



Child's Path Strategic Priorities 2022-2024

Serving the children and families of Collier County

Objectives for Today

- Confirm or modify strategic priorities
- Confirm/modify focus areas within each priority area
- Provide more detail for each priority area
 - ✓ Actions to be taken
 - ✓ Goals and timeframe (milestones)
 - ✓ Priority
 - ✓ Accountability
- Identify next steps

The Board/Staff has Identified 6 Potential Strategic Priorities

- Board expansion and composition
- Operations
- Fundraising
- Human Resources
- Expansion
- Merger/Strategic Alliances

Board (N&G Committee, CDO) **High Priority**

- Add additional board members and grow the board strategically in areas of need (individuals with connection to high net worth individuals, specific professions)—2 during 2022-2023; 5 total by 2023-2024
- Better educate board on
 - CP operations
 - Importance and techniques of securing gifts

Operations (CEO, Ed. Director & CFO)—High Priority for Staff

- Create a new model more supportive of teacher needs (center closure during holidays and any other modifications we identify to attract employees, provided do not adversely affect children or parents).
- Ensure minimal cash reserves to look more sustainable to grantors/donors—Refine our operating model and ensure we are aligned to meet it (e.g., who are we trying to serve and are we best organized to do this)
 - ❖ Mission needs to be more specific to include serving working families and providing scholarship assistance to 75% of these private pay families making less than 250% of the Federal Poverty Line
 - ❖ Re-examine fee structure and scholarship structure
 - ❖ Consider increasing private pay % to subsidize other center

Operations (continued)

- Refine our operating model and ensure we are aligned to meet it (e.g., who are we trying to serve and are we best organized to do this)—continued
 - ❖ Expand service offerings/revenue streams (summer camps, before/after school programs, remote/mobile offerings for culturally inaccessible, parent/family offerings such as take home meals, part-time offerings in churches and other facilities)
 - ❖ Continue to ensure that we operate our high quality centers following current developmentally appropriate practices: meet children where they are, continue their curriculum based on their need
 - ❖ Ensure creative, empowered teachers who are available to train new teacher

Fundraising (CEO & CDO)— High Priority

- Hire new development lead
- Increase private donations, especially from major gifts
- Increase grant revenues from new and existing sources
- Launch capital campaign when ready

Human Resources (HR Committee)

- Culture - Create and maintain a culture that engages, attracts and retains employees—emphasize meritocracy, transparency, engagement, flexibility, caring, inclusiveness, recognition
- Ensure creative, empowered teachers who are available to train new teachers
- Staffing—Explore greater use of subs and other alternatives to provide more staffing flexibility and reduce stress on teachers—Over-hiring so have subs, looking at retirees; considering janitorial services to relief teachers of responsibility
- Compensation
 - ❖ Ensure competitive compensation and highly valued benefits Consider more variable compensation

Growth Model

- Sustainable Status Quo**
- Financials support current operations
 - Staffing supports operations with low turnover
 - Modest board expansion

- Sustainable Base for Growth**
- Vision for Growth
 - Growing financials support growth
 - Stable staffing infrastructure supports growth
 - Full complement board
 - Robust development infrastructure and evidence of ability to deliver funds to support growth

- Horizontal-expand within existing footprint**
- Expand facilities
 - Expand possible services
 - Parent support—
 - Nutrition
 - ESL
 - Job bank
 - Approaches
 - CP does directly
 - CP does through strategic alliances

Expansion
Opportunistic → Proactive

- Vertical-expand locations**
- Lease additional space
 - CCPS
 - Lease from nonprofits— churches, BGCs
 - Lease from for-profits
 - Buy properties

Expansion (Opportunistic)

- Expand when organization is ready
- Determine if this should be at additional locations or expansion of current locations
- Determine preferred locations (Collier, Lee?)
- Consider
 - ❖ Future collaboration and programs within CCPS
 - ❖ Full pay tuition centers, including large employers that would benefit from offering their employees a private employer supported benefit of in-house early education
 - ❖ Church locations that would allow an ECE program to run in their location during the week (full or part time)
 - ❖ Summer programs

See growth model

Merger/Strategic Alliances (CEO and Chair)

- With a program or programs offering the same services in Collier (or Lee)
- With programs offering adjacent services such as:
 - ✓ parent education,
 - ✓ family nutrition
 - ✓ mental health services

See growth model

Priority, Timing, and Accountability

- Board expansion and composition—Nomination and Governance Committee
- Operations—CEO
- Fundraising—Marketing and Development Committee, CDO
- Human Resources—Human Resources Committee
- Expansion—CEO and Board Chair
- Merger/Strategic Alliances—CEO and Board Chair