initiatives, services, and products, which will be expanded upon in other documents.

The **Breaking925 Strategic Framework** is built on **four core pillars**: Collective Leadership, Innovation & Research, Direct Services, and Sustainability. These pillars define the broad areas of work our organization will focus on to achieve its mission. Our strategic priorities, which are the high-level goals for accomplishing each pillar, include:

- **Visibility**: Establishing Breaking925 as a leading voice in Canada.
- **Foundational Research & Gap Analysis**: Conducting evidence-based research to identify critical needs and create blueprints for future programs.

- **Pilot Programming:** Designing and testing new services to inform larger-scale work.
- **Program Scaling & Delivery:** Effectively delivering scalable high-impact programs.
- **Funding Readiness:** Building a diversified and stable funding base.
- **Infrastructure:** Establishing the necessary operational and technological foundations.
- **Capacity:** Ensuring we have the skilled people and strong governance to deliver on all strategic priorities.

Mission

While there are other organizations serving persons with disabilities and their employers; our mission is to: “address employment barriers faced by mid-to-senior career level professionals due to disabilities and chronic health conditions.”

Our definition of “**mid-to-senior career level professionals**” is *purposefully inclusive*; encompassing individuals currently occupying; or are partially or fully retired from: non-management positions with significant experience and expertise; middle management levels; senior management levels (e.g. Vice President, Directors); and executive roles, including c suite executives (e.g. CEO, CFO).

This definition encompasses and is not limited to, those who are transitioning in their career - for any reason. This could be undergoing professional development, attending a post-secondary institution; taking a career or health break; actively or hoping-to-be actively seeking a new role as an employee, consultant, contractor, entrepreneur, gig worker or fractional employee. Additionally, our definition of “mid-to-senior career level professionals” is not restricted to a certain age range, sector, industry, or geographic region in Canada.

Our mission is *intentionally extensive*, being mindful that there are numerous forms of employment barriers faced by our target audience; our organization will evolve, guided by research, paired with stakeholder input. As we develop our research base and capacity, our program, service and product offerings may support employers; and for future consideration, the board may explore extending our programming to include caregivers of persons with disabilities, such as mid-to-senior career professionals caring for loved ones, or underage caregivers whose support enables professionals to obtain and retain employment.

Vision Statement

We envision a Canada where mid-to-senior career level professionals with disabilities and chronic health conditions are empowered to pursue, retain, advance, and lead in careers without the impediment of systemic employment barriers.

Our Core Values

Selected for collectively representing a comprehensive, human-centered approach to tackling systemic employment barriers faced by people with disabilities; our values emphasize not only the need for policy

and legislative change, but also the importance of community-building, empowerment, and inclusivity in creating a truly accessible and equitable workforce in Canada.

1. Collaboration and Partnership: Building strong relationships with people with lived experience, employers, government agencies, non-profit organizations, community groups and academia. By working together, we can collectively address the systemic barriers that prevent people with disabilities from accessing and maintaining meaningful employment at the mid-to-senior career levels.

2. Empowerment: Fostering self-determination and agency among people at the mid-to-senior career levels who have disabilities; supporting them to advocate for their own needs, access resources, and pursue their career goals with confidence and autonomy.

3. Inclusion and Accessibility: Prioritizing inclusivity and accessibility in all workplace environments, both physical and digital; working to ensure that mid-to-senior-level individuals with disabilities, regardless of age or role; have equal opportunities to succeed. We are dedicated to eliminating barriers and fostering workspaces where everyone, regardless of their background, is valued, supported, and given equal opportunities to contribute, lead, and thrive in their professional journeys.

4. Equity and Social Justice: Advancing equity and social justice by addressing and working to dismantle structural and societal barriers, including ageism and ableism, which prevent mid-to-senior-level individuals with disabilities from accessing leadership opportunities, career growth and/or participation in the workforce.

5. Respect for Dignity and Rights: Acknowledging the inherent dignity of all individuals and respecting their rights to work, contribute to society, and live free from discrimination based on disability.

6. Innovation and Adaptability: Recognizing that the needs of individuals with disabilities at the mid-to-senior career levels will vary and willingness to adopt creative, flexible solutions to address the numerous employment barriers, including through the use of adaptive technologies and innovative workplace practices.

7. Accountability and Transparency: Ensuring that the Breaking925 organization, including its Board and staff, and extending into partners when partnership agreements exist; are held accountable for the promises made, the impact achieved, and the ethical conduct in working toward disability inclusion in the workforce.

8. Leadership and Influencing: Leading by example, and influencing at local, provincial, and national levels for policies, practices and legislation that support people with disabilities at the mid-to-senior career levels to continue or re-enter the workforce.

9. **Community and Belonging:** Building a sense of community amongst people with disabilities at the mid-to-senior career levels, by creating a support network where individuals can share experiences, resources, and strategies for overcoming barriers. As well as whenever possible, fostering a culture where persons with disabilities and older persons belong and should be valued in workspaces and broader society.

10. **Sustainability:** Working toward creating sustainable change that will have a lasting impact on the employment landscape for people with disabilities at the mid-to-senior career levels, ensuring that efforts to address employment barriers are regularly reviewed and assessed, evolving and adapting to improve over time and with the needs of mid-to-senior career professionals who have disabilities.

Strategic Analysis: SWOT and TOWS Matrix Summary View

The SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis is a foundational tool used to understand Breaking925's internal and external environment. These critical findings directly inform our strategic pillars.

Strengths (S) An asset the organization possesses

- **Deep and Credible Expertise:** A unique combination of academic, professional, and lived experience in disability, DEI, HR, and policy. This expertise reinforces the "Nothing About Us Without Us" principle and builds trust within the disability and equity sectors.
- **Distinctive Market Position:** Our focus on empowering mid-to-senior career level professionals, including C-suite executives, with disabilities and chronic health conditions this gives us a clearly defined and underserved niche. Both our focus and expertise in this niche differentiates us from generalist organizations.
- **Holistic and Human-Centered Model:** Our unique approach recognizes the interconnectedness of career and personal well-being.
- **Adaptive & Resilient Structure:** Our hybrid, adaptive management approach allows us the flexibility to pursue new opportunities aligned with our mission as they arise and maintain a clear, three-portfolio structure: Foundational Research, Inclusive Education, and Social Innovation; providing an agile and sustainable framework for growth.
- **Robust Network and Relevance:** We have a strong and expanding network of professionals with disabilities, academics, partners, researchers, innovators and other stakeholders. Our work has national relevance, and our inclusive frameworks are adaptable across provinces and sectors.
- **Evidence-Based Foundation:** Our commitment to research, including the National Scorecard project and academic collaborations, provides a strong evidence-based foundation for all our programs, demonstrating accountability and impact.

Weaknesses (W) Internal factors that hinder our organization's performance. They are things we have direct control over and can work to improve.

- **Limited Brand Recognition and Resources:** Our start-up status leads to limited initial funding and a heavy reliance on volunteer contributions.
- **Lack of Proof of Concept:** As a new organization, we have a limited programmatic history and lack the substantial proof of concept often required by potential funders and evaluators.
- **Insufficient Organizational Infrastructure:** We have a lack of formalized HR and administrative structures, and limited technology infrastructure and expertise to scale our programs beyond the pilot phase.
- **Gaps in Professional Counsel:** While key financial leadership has been secured on the board and a Director of Finance has recently joined us; we still lack dedicated external legal and financial counsel to navigate regulatory and compliance burdens.
- **Vulnerability to Funding Shifts:** We have an over-reliance on a single type of funding (start-up grants), which increases our sustainment risk during periods of government transition and shifts in priorities.

Opportunities (O)

- **Underserved and Growing Market:** There are few Canadian organizations serving disabled professionals at advanced career levels. This market is growing due to demographic trends (aging population), advances in treatments, and financial necessity to work amongst mid-to-senior level professionals.
- **Favorable Policy Environment:** Recent federal and provincial policies in Canada are increasingly focused on workforce participation, accessibility, reconciliation, and Diversity, Equity and Inclusion (DEI). This creates a supportive environment for our mission.
- **Digital Transformation and Accessible Tech:** There is a rising demand for inclusive online training, coaching, and accessible workforce solutions. We can leverage existing and emerging technologies to develop and deliver innovative online learning, education and professional development.
- **Access to Global Models:** We have the opportunity to draw from and adapt global best practices on leadership development and accessibility from established international organizations.
- **Strategic Funding and Partnership Avenues:** There is high potential to form strategic partnerships and secure funding from sources outside of traditional grants, including:
 - Corporate Social Responsibility (CSR) programs.
 - Student placement and volunteer programs.
 - Social procurement and supplier diversity initiatives from governments and corporations.

- **Collaborative Community:** There is a strong potential for collaboration within the disability community to share resources, knowledge, and collective advocacy.

Threats (T)

- **Market Competition:** We face competition from established organizations for public attention, partnerships, and funding.
- **Funding Disadvantage:** As a non-profit without charitable status, we are at a disadvantage when competing for donations against registered charities who can offer tax receipts.
- **Community Research Fatigue:** There is a risk of mistrust from the disability community, who may feel they have participated in too much research with no tangible improvements to their lives.
- **Economic and Political Instability:**
 - Economic downturns, high cost of living, and recession risks may reduce all forms of donations, contracts, and sponsorships.
 - Unstable political climates could lead to government policy reversals, funding, and program cancellations.
- **Systemic Barriers:** Deep-seated ableism, stigma, and existing policy gaps make systemic change slow and contested. This includes navigating complex, outdated legislation (e.g., income replacement policies) across different jurisdictions.
- **Operational Risk:** We face a high risk of internal volunteer burnout and turnover, especially among volunteers with chronic health conditions trying to sustain unpaid contributions over time.

TOWS Matrix: Strategic Integration Tool to Generate Action Proposals

S-O Strategies (Leverage strengths to take advantage of these opportunities)

- Use our research-driven approach to secure government and corporate funding for initiatives related to Diversity, Equity, Inclusion and Belonging (Accessibility is within this); and other initiatives.
- Capitalize on our expertise and unique focus on mid-to-senior professionals to become a thought leader in the growing DEIB space.
- Utilize our adaptive management approach to quickly respond to new funding calls and partnership opportunities.

W-O Strategies (Address Weaknesses by Capitalizing on Opportunities)

- Implement student placement and volunteer programs to build capacity and offset our limited funding.

- Partner with established organizations to gain credibility and share resources.
- Leverage the growing demand for DEIB to secure foundational operational budgets and address our financial limitations.

S-T Strategies (Use Strengths to Minimize Threats)

- Differentiate Breaking925 from competitors through our distinctive focus on the mid-to-senior career level and our strong research foundation.
- Proactively engage in policy advocacy to counter potential policy reversals and stagnation.
- Build a strong, mission-driven culture to mitigate volunteer burnout and turnover.

W-T Strategies (Minimize Weaknesses and Avoid Threats)

- Prioritize securing dedicated legal and financial counsel early to effectively manage regulatory burdens and risks.
- Focus on building strong brand awareness to counter negative perceptions and increase market penetration against competitors.
- Develop robust volunteer retention strategies to address potential burnout.

Strategic Stakeholder Feedback: Mid-to-Senior Professionals with Disabilities

Early foundational research included a preliminary review of existing literature, shared professional expertise and most importantly - input from individuals at the mid-to-senior career levels who have lived experience of having a disability and/or chronic health condition and facing employment barriers as a result. These activities assisted in ascertaining the needs and desires of the people we wish to serve. Key findings below.

Inadequate Support Systems: Despite the existence of some funding for training, programs and organizations related to employment of persons with disabilities being identified, currently they are predominantly geared towards those seeking their first work opportunity or offering entry-level employment; leaving significant gaps for experienced professionals with a disability or chronic health conditions. This deficit increases substantially as one ascends the career ladder into senior management and c suite executive roles. This overlooks the distinct needs of experienced professionals who may require support for career advancement, reskilling, and managing health-related transitions.

Inaccessible Professional Development: Professional development, education and reskilling programs are often designed without accessible content and delivery methods. This creates a significant barrier for professionals seeking to enhance their skills or transition careers.

Absence of Collective Advocacy: There is a lack of coordinated advocacy for the necessary policy and legislative reforms to dismantle the systemic employment barriers faced by the people we wish to serve.

Lack of Specific Research: Breaking925 acknowledges a more formal, in-depth information gathering and analysis is required, as there is a significant lack of research specifically on mid-to-senior career level

professionals who have disabilities and chronic health conditions; even less so, specifically on the employment barriers they face, the antecedents, reinforcers and potential solutions. This will be pursued by our cornerstone project, the National Scorecard, within our Foundational Research Portfolio.

Employment Barriers for Mid-to-Senior Professionals with Disabilities

Mid-to-senior career level professionals with disabilities or chronic health conditions face a unique set of employment barriers that can hinder career advancement and long-term security. These challenges are often complex and interconnected, falling into several key categories. As well, they are often compounded by other identities, such as age, race, gender, and sexual orientation, creating even greater challenges for professionals in marginalized groups.

1. Attitudinal and Cultural Barriers

- **Discrimination and Bias:** Professionals face fear of discrimination, stereotypes, and unconscious bias that can limit opportunities for promotion and leadership.
- **Ableism and Ageism:** These two forms of discrimination often intersect, creating a double burden for older professionals with disabilities.
- **Lack of Mentorship:** There is a scarcity of senior leaders with disabilities who can provide guidance and a roadmap for career progression.
- **Misconceptions about Invisible Disabilities:** Individuals with invisible or episodic disabilities often face disbelief from colleagues, making it difficult to receive the support they need.
- **Exclusion from Succession Planning:** People with disabilities are frequently overlooked in succession planning, limiting their access to future leadership roles.

2. Systemic and Policy Barriers

- **Inconsistent Accommodation Processes:** The process for requesting and receiving reasonable accommodations is often confusing and inconsistent, leading to a lack of necessary support.
- **Inaccessible Recruitment:** Even at senior levels, recruitment and hiring processes can be inaccessible to candidates with disabilities.
- **Mandatory Return-to-Office Policies:** These policies can be a significant barrier for professionals who require remote work as a necessary accommodation.
- **Minimal Support for Reskilling:** There is a lack of targeted support for older workers with disabilities who need to reskill or transition careers.

3. Financial and Economic Barriers

- **The Insurance and Benefits Trap:** Professionals face an inability to obtain disability and life insurance due to pre-existing conditions. There is also a strong fear of losing existing benefits if a return to work fails.

- **Financial Instability:**
 - **Reduced Income and Volatility:** Income can drop significantly due to reduced hours or time off, creating financial instability.
 - **Increased Healthcare Costs:** Individuals face high out-of-pocket expenses for medications, therapies, and other disability-related costs.
 - **Negative Impact on Credit:** Low income and high expenses can lead to missed payments, negatively affecting credit and limiting access to future loans.
- **Lack of Financial Knowledge:** There is a lack of personal financial knowledge and specialized resources to help professionals navigate the complexities of disability benefits and earned income.

4. Health and Wellness Barriers

- **Stress:** Chronic stress from managing a disability in the workplace can exacerbate health conditions, leading to burnout and a reduced ability to work.
- **Healthcare Access:** Long waiting lists for healthcare, including diagnosis and treatment, can delay a person's ability to return to or maintain work.
- **Housing and Food Insecurity:** Higher expenses and lower income can lead to housing and food insecurity, which directly impacts health and productivity.

5. Workplace and Environmental Barriers

- **Physical and Attitudinal Barriers:** Even in senior roles, professionals may face inaccessible workplaces and a lack of support services and assistive technology.
- **Lack of Holistic Support:** There is a lack of comprehensive, integrated support for professionals navigating career transitions, particularly when they involve a health-related leave of absence.

Strategic Pillars and Priorities

Strategic pillars (also called themes) are the broad areas of “what” work Breaking925 will focus on to achieve its mission; whereas our strategic priorities are the specific, high-level goals required to accomplish each pillar, the “how”. Following is a breakdown of the pillars and priorities, including strategic objectives and key performance indicators.

Based on the strategic priorities, strategic objectives break down the high-level goals into clear, specific, and measurable outcomes. They are designed to be long-term, *multi-year* goals.

Pillar 1: Collective Leadership

This pillar is about how we will build our brand, influence policy, and work with partners to create systemic change. We will act as a thought leader and change agent, building strategic relationships with partners and influencing policy to create lasting change.

Strategic Priority 1.0: Visibility

Goal: To be publicly visible, credible, clearly positioned, and to build a strong reputation as the leading voice for mid-to-senior career level professionals with disabilities and chronic health conditions in Canada, when it comes to addressing employment-related barriers.

Strategic Objectives

1.0 Brand Identify: To establish and maintain a clear and compelling brand identity that resonates with our target audience and differentiates us as the leading voice in our field.

1.1. Digital Engagement: To build and grow a robust and highly-engaged digital presence across all relevant platforms, driving a consistent increase in website traffic and social media engagement.

1.2. Media Relations: To proactively secure strategic media coverage and public speaking opportunities to amplify our message and position our leaders as credible experts and thought leaders.

1.3. Strategic Partnerships: To forge strategic partnerships with key organizations and influencers to expand our network, enhance our credibility, and build a powerful coalition for change.

1.4. Thought Leadership: To consistently produce high-quality, evidence-based content that shapes public discourse and influences policy, solidifying our position as a leading authority.

Key Performance Indicators (KPIs):

- Website traffic (monthly increase)
- Social media engagement rate
- Number of media mentions
- Number of new partnerships secured

Pillar 2: Innovation & Research

This pillar is about our commitment to finding new, creative, and evidence-based solutions to complex problems. It is where our foundational research and pilot programs will live.

Strategic Priority 2.0: Foundational Research & Gap Analysis

Goal: To conduct deep, evidence-based research and leverage first-hand shared experiences to identify critical gaps in research, existing services, policies, and accommodation strategies, thereby creating the blueprints for our future programs and campaigns.

Strategic Objectives:

2.0. Research Agenda Development: To establish and execute a multi-year research agenda that leverages both quantitative and qualitative methods to generate novel, evidence-based insights into systemic employment barriers.

2.1. Community-Informed Research: To actively engage the community of professionals with disabilities in our primary research, ensuring their lived experiences are central to our findings and gap analysis.

2.2. Knowledge Dissemination: To effectively disseminate our research findings to key stakeholders, including policymakers, employers, and the public, to drive informed decision-making and establish our organization as a leading authority.

Key Performance Indicators (KPIs):

- Number of research reports and publications released annually.
- Number of unique findings or gaps identified.
- Number of individuals engaged in primary research (e.g., surveys, interviews, focus groups) and secondary research (e.g., literature reviews, engaging organizations to share best practices).
- Number of times research is cited by external organizations or in media.

Strategic Priority 2.1: Pilot Programming

Goal: To design, launch, and test new services or solutions in a controlled setting, using learnings and participant feedback to determine program viability and inform our larger-scale work.

Strategic Objectives

2.0. Pilot Program Design: To design and develop a pipeline of innovative pilot programs and solutions.

2.1. Rigorous Testing & Data Collection: To successfully launch and rigorously test each pilot program in a controlled setting.

2.2. Evidence-Based Decision-Making: To establish and implement a clear framework for evaluating the viability of each pilot program.

Key Performance Indicators (KPIs):

- Number of pilot solutions launched annually.
- Percentage of participants successfully completing the pilot (i.e., achieving learning objectives, assessments of retention and usefulness of training).
- Participant satisfaction or feedback scores (e.g., on a 5-point scale).
- Number of key learnings and recommendations documented per pilot.
- Decisions made on scaling, retiring, or redesigning each pilot program.

Pillar 3: Direct Services

This pillar is dedicated to the effective and scalable delivery of proven, high-impact programs. This is where we will provide our core services and resources to a broad audience, ensuring quality and consistent support to the community we serve.

Strategic Priority 3.0: Program Scaling & Delivery

Goal: To deliver high-quality, scalable programs and services that provide tangible and measurable support to a growing number of mid-to-senior career professionals with disabilities across Canada.

Strategic Objectives

3.0. Program Quality & Effectiveness: To ensure the consistent delivery of high-quality, high-impact programs that lead to measurable skill development and tangible career outcomes for our participants.

3.1. National Reach & Scaling: To systematically scale our core programs to reach a growing number of mid-to-senior career-level professionals with disabilities across Canada, ensuring national access to our services.

3.2. Positive Employment Outcomes: To achieve a high rate of positive employment outcomes for program participants, validating the effectiveness of our services and demonstrating our mission's impact.

3.3. Operational Efficiency: To optimize the operational efficiency of our core programs to reduce the cost per participant and ensure the long-term sustainability of our service delivery model.

Key Performance Indicators (KPIs):

- Number of individuals served by core programs.
- Overall client satisfaction score.
- Program completion rate.
- Number of successful employment outcomes.
- Cost per participant (to measure efficiency).

Pillar 4: Sustainability

This pillar is about the long-term health and viability of the organization. It's all the work that goes into building a strong foundation for the future.

Strategic Priority 4.0: Funding Readiness

Goal: To build a diversified and stable funding base by developing a compelling case for support, creating a strategic fundraising plan, and preparing the organization for long-term financial security.

Strategic Objectives

4.0 Fundraising Plan: To develop and implement a comprehensive fundraising plan that identifies and targets diverse funding streams.

4.1 Case Development: To build a compelling "case for support" that clearly communicates the organization's mission, impact, and funding needs to prospective donors and partners.

4.2 Relationship-building: To establish and maintain strong relationships with key philanthropic organizations, corporate partners, and individual donors.

Key Performance Indicators (KPIs):

- Total annual revenue raised.
- Number of distinct funding streams (e.g., grants, individual donors, corporate).
- Number of grant applications submitted.
- Ratio of unrestricted to restricted funding.
- Fundraising efficiency ratio (cost to raise a dollar).

Strategic Priority 4.1: Infrastructure

Goal: To establish the robust and scalable operational infrastructure necessary to support the organization's mission and growth, including technology, data management systems, and core policies.

Strategic Objectives

4.1.0. Technology & Data: To implement a centralized and scalable technology and data management system that streamlines operations, enhances security, and supports evidence-based decision-making.

4.1.1. Policies & Governance: To formalize and document foundational organizational policies (including HR, finance, and legal) to ensure compliance, mitigate risk, and create a clear, equitable working environment.

4.1.2. Digital Presence: To design, build, and launch a comprehensive, accessible, and user-friendly website that serves as the central digital hub for all programs, resources, and community engagement.

4.1.3. Process Documentation: To establish and document all core operational processes to ensure efficiency, consistency, and a clear pathway for training new staff and volunteers as the organization grows.

4.1.4. Risk Management: To establish and implement a robust risk management protocol for all digital and physical assets, ensuring data privacy and operational security.

4.1.5. Foundational Scalability: To build an adaptable and modular infrastructure foundation that can accommodate the scaling of new programs and services without requiring a complete system overhaul.

Key Performance Indicators (KPIs):

- Completion of a comprehensive CRM/database system.
- Finalized and approved HR policy manual.
- Number of internal systems and processes documented.

- Website development and functionality milestones met.

Strategic Priority 4.2: Capacity

Goal: To ensure Breaking925 has the skilled people and strong governance to deliver on all strategic priorities, by investing in our board, staff, and volunteer teams.

Strategic Objectives

4.2.0 Capacity Database: To maintain a comprehensive tracker for Board and Staff (Knowledge, Skills, Experience) and availability.

4.2.1 Staff Development: To implement a professional development framework to ensure all staff and key volunteers have access to career-development skills and training.

4.2.2 Governance: To strengthen the Board of Directors' capacity by recruiting new members with specific expertise and by establishing a formal governance training program.

4.2.3 Volunteer Engagement: To formalize a volunteer management program to enhance recruitment, retention, and workload management, thereby reducing the risk of burnout.

4.2.4 Talent Pipeline: To create a robust and diversified talent pipeline to proactively identify and engage future leaders, staff, and volunteers who align with the organization's mission and values.

4.2.5 Succession Plan: To develop and implement a formal succession plan for all key roles, starting with the Executive Director, to ensure a smooth transition and continuity of governance and operations.

4.2.6 Organizational Culture: To cultivate a resilient and values-driven organizational culture that supports the well-being and long-term commitment of all team members, reducing burnout and fostering a sense of shared purpose.

Key Performance Indicators (KPIs):

- Number of professional development opportunities per staff member annually.
- Completion of board training and development sessions.
- Staff and volunteer retention rates.
- Percentage of open roles filled within the targeted timeframe.
- Number of new board members recruited annually.

Plan Review and Governance

This plan is a living document that must be reviewed regularly to ensure its continued relevance and effectiveness.

- **Quarterly Reviews:** The leadership team will review progress against KPIs and adjust the operational plan as needed.
- **Annual Review:** The Board of Directors will formally review the strategic plan and progress toward long-term goals.
- **Next Steps:** This plan is the **foundation** for more comprehensive plans to be developed once the organization has increased its capacity, the federal budget is announced, and crucial positions on the board and staff are filled.