



# STRATEGIC PLAN 2023-26

## MISSION STATEMENT

Options for Learning is a leader in preparing children and supporting families for life success through innovative, quality child development programs.

## VISION

Unlocking the promise of every child.



## STRATEGIC PRIORITY AREAS AND INITIATIVES

### CUSTOMER EXPERIENCE

Update the organization's business model to provide customers the full range of service options and deliver a consistent, quality experience.

1. Enhance community services by providing consistent program service options to families and children;
2. Provide families with clear, accurate, and uniform program support, in their preferred language, using a holistic and strength-based approach;
3. Standardize internal processes, systems, and training to support the customer experience;
4. Increase parent involvement and community engagement.

### ORGANIZATIONAL STRUCTURE AND CAPACITY

Update the organizational structure and build capacity to support consistent program and customer experience and optimize effectiveness and efficiency.

1. Create opportunities for organization-wide workload management and operational efficiency strategies;
2. Leverage technology, physical space, and optimize systems to support strategic growth and capacity;
3. Develop a change management strategy to support the achievement of individual, departmental, and organizational goals;
4. Bolster staff retention by focusing on improving culture, environment, compensation, and work-life balance.

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## STRATEGIC PRIORITY AREAS AND INITIATIVES (CONTINUED)

### CULTURE OF EXCELLENCE

Strive for excellence in every program, service, team and functional department, creating feelings of connectedness and belonging while emphasizing strong relationships between staff and leadership, and the organization and the community.

1. Create a multi-dimensional communication strategy to increase staff connectedness to the organization's mission, vision, values, and successes;
2. Develop enhanced opportunities for team and relationship building across all departments;
3. Foster a welcoming work environment that values unique beliefs, perspectives and backgrounds, ensures fair access to resources and opportunities, and supports staff authenticity to encourage growth and success;
4. Design a plan for comprehensive professional development opportunities and resources;
5. Establish a data-driven system for organization-wide evaluation and continuous quality improvement.

### COMMUNITY PARTNERSHIPS

Position the organization as a true partner with districts, school sites, colleges, employers, and those where a partnership is mutually beneficial.

1. Strengthen current community partnerships and create central database of partner information;
2. Identify and pursue new mutually beneficial community partnerships and services for families;
3. Develop innovative approaches to community outreach, communication, and brand awareness;
4. Create partnerships with those who can expand organization-wide professional development opportunities (i.e., student teacher cohorts).

### RESOURCE DEVELOPMENT

Provide the organization with additional streams of revenue to support the pursuit of the vision.

1. Design and implement a resource development plan built upon internal assessments;
2. Create and develop revenue-generating programs, services, and investments;
3. Build systems and enhance technology to leverage and increase resource development;
4. Design a stakeholder relationship-building and prospect development program.