Board of Directors Meeting
Thursday, December 10th, 2020
8:30 AM - 10:30 AM

Strategic Plan

Background

In May 2019, Reach Out and Read of Greater New York (ROR GNY) embarked on a strategic planning process. With an executive transition underway and increasing fundraising challenges, the Board wanted fresh, strategic thinking to inform its search for new leadership and better prepare the organization for opportunities ahead. Informed by feedback from key stakeholders and from site visits, the Strategic Planning Committee developed a vision for ROR GNY’s future:

- **Strong network of sites:** ROR GNY leads a vibrant network of sites.
- **Innovation:** ROR GNY leverages research and partnerships to drive further program development.
- **Increased funding:** ROR GNY grows its budget, ensuring adequate funding and staff to support the sites and innovation.

Mission

Reach Out and Read of Greater New York gives young children a foundation for success by incorporating books into pediatric care and encouraging families to read aloud together.

Strategic Plan Goals

To achieve this mission and the Board and staff’s vision for the organization’s future, ROR GNY is pursuing the following goals:

1. **Strengthen the network and oversight of ROR GNY’s sites,** so they have more consistent support and training to deliver the proven ROR model.
2. **Identify and roll out innovative approaches** that build upon the existing ROR model.
3. **Increase fundraising** to better support the sites and further program innovation.
4. **Develop policies and practices** that reflect a commitment to Diversity, Equity, and Inclusion (DEI) in the workplace and in ROR GNY’s work with the communities it serves.
Reach Out and Read of Greater New York  
2020 - 2022 Strategic Plan

**Goal 1: Strengthen the network and oversight of ROR GNY’s sites, so that they have more consistent support and training to deliver the proven ROR model.**

Rationale: ROR GNY has an incredible strength—233 sites in the Greater New York area. However, in the past few years, the organization has not had the staff capacity to ensure that these sites are implementing the program with fidelity to the proven model. Going forward, ROR GNY is committed to strengthening the individual sites, as well as helping them learn from each other.

**Strategy 1:** Hire Program Director and redistribute program management responsibilities.

**Strategy 2:** Develop stronger one-on-one relationships with the site coordinators through site visits and other outreach.

**Strategy 3:** Meet National’s new benchmarks on site quality, including on training of medical providers.

**Strategy 4:** Assess site quality criteria and develop ROR GNY’s own best practices for evaluating and improving site quality.

**Strategy 5:** Develop plan to help sites eventually secure a full year’s worth of books by differentiating support by site type and capacity to fundraise.

**Strategy 6:** Strengthen the network of ROR GNY sites through the reintroduction of the annual conference.

**Goal 2: Identify and roll out innovative approaches that build upon the existing ROR model.**

Rationale: Through the years, ROR GNY has built upon the traditional ROR model to support programs such as the Books in the Nursery and Books in the NICU, which broaden opportunities to reach families. ROR GNY will continue to identify such innovative approaches, particularly in collaboration with others.

**Strategy 1:** Review Books in the Nursery and Books in the NICU programs to meet community needs.

**Strategy 2:** Reactivate the NY Advisory Board by deepening relationships with individual members and convening regular meetings.

**Strategy 3:** Use the research on the ROR model, as well as other health and education indicators, to inform further program innovation.

**Strategy 4:** To further innovate, develop and nurture local relationships with existing or potential partners:

- ROR GNY sites
- Comparable NYC literacy organizations
- NYC public libraries

**Strategy 5:** Learn from innovation within the ROR network by joining the ROR Network Advisory Committee and maintaining regular contact with National and priority affiliates.
Goal 3: Increase fundraising to better support the sites and further program innovation.

Rationale: To strengthen the sites and continue innovating, ROR GNY’s staff and budget must grow. ROR GNY is strengthening its fundraising through board recruitment and active involvement of the Development Committee, short- and long-term development planning, and a stronger partnership between board and staff.

Strategy 1: Recruit new board members, bringing the number up to capacity (20, per bylaws), with a focus on diversity and experience in fundraising and nonprofit board service.

Strategy 2: Engage the Governance Committee in further strengthening the board by assessing and modifying (as needed) the structure, composition, policies, practices and board culture.

Strategy 3: Build a larger, more active Development Committee, increasing the board’s engagement on fundraising, clearly delineating board and staff responsibilities, and strengthening the partnership between them.

Strategy 4: In collaboration with the Development Committee, develop and implement short- and long-term fundraising plans, with particular focus on individuals and government funding.

Strategy 5: Explore joint fundraising with partners for program initiatives.

Goal 4: Develop policies and practices that reflect a commitment to Diversity, Equity, and Inclusion (DEI) in the workplace and in ROR GNY’s work with the communities it serves.

Rationale: While ROR GNY serves families who are racially, religiously, and economically diverse, the majority are Black and Latinx families from communities that have suffered the most from implicit and explicit bias. Internally, the ROR GNY workplace is not exempt from this bias. Going forward, ROR GNY is committed to diversity, equity and inclusion in both our workplace and our work with the communities we serve, as well as meeting standards of nonprofit excellence in DEI.

Strategy 1: With the support of a DEI facilitator, conduct implicit/explicit bias training, ensuring full board and staff participation.

Strategy 2: With the support of a DEI facilitator, develop a shared (board/staff) vision for diversity, equity and inclusion in the organization and measures for success.

Strategy 3: Create written policies on diversity, equity and inclusion, including ongoing training and mechanisms for reporting bias/discrimination and ensuring adherence to these policies.