



## Strategic Plan for 2021

### In 2021, we will:

1. Increase capacity to help accommodate the current waitlist demand. Considering historically high waiting lists, especially in the infant and toddler age groups, the Center will focus on creating new opportunities to specifically meet the demands at these age levels. Our newly developed Expansion Team will lead this endeavor to research and identify viable options to explore. The finalized options will be rolled out in several phases, over time, to ensure we effectively identify the need for care, explore options, and secure funding to help alleviate this growing need in our community.
  - Phase 1:
    - Establish Expansion Team with key skillsets to be able to drive this project.
    - Expansion Team will:
      - Identify the nature of the need via research, data collection and analysis, stakeholder interviews, etc.
      - Research and identify potential options for further capacity increases including short-term and long-term possibilities.
      - Explore and determine funding options.
      - Propose a plan for Phase 2 of increasing capacity.

*Project Leaders: Expansion Team and Executive Committee*
2. Respond to current impact and plan for future effects of COVID-19 on the Center's finances.
  - In partnership with the newly reengaged Development Advisory Committee (DAC), explore pandemic.
  - Address short-term budgetary gaps.
  - Broaden and define the Center's multi-year development plans.

*Project Leaders: Development Director, Finance Director, Development Advisory Committee and Leadership Team*
3. Continue Phase 2 implementation of our plan to migrate to Microsoft Office 365. Phase 2 will focus on a pilot for digitally enabling core processes utilizing collaboration capabilities within the Office 365 platform.
  - Design and pilot a document sharing model for the operations team.
  - Identify and pilot core processes that can be improved through tracking and workflow capabilities.
  - Train staff to receive functional administration of the platform.
  - Identify additional future opportunities within the Center (e.g. photo management).

- Review other program platforms that would assist the Center with consolidating key tasks (attendance, room ratios, staffing patterns, child health records, etc.) in a more centralized location, rather than in multiple platforms.
- Complete a content audit for the Center.
  - Review file storage information provided by Databranch.
  - Determine key content that must be retained and where it is to be stored.
  - Identify other content that can be deleted or put on a short time to retain list, etc.

*Project Leaders: Kevin Julien, Brandon Diggs, Databranch and Operations Team*

4. Develop a multi-year Diversity, Equity, and Inclusion Plan for the Center.

- Establish a DEI Team including:
  - Community Members
  - Center Parents
  - Staff
  - Pyramid Model Team Member(s)
  - Mandarin Language Team Member(s)
- Complete a team study encompassing diversity, equity, and inclusion to differentiate these terms, to create shared meaning, and to achieve a mutual understanding.
- Identify key components of the DEI Plan.
- Determine subgroups and develop action steps for each key component of the plan.
- Explore and develop a Safe Zone Program within the Center as a means of supporting our staff.

*Project Leaders: DEI Team and Operations Team*

5. Continue to promote development through vigorous play by transforming our outdoor play spaces and training staff in best practice implementation and promotion of vigorous play.

- Consult with a play designer to:
  - Find safe ways to further develop our outdoor play yard in compliance with local environmental parameters.
  - Produce a redesign of the Center's outdoor Playscape Master Plan including zones which can be completed individually over time.
  - Train staff.
- Complete 1-2 zones of the redesigned Playscape Master Plan.
  - Research and solicit funding to assist with financing the project.

*Project Leaders: Program Director, ALS Team, and Operations Team*

6. Collaborate with other service providers to develop a standardized career path for early childhood educators.

- Formalize the various staff roles by their title, educational requirements, experience levels, and job responsibilities. Work to align with other local daycare centers.
- Continue to strengthen professional development opportunities based on roles and length of employment with center as defined on an annual staff development plan.
- Create an early childhood career track model including a variety of advancement opportunities.
- Partner with local programs and resources that provide staff with quality external educational opportunities as well as financial assistance to meet their individualized career goals.

*Project Leaders: Executive Director, Local Daycare Directors, and ALS Team.*