



STRATEGIC PLAN 2017 - 2019

Priorities for the Future



In Consultation with G. Vergilio & Associates

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ACRONYMS

The following acronyms have been used in this report:

ABA	Applied Behaviour Analysis
ABAI	Association for Behaviour Analysis International
APBA	Association of Professional Behavior Analysts
ASD	Autism Spectrum Disorder
BA	Behaviour Analyst
BCBA	Board Certified Behaviour Analyst
BSO	Behavioural Supports Ontario
CEU	Continuing Education Unit
CRA	Canada Revenue Agency
DFO	Direct Funding Option
DSO	Developmental Services Ontario
GST	Good and Services Tax
GTA	Greater Toronto Area
ID	Intellectual Disabilities
IBI	Intensive Behavioural Intervention

MCSS	Ministry of Community and Social Services
MCSCS	Ministry of Community Safety and Correctional Service
MCYS	Ministry of Children and Youth Services
MoHLTC	Ministry of Health and Long-Term Care
MoE	Ministry of Education
OAP	Ontario Autism Program
ONCA	Ontario Not-for-Profit Corporations Act
ONTABA	Ontario Association for Behaviour Analysis
OSETT-ASD	Ontario Scientific Expert Taskforce for the Treatment of Autism Spectrum Disorders
PAC	Program Advisory Committee
PRC	ONTABA's Professional Regulation Committee

CONTEXT

The Ontario Association for Behaviour Analysis (ONTABA) is a professional association that was formed in 1992 by a small group of behaviour analysts in response to a growing interest in the field. ONTABA was officially incorporated as a non-profit (corporation without share capital) in the Province of Ontario, in October 1998. It is currently the largest professional association for behaviour analysts in Canada and one of the largest worldwide.

In 1993, ONTABA became an affiliate member of the Association for Behaviour Analysis International (ABAI), a well-established, international membership organization for those interested in the philosophy, science, application, and teaching of behavior analysis. ONTABA has become one of ABAI's largest affiliates. ONTABA is also affiliated with the Association of Professional Behaviour Analysts (APBA), a non-profit organization whose mission is to promote and advance the science and practice of applied behavior analysis.

ONTABA has grown steadily since its inception. However, it has more than doubled its membership during the last several years, due at least in part to its response to high-profile issues regarding the treatment of autism and services for adults with developmental disabilities. As of October 2016, its membership consisted of over 900 individuals, including practitioners, researchers, educators, students, and supporters of ONTABA's mission.

ONTABA's last strategic planning effort was completed in 2003. In 2016, the ONTABA Board of Directors made a decision to undertake a new strategic planning process to establish current priorities and directions for the organization. This strategic planning process began in June 2016 and was completed in December 2016. The process was facilitated by an external consultant and actively involved the board of directors and key ONTABA stakeholders such as members, volunteers, advisers, past presidents and board members, external policy makers, partner organizations, and consumers of behaviour analytic services.

In the past, it was commonplace for organizations to develop strategic plans for a five- or even ten-year period. However, today's constantly changing external environment makes it difficult for organizations to make predictions beyond three years. Given that ONTABA is experiencing rapid growth and is involved in a major effort to professionalize the practice of behaviour analysis, a shorter planning cycle was recommended. Therefore, the enclosed strategic plan is in effect from January 2017 to December 2019.

ONTABA's Board of Directors *owns* this strategic plan with full accountability for its development, implementation, communication, and monitoring.

LONG-TERM STRATEGIC OBJECTIVES

During a focused discussion of strategic issues and priorities, the board developed five long-term strategic objectives - broad, visionary statements meant to reflect the strategic work necessary to move ONTABA towards its future or desired state in 2019. Strategic objectives are meant to touch on a balanced selection of issues rather than focusing on one or two specific areas.

ONTABA's five long-term strategic priorities for 2017 to 2019:

1. Build and Maintain Relationships with Key Policy Makers

Develop long-term relationships with key provincial ministries with the aim of being consulted on relevant issues, and to secure representation on committees, working groups and expert panels concerned with policy and funding for applied behaviour analytic services.

2. Protect the Science of Behaviour in Ontario

Ensure that the science of behaviour is understood, protected and applied ethically and effectively through education and information sharing with individuals, organizations, institutions and other relevant stakeholders.

3. Provide Leadership on the Regulation of Behaviour Analysts in Ontario

In collaboration with ONTABA's partners, key stakeholders and relevant policy makers, provide guidance on the regulatory process through education, consultation, and formal policy position.

4. Improve Financial Viability and Sustainability

Pursue opportunities to increase revenue generation and diversification to achieve goals and reduce risk.

5. Increase Board and Organizational Capacity

Develop the board and organizational capacity required to achieve strategic priorities.

A summary of these long-term strategic objectives and success indicators for each can be found on the following page.

LONG-TERM STRATEGIC OBJECTIVES

Strategic Objective	Build and Maintain Relationships with Key Policy Makers	Protect the Science of Behaviour in Ontario	Provide Leadership on the Regulation of Behaviour Analysts in Ontario	Improve Financial Viability and Sustainability	Increase Board and Organizational Capacity
Description	Develop long-term relationships with key provincial ministries with the aim of being consulted on relevant issues, and to secure representation on committees, working groups and expert panels concerned with policy and funding for applied behaviour analytic services.	Ensure that the science of behaviour is understood, protected and applied ethically and effectively through education and information sharing with individuals, organizations, institutions and other relevant stakeholders.	In collaboration with ONTABA's partners, key stakeholders and relevant policy makers, provide guidance on the regulatory process through education, consultation, and formal policy position.	Pursue opportunities to increase revenue generation and diversification to achieve goals and reduce risk.	Develop the board and organizational capacity required to achieve strategic priorities.
Success Indicators	<ul style="list-style-type: none"> • number of invitations to participate in related committees, working groups and expert panels • number of ministries where behaviour analysis is represented • number of invitations by policy makers to consult with ONTABA on decision-making, policy statements and practice standards • number of letters, briefing notes, or position statements directed towards policy makers. 	<ul style="list-style-type: none"> • increase in number of related educational events in Ontario (at least 4 per year) • number of BA-related position statements, media responses, practice guidelines, and expert reports • number of ONTABA members on PAC committees (for at least 3 institutions each year) • number of requests for support/questions from external stakeholders to ONTABA 	<ul style="list-style-type: none"> • Advancement on public and private regulation pathways. • Number of meetings, briefings with key policy makers. • Number of public position statements or media releases related to regulation. • Number of partnerships specifically related to regulation. 	<ul style="list-style-type: none"> • an operating reserve/contingency fund of 3 to 6 months of annual expenses • less dependence on the conference as a revenue source • a dedicated reserve fund to cover the ongoing costs of regulation • sufficient financial resources to support the hiring of paid staff • sufficient financial resources to support the desired technology improvements 	<ul style="list-style-type: none"> • updated ONTABA vision, mission and bylaws. • At least one staff hired, and 75% volunteer capacity on all committees. • representative board composition and appropriate board structure. • formalized leadership transition plan. • completed governance improvement project. • website optimization. • required organizational, systems, policies, procedures, and controls are in place and evaluated for the board and committees.

SHORT-TERM GOALS

During the next step in the strategic planning process, short-term (annual goals) were developed for each of the five strategic objectives. These goal statements provide specific information on what work will be done each year of the next three years to achieve the long-term strategic objectives. As with all effective goal-setting, short-term goals were structured as S.M.A.R.T. - specific, measurable, achievable, results-focused, and time-bound.

Strategic Objective 1: Build and Maintain Relationships with Key Policy Makers

- a. ONTABA, through its Ontario Autism Program Task Force, will establish a plan for monthly meetings/discussions with representatives from the Ministry of Children and Youth Services regarding the new Ontario Autism Program.
- b. ONTABA, through its Ontario Autism Program Task Force, will build a strong relationship with Developmental Services Ontario (DSO) agencies by ensuring DSO provider representation on relevant ONTABA committees and task forces, and by targeting these organizations for member recruitment.
- c. ONTABA, through its Ontario Autism Program Task Force, will build strong relationships with private providers of behavioural services in Ontario by ensuring representation of these providers on relevant ONTABA committees and task forces, and by targeting these organizations/individuals for member recruitment.
- d. ONTABA will obtain a position of influence within the adult services sector by securing bimonthly meetings with the Ministry of Community and Social Services and its representatives by participating on relevant committees, and by mobilizing the ONTABA Adult Services Task Force.
- e. ONTABA will obtain a position of influence within the adult services sector by securing quarterly meetings with the Ministry of Health and Long-Term Care and/or Behavioural Supports Ontario, through participation on relevant committees, and by mobilizing the ONTABA Adult Services Task Force.
- f. ONTABA, through its Adult Services Task Force, will establish and maintain contact with key policy advisors within the Ministry of Community Safety and Correctional Services with the goal of quarterly communication.
- g. ONTABA, through its Education Task Force, will establish a plan for monthly meetings/discussions with representatives from the Ministry of Education regarding behaviour analytic services in Ontario's schools.

- h. ONTABA, through its Ontario Autism Task Force or Board of Directors, will establish and maintain monthly communications with representatives of the Ontario Autism Coalition and other parent advocates to provide and receiving regular updates actions of shared interest while investigating opportunities for collaboration.
- i. ONTABA, through its Ontario Autism Task Force, will establish and maintain monthly communications with key personnel at Autism Ontario with the intent of identifying common research interests while providing and receiving regular updates actions of shared interest.

Strategic Objective 2: Protect the Science of Behaviour in Ontario

- a. The Ontario Scientific Expert Task Force for the Treatment of Autism Spectrum Disorders will complete a comprehensive review of the research evidence and best practices for the treatment of autism in childhood. The results of this review will be reported to government, parent advocates and behaviour analysts in Ontario by March 31st 2017.
- b. The Professional Practice Committee and members of ONTABA's Adult Services Task Force will collaborate on a review of the research evidence and best practice guidelines for the treatment of challenging behaviour. The results of this review will be reported to government funders/policy makers, practitioners and service recipients by May 30th 2018.
- c. Representatives of ONTABA's Board of Directors will attend at least three (3) post-secondary Program Advisory Committee (PAC) meetings every quarter at institutions in Ontario that run ABA-related programs.
- d. ONTABA, with support from ONTABA's Advisory Committee and Professional Practice Committee, will monitor and respond effectively to government policy statements and media stories related to behaviour analysis in Ontario.

Strategic Objective 3: Provide Leadership on the Regulation of Behaviour Analysts in Ontario

- a. The ONTABA Board of Directors and its Professional Regulation Committee will prioritize autonomous regulation through a public bill for behaviour analysts by lobbying and educating policy makers across multiple ministries with the goal of at least monthly contact.
- b. The Professional Regulation Committee will solidify the protected titles and their descriptions in consultation with key stakeholders and the membership.
- c. The Professional Regulation Committee will prepare the private act for submission by re-engaging legislative council for feedback on recommended revisions and will seek legal consultation to conduct a liability assessment.
- d. If regulatory action is not taken by the government (clear public commitment), the ONTABA Professional Regulation Committee will engage a legislative representative to initiate the private act.

Strategic Objective 4: Improve Financial Viability and Sustainability

- a. ONTABA will pay all outstanding income taxes and GST to CRA by October 31, 2017. The ONTABA Treasurer will ensure that appropriate procedures are in place to comply with related regulations.
- b. Starting in 2017 and as a regular part of the annual budgeting process, the ONTABA Treasurer will (re) calculate the organization's contingency fund requirements based on the new fiscal budget, and recommend a goal for the annual surplus. The board will approve this surplus along with the new fiscal budget.
- c. By June 2017, the ONTABA Treasurer and Treasurer-Elect will develop a 3-year financial plan for the organization with estimates of anticipated expenses, required revenue and reserve fund targets for that period. This plan will include all costs associated with achieving ONTABA's strategic priorities and building a reserve fund to pursue the next steps in regulation.
- d. By year-end 2019, the ONTABA Board of Directors will improve the organization's financial sustainability by identifying three (3) new, ongoing sources of revenue and increasing total revenues by 20% over 2016 levels.

Strategic Objective 5: Increase Board and Organizational Capacity

- a. To comply with upcoming legislation (ONCA) and to improve organizational efficiency, the ONTABA Board of Directors will work closely with the governance consultant and a lawyer to conduct a comprehensive review of ONTABA's by-laws. Draft revisions will be submitted to the board for approval in May 2017, then to the membership for approval by June 30, 2017.
- b. The ONTABA Board of Directors, with feedback from the ONTABA Advisory Committee, will update/re-write ONTABA's mission and vision statements. The revised versions will be finalized and approved by July 2017.
- c. The ONTABA Board of Directors will develop and approve a comprehensive policy and procedures manual to ensure the effectiveness, efficiency and continuity of ONTABA's committee work. The manual will be developed in two (2) stages. By June 2018, each ONTABA committee will create three (3) to five (5) key policies and procedures for review and approval by the board. By January 2019, any gaps in the manual will be identified and additional policies and procedures will be developed and approved.
- d. By August 31, 2019, the ONTABA President, President-Elect and a special volunteer will create a formal plan and accompanying manual to ensure a smooth transition from one president to the next. A process will be put in place for updating the plan and manual prior to the start of each new term.

- e. By December 31, 2018, the ONTABA Treasurer and Treasurer-Elect will create a formal plan and accompanying manual to ensure a smooth transition from one treasurer to the next. A process will be put in place for updating the plan and manual prior to the start of each new term.
- f. Prior to January 2018, the ONTABA Board Officers (Executive) will investigate the organization's staffing requirements for the next three (3) years, including detailed recommendations, associated costs and a timeline for recruitment.
- g. Starting in 2017 and as a regular part of the annual volunteer recruitment process, each ONTABA Committee Chair will define the volunteer requirements for his/her committee, including the number of volunteers needed and specific skills required to ensure the successful completion of the committee's annual work plan. Applications from volunteers outside of the Greater Toronto Area will be encouraged.
- h. To ensure ongoing improvement in governance capacity and board effectiveness, the ONTABA Board of Directors will undertake a board evaluation process every two (2) years, starting in 2017. This process will include a full board evaluation and board peer feedback.
- i. The ONTABA Website Committee, in conjunction with a web designer and programmer, and in consultation with the board and advisory committee, will complete an aesthetic redesign, back-end optimization and search engine optimization of the ONTABA website by December 2017.
- j. On an annual basis starting in 2017, the Board of Directors will prepare an Annual Report summarizing ONTABA's accomplishments, for dissemination to members and key stakeholders prior November 1st of each year.
- k. ONTABA will work closely with its governance consultant to develop an organization risk policy and risk management plan for board approval by December 31, 2018.

Strategic Priority 1: Build and Maintain Relationships with Key Policy Makers

Short-Term Goals	Year 1, 2017	Year 2, 2018	Year 3, 2019
a. ONTABA, through its Ontario Autism Program Task Force, will establish a plan for monthly meetings/discussions with representatives from the Ministry of Children and Youth Services regarding the new Ontario Autism Program.	✓	✓	✓
b. ONTABA, through its Ontario Autism Program Task Force, will build a strong relationship with Developmental Services Ontario (DSO) agencies by ensuring DSO provider representation on relevant ONTABA committees and task forces, and by targeting these organizations for member recruitment.	✓	✓	✓
c. ONTABA, through its Ontario Autism Program Task Force, will build strong relationships with private providers of behavioural services in Ontario by ensuring representation of these providers on relevant ONTABA committees and task forces, and by targeting these organizations/individuals for member recruitment.	✓	✓	✓
d. ONTABA, through its Adult Services Task Force, will obtain a position of influence within the adult services sector by securing bimonthly meetings with the Ministry of Community and Social Services and its representatives, and by participating on relevant committees.	✓	✓	✓
e. ONTABA, through its Adult Services Task Force, will obtain a position of influence within the adult services sector by securing quarterly meetings with the Ministry of Health and Long-Term Care and/or Behavioural Supports Ontario, and through participation on relevant committees.	✓	✓	✓
f. ONTABA, through its Adult Services Task Force, will establish and maintain contact with key policy advisors within the Ministry of Community Safety and Correctional Services with the goal of quarterly communication.		✓	✓
g. ONTABA, through its Education Task Force, will establish a plan for monthly meetings/discussions with representatives from the Ministry of Education regarding behaviour analytic services in Ontario's schools	✓	✓	✓
h. ONTABA, through its Ontario Autism Task Force or Board of Directors, will establish and maintain monthly communications with representatives of the Ontario Autism Coalition and other parent advocates to provide and receive regular updates actions of shared interest while investigating opportunities for collaboration.	✓	✓	✓
i. ONTABA, through its Ontario Autism Task Force, will establish and maintain monthly communications with key personnel at Autism Ontario with the intent of identifying common research interests while providing and receiving regular updates on actions of shared interest.	✓	✓	✓

Strategic Priority 2: Protect the Science of Behaviour in Ontario

Short-Term Goals	Year 1, 2017	Year 2, 2018	Year 3, 2019
a. OSETT-ASD will complete a comprehensive review of the research evidence and best practices for the treatment of autism in childhood. The results of this review will be reported to government, parent advocates and behaviour analysts in Ontario by March 31st, 2017.	✓		
b. The Professional Practice Committee and members of ONTABA's Adult Services Task Force will collaborate on a review of the research evidence and best practice guidelines for the treatment of challenging behaviour. The results of this review will be reported to government funders/policy makers, practitioners and service recipients by May 30, 2018.	✓	✓	
c. Representatives of ONTABA's Board of Directors will attend at least three (3) post-secondary Program Advisory Committee (PAC) meetings every quarter at institutions in Ontario that run ABA-related programs.	✓	✓	✓
d. ONTABA, with support from ONTABA's Advisory Committee and Professional Practice Committee, will monitor and respond effectively to government policy statements and media stories related to behaviour analysis in Ontario	✓	✓	✓

Strategic Priority 3: Provide Leadership on the Regulation of Behaviour Analysts in Ontario

Short-Term Goals	Year 1, 2017	Year 2, 2018	Year 3, 2019
a. The ONTABA Board of Directors and its Professional Regulation Committee will prioritize autonomous regulation through a public bill for behaviour analysts by lobbying and educating policy makers across multiple ministries with the goal of at least monthly contact.	✓	✓	✓
b. The Professional Regulation Committee will solidify the protected titles and their descriptions in consultation with key stakeholders and the membership.	✓		
c. The Professional Regulation Committee will prepare the private act for submission by re-engaging legislative council for feedback on recommended revisions and will seek legal consultation to conduct a liability assessment.	✓	✓	
d. If regulatory action is not taken by the government (clear public commitment), the ONTABA Professional Regulation Committee will engage a legislative representative to initiate the private act.		✓	✓

Strategic Priority 4: Improve Financial Viability and Sustainability

Short-Term Goals	Year 1, 2017	Year 2, 2018	Year 3, 2019
a. ONTABA will pay all outstanding income taxes and GST to CRA by October 31, 2017. The ONTABA Treasurer will ensure that appropriate procedures are in place to comply with related regulations.	✓		
b. Starting in 2017 and as a regular part of the annual budgeting process, the ONTABA Treasurer will (re) calculate the organization's contingency fund requirements based on the new fiscal budget, and recommend a goal for the annual surplus. The board will approve this surplus along with the new fiscal budget.	✓	✓	✓
c. By June 2017, the ONTABA Treasurer and Treasurer-Elect will develop a 3-year financial plan for the organization with estimates of anticipated expenses, required revenue and reserve fund targets for that period. This plan will include all costs associated with achieving ONTABA's strategic priorities and building a reserve fund to pursue the next steps in regulation.	✓		
d. By year-end 2019, the ONTABA Board of Directors will improve the organization's financial sustainability by identifying three (3) new, ongoing sources of revenue and increasing total revenues by 20% over 2016 levels.	✓	✓	✓

Strategic Priority 5: Increase Board and Organizational Capacity

Short-Term Goals	Year 1, 2017	Year 2, 2018	Year 3, 2019
a. To comply with upcoming legislation (ONCA) and to improve organizational efficiency, the ONTABA Board of Directors will work closely with the governance consultant and a lawyer to conduct a comprehensive review of ONTABA's by-laws. Draft revisions will be submitted to the board for approval in May 2017, then to the membership for approval by June 30, 2017.	✓		
b. The ONTABA Board of Directors, with feedback from the ONTABA Advisory Committee, will update/re-write ONTABA's mission and vision statements. The revised versions will be finalized and approved by July 2017.	✓		
c. The ONTABA Board of Directors will develop and approve a comprehensive policy and procedures manual to ensure the effectiveness, efficiency and continuity of ONTABA's committee work. The manual will be developed in two (2) stages. By June 2018, each ONTABA committee will create three (3) to five (5) key policies and procedures for review and approval by the board. By January 2019, any gaps in the manual will be identified and additional policies and procedures will be developed and approved.		✓	✓

d. By August 31, 2019, the ONTABA President, President-Elect and a volunteer will create a formal plan and accompanying manual to ensure a smooth transition from one president to the next. A process will be put in place for updating the plan and manual prior to the start of each new term	✓	✓	✓
e. By December 31, 2018, the ONTABA Treasurer and Treasurer-Elect will create a formal plan and accompanying manual to ensure a smooth transition from one treasurer to the next. A process will be put in place for updating the plan and manual prior to the start of each new term.	✓	✓	✓
f. Prior to January 2018, the ONTABA Board Officers (Executive) will investigate the organization's staffing requirements for the next three (3) years, including detailed recommendations, associated costs and a timeline for recruitment.	✓	✓	✓
g. Starting in 2017 and as a regular part of the annual volunteer recruitment process, each ONTABA Committee Chair will define the volunteer requirements for his/her committee, including the number of volunteers needed and specific skills required to ensure the successful completion of the committee's annual work plan. Applications from volunteers outside of the Greater Toronto Area will be encouraged.	✓	✓	✓
h. To ensure ongoing improvement in governance capacity and board effectiveness, the ONTABA Board of Directors will undertake a board evaluation process every two (2) years, starting in 2017. This process will include a full board evaluation and board peer feedback.	✓	✓	✓
i. The ONTABA Website Committee, in conjunction with a web designer and programmer, and in consultation with the board and advisory committee, will complete an aesthetic redesign, back-end optimization and search engine optimization of the ONTABA website by December 2017.	✓	✓	✓
j. On an annual basis starting in 2017, the Board of Directors will prepare an Annual Report summarizing ONTABA's accomplishments, for dissemination to members and key stakeholders prior November 1st of each year.	✓	✓	✓
k. ONTABA will work closely with its governance consultant to develop an organization risk policy and risk management plan for board approval by December 31, 2018.	✓	✓	✓

IMPLEMENTATION

The final step in the strategic planning process is implementation, which will include the following elements:

- Develop specific action plans with details on who will do what, and when it will be done. Incorporate these action plans into board and committee work plans.
- Track and report on the progress of the implementation process.
- Communicate the organization's strategic plan widely.
- Monitor the ongoing validity and achievement of long-term strategic objectives on a yearly basis.
- Evaluate the strategic planning process.

Action Planning

Implementing the strategic plan is the final step in the strategic planning process. The work done on collecting and analyzing data, strategizing, and developing objectives and goals is 'all for naught' if the implementation process fails. The short-term goals, while more specific than the long-term objectives, are still too broad to implement. Therefore, detailed action plans will be developed and incorporated into ONTABA's board and committee work plans.

Quarterly Tracking and Reporting on the Implementation Process

Tracking the implementation process is a two-part effort: Tracking the completion of the detailed actions against the timelines provided; and, tracking the achievement of the short-term goals. S.M.A.R.T. goals, by definition, include the elements necessary for tracking their achievement, such as quantitative measures and timelines. The ONTABA Board of Directors will review the progress of the implementation process on a quarterly basis. During these quarterly reviews, the board will focus on identifying and removing barriers to implementation.

Communicating the Plan

A public version of the strategic plan will be communicated widely to members, volunteers, advisors, and external stakeholders. Sharing this information to those internal to the organization ensures that there is a context for decision-making, resource allocation and operational activities. Sharing to those external to the organization promotes transparency and accountability.

Annual Review of Strategic Objectives and Short-Term Goals

The environment in which ONTABA operates is dynamic, complex and diverse. Therefore, the ONTABA Board of Directors will undertake an annual process to scan the changing environment, review and if necessary, refine the strategic priorities and short-term goals.

ONTABA will use the following information to guide their annual review:

- Review the overall implementation progress, particularly the achievement of short-term goals. Recognize and celebrate success and accomplishment. Identify implementation efforts that did not meet established targets and explore why.
- Identify unanticipated changes in the external environment that have had and will have an impact on future goals and priorities.
- Identify unanticipated changes within the organization (internal environment) that will have an impact on future goals and priorities.
- Identify new or emerging opportunities for consideration that are consistent with the strategic priorities.
- Determine the continued validity of the long-term strategic objectives based on changes to the internal and external environments.
- Assess the progress in achieving the long-term strategic objectives based on the Success Indicators, i.e. Is the work we've done in the last year actually moving us toward the achievement of our long-term strategic objectives?
- Adjust and/or revise for the coming year(s) as necessary.

Evaluating the Strategic Planning Process

ONTABA acknowledges that the current three-year strategic planning cycle will pass quickly and a new board of directors will be faced with the design of the next strategic planning process. Therefore, the ONTABA Board of Directors commits to a review of this strategic planning process to inform the design and/or timing of future strategic planning efforts.



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