

TRINITY COOPERATIVE DAY NURSERY

2012-2014 STRATEGIC PLAN



Vision

TCDN is a Self-reliant Child-Focused Organization Setting the Standard of Excellence in our Community

Mission

TCDN is a non-profit childcare organization whose mission is to provide a safe, nurturing and enriching environment for preschool and school age children. To express this mission TCDN will:

- ❖ Provide a supportive and nurturing environment where growth and learning take place
- ❖ Ensure that developmentally appropriate methods are used for each program
- ❖ Arrange programs so that family groupings (mixed age groups) are maintained

Objectives

1. Improve developmental and creative programming	2. Achieve and maintain fiscal independence and responsibility	3. Strengthen the relationships within the TCDN community	4. Build relationships with the local community to strengthen TCDN's reputation	5. Understand, engage and meet the needs of TCDN parents	6. Build a model of staff development and enrichment
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Ongoing Actions

a. Annually review accreditation objectives at each site to measure past success and determine future direction (ED/Gov)	a. On a monthly basis analyze expenditures and projected costs (ED/Finance) b. Identify grant funding opportunities for Board consideration (ED)	a. Advance communication practices among parents, staff, and the Board (ED/Gov)	a. Strengthen partnerships with community organizations, including Swarthmore College, libraries, school district, and business community (ED/Gov)	a. Develop, update, distribute and analyze Parent Survey(s) to gain feedback on programming, administration, and other concerns (ED/Gov)	a. Develop, update, distribute, and analyze Employee Satisfaction Survey(s) to gain insight on job satisfaction and other concerns (ED/Personnel)
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2012-2014 Actions

b. Establish creative programming goals and standards for each TCDN site (ED/Staff) c. Plan for a nature-based outdoor play and learning environment at the preschool playground (ED/Parent(s))	c. Create Facilities Plan that investigates re-introduction of infant program and expanded pre-school programming (ED/TF) d. Develop and implement a Development Plan (Gov/FR/Personnel) e. Develop and implement a Marketing and PR Plan that identifies stakeholders, messages and desired outcomes (Gov/TF)	b. Plan October 20, 2012 40th Anniversary event (FR/ED) c. Create and maintain a donor base of alumni and community resources (FR/ED) d. Develop Recognition Plan for staff and parent contributions (ED/Personnel)	b. Develop comprehensive printed materials for marketing needs (ED/Gov) c. Develop a collaborative relationship with OST programs and community focusing on service learning activities (ED/Staff)	b. Evaluate cost effectiveness and nutritional value of food program (ED/TF)	b. Create and implement a Staff Development Plan to achieve accreditation standards and support professional development activities, and leadership opportunities (ED/Personnel)
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Actions: Benefits & Measures

Measurement and accountability are critical to achieving the Strategic Plan's objectives. The following table identifies two things: 1) the overarching benefits to which each action contributes and 2) the measures that TCDN will use to determine the progress of each action.

	Benefits							Measures
	CHILDREN	EDUCATION	HEALTH	FISCAL	STAFF	PARENTS	COMMUNITY	
Ongoing Actions								
1a. Annually review accreditation objectives at each site (ED/Gov)	■	■	■	■	■	■	■	Accreditation at each site. Recommendations by Director and discussion item at May meeting.
2a. On a monthly basis analyze expenditures and projected costs (ED/Finance)				■				Monthly status updates by the Director.
2b. Identify grant funding opportunities for Board consideration (ED)	■	■	■	■	■			Monthly tracking of available grants that meet Strategic Plan objectives at Director discretion.
3a. Advance communication practices among parents, staff, and the Board (ED/Gov)	■	■	■		■	■		Maintain and advance, as necessary, methods to improve communication.
4a. Strengthen partnerships with community organizations, including Swarthmore College, libraries, school district, and business community (ED/Gov)	■	■	■	■		■	■	Identify by 2012 committed partners and strengthen as needed.
5a. Develop, update, distribute, and analyze Parent Survey(s) to gain feedback on programming, administration, and other concerns (ED/Gov)	■	■	■	■	■	■	■	Distribute early April, analyze results, discuss at May Board meeting. Develop action items in September.
6a. Develop, update, distribute, and analyze Employee Satisfaction Survey(s) to gain insight on job satisfaction and other concerns (ED/Personnel)	■	■	■	■	■	■	■	Distribute early April, analyze results, discuss at May Board meeting. Develop action items in September.
2012-2014 Actions								
1b. Establish creative programming goals and standards for each TCDN site (ED/Staff)	■	■	■		■			Establish by site at first staff meeting and document successes.
1c. Plan for a nature-based outdoor play and learning environment at the preschool playground (ED/Parent(s))	■	■	■		■	■	■	Develop idea board for display at 40 th Anniversary event.
2c. Create Facilities Plan that investigates re-introduction of infant program and expanded pre-school programming. Establish long-term budget plan (ED/TF)	■	■	■	■	■	■	■	Develop short-term draft plan by March 2012. Finalize April 2012. Finalize long-term plan by December 2012.
2d. Develop and implement a Development Plan (Gov/FR/Personnel)				■				Develop case statement by April meeting. Finalize plan by May 2012.
2e. Develop and implement a Marketing and PR Plan that identifies stakeholders, messages and desired outcomes (Gov/TF)				■			■	Develop an implementation outline by October 2012.
3b. Plan the October 20, 2012 40th Anniversary event (FR/ED)				■		■	■	Have a plan in place by June 2012.
3c. Create and maintain a donor base of alumni and community resources (FR/ED)	■			■			■	Develop working database by September 2012.
3d. Develop Recognition Plan for staff and parent contributions (ED/Personnel)					■	■		Plan developed and implemented by May 2013.
4b. Develop comprehensive printed materials for marketing needs (TF/ED)				■		■	■	Implementation of marketing theme and materials by end of 2012.
4c. Develop a collaborative relationship with OST programs and community focusing on service learning activities (ED/Staff)	■	■	■	■	■	■	■	Identify by 2012 committed partners and strengthen as needed.
5b. Evaluate cost effectiveness and nutritional value of food program (ED/TF)	■		■	■				Report of recommendations May 2012 and implementation of priorities.
6b. Create and implement a Staff Development Plan to achieve accreditation standards and support professional development activities, and leadership opportunities (ED/Personnel)	■	■			■		■	Structured documentation of staff growth and achievement at annual review. Begin process September 2013.