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Strategic Plan 2025-2030

Our 2025-2030 Plan:

- Similar in format and structure of our *2020-2025 Pathways to Potential Strategic Plan*

Includes:
- Mission, Vision and Values Statement
- Key Strategic Drivers "Pillars"
  - Leadership
  - Culture
  - Outreach
  - Services (Program Goals)
  - Impact

The Roof = Our Mission

Working with communities and partners, WNCSource improves people's lives by creating pathways to self-reliance and healthier living.
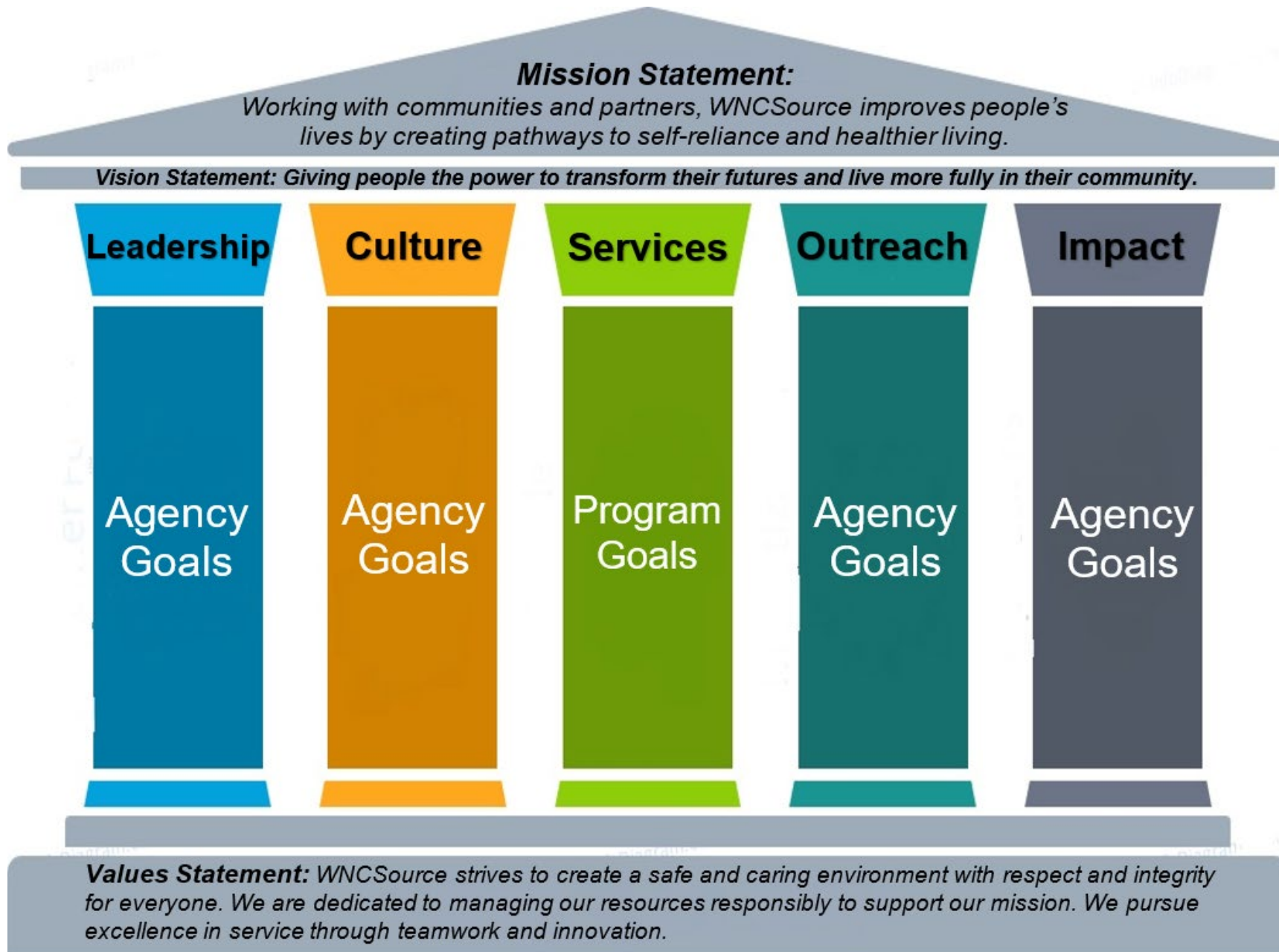
The Soffits = Our Vision

Giving people the power to transform their futures and live more fully in their community.

The Foundation = Our Values Statement

WNCSource strives to create a safe and caring environment with respect and integrity for everyone. We are dedicated to managing our resources responsibly to support our mission. We pursue excellence in service through teamwork and innovation.

Mission Statement:
Working with communities and partners, WNCSource improves people's lives by creating pathways to self-reliance and healthier living.

Vision Statement: Giving people the power to transform their futures and live more fully in their community.

Leadership	Culture	Services	Outreach	Impact
Agency Goals	Agency Goals	Program Goals	Agency Goals	Agency Goals

Values Statement: WNCSource strives to create a safe and caring environment with respect and integrity for everyone. We are dedicated to managing our resources responsibly to support our mission. We pursue excellence in service through teamwork and innovation.

2025-2030 Strategic Plan Structure

Pillars are the main focus areas that we've chosen to achieve our long-term vision.

Each pillar has 1-2 goals.

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Leadership
- Improve the organization's ability to communicate internally and strengthen its decision making capability
- Establish Board/Staff succession planning and recruitment policies

Culture
- Develop an engaging company culture that attracts a skilled and qualified workforce

Services
- Enhance program impact and service delivery for each program area:

  Children's Services

  Housing

  Community Transportation

  Older Adults

Outreach
- Increase community engagement and awareness

Impact
- Develop systems to measure the quality and effectiveness of our programs and services

Pillars (Focus Areas) Support how we will <u>achieve our Strategic Plan</u>

- Agency Goal(s) or Program Goal(s)

- Expected Outcomes

- Strategies for 2025-2030

- Measures of Success

- Accountability

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Leadership Goal – Example

Leadership

- Improve the organization's ability to communicate internally and strengthen its decision making capability
- Establish Board/Staff succession planning and recruitment policies

Leadership Goal #1: Improve the organization's ability to communicate internally and strengthen its decision making capability				
Expected Outcomes	**Lead**	**Strategies for 2025-2030**	**How/When will we measure success?**	
• All internal stakeholders will feel that policies and management decisions are communicated consistently.	Senior Leadership Team	1. Develop a Communication Action Plan (CAP) for staff 2. Create guidelines for when/how information is shared within the organization 3. Define when/how regular updates will be made by leadership	Within 16 months, a CAP plan will be developed and adopted. X% of staff will report improved internal communication in annual employee survey.	
• All internal stakeholders understand the appropriate feedback channels	Senior Leadership Team CORE TEAM (Review)	1. Define staff's decision-making roles within the organization 2. Design appropriate input and feedback channels for staff to participate in decision making (this may include Q&A sessions, staff meetings, in-service training, etc.)	X% of staff will report providing feedback/participating in at least one decision making process in annual employee survey.	
• Board members and senior staff will understand their role in representing WNCSource in the community	David Senior Leadership Team Board	1. Create a Communication Action Plan that outlines the roles and responsibilities of the Board and Senior Leadership for responding to PR and Community issues.	Within 16 months, a CAP plan will be developed and adopted.	

Program Goals – Work in Progress

Services

- Enhance program impact and service delivery for each program area:

  Children's Services

  Housing

  Community Transportation

  Older Adults

Each program area will develop 1-3 goals specific to their <u>service area with input from</u>:

- Feedback from surveys, interviews, and focus group data

- Strategic planning retreat

- Market trends

- Internal strategy sessions with committees

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Housing Services

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Transportation Services

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Older Adult Services

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Goal # 1: To cultivate an exceptional preschool environment by attracting and retaining top-tier educators, fostering high-quality classrooms, and nurturing happy, thriving children.			
Expected Outcome	Who is responsible	Strategies	How will we measure our success?
Increased # of qualified staff members	HR, CS Mgmt Team, Area Mgrs, Data & Compliance Coordinator	•Take part in targeted recruitment and hiring of high school and college students for apprenticeships, internships and CS positions with WNCSource. •Partner with local LEAs, community colleges and foundations to develop a paid high school EC internship program. •Ensure those hired have appropriate resources, training and classroom support to help them be successful in their roles. •Track child attendance in relationship to teaching teams/staff absenteeism. •Implement new performance standards regarding Mental Health supports and wage parity.	•Number of recruitment events attended, and students/apprentices/interns hired and retained. •Staff feedback regarding orientation, training, coaching and EI classroom support. •Number of CS staff with appropriate degrees or ECE certificates •Lower percentage of children that are absent from the classroom on days when their teachers are out. •FA1 and FA2 monitoring reports from the OHS.
Reduced staff turnover rates	HR, Hiring Mgrs, CS Mgmt team	•Hire qualified teaching staff, support staff, subs after school team members, Site Supervisors, and Floaters and ensure they are equipped for their roles.. •Continue TRC training & implementation as well as other workplace culture/team building activities, mental health/wellness initiatives.	•Qtrly/Annual direct classroom staff t/o rates. •Number of employees taking part in: TRC training, IWellness program, MH supports & team/culture building activities.

Goal # 2: Create a seamless support network connecting classrooms, families, and community resources to transform challenging behaviors into opportunities for growth and learning			
Expected Outcome	Who is responsible	Strategies	How will we measure our success?
Reduce instances of disruptive behavior Increased staff and family confidence in handling challenging	CS Mgmt team, EI team, Coaches, SS, Area Mgrs, Families	•Specialized training for staff and families •Utilizing outside professionals for classroom & family support	•Number of trainings provided. •Staff feedback •Family feedback •Number of instances of disruptive behavior
Improved learning environment for children	Teaching teams, EI team, Coaches, SS, Area Mgr, Cs Mgmt team, Finance, Families	•Add a third person/full-time staff member in classrooms with high needs/challenging behaviors.	•Number of classrooms with a 3rd person added. •Child retention data •Staff retention data •Classroom assessment data
Reduce stress levels among staff.	CS Mgmt Team		Staff survey data
Improved job satisfaction, work-life balance, and family engagement .	CS Mgmt Team, Finance, EI team, Teaching staff, SS		Staff survey data

Moving Forward

➢ Program Directors and Support Committees meet to develop individual Services Goals

➢ January 2025 – Strategic Plan Draft Review

➢ February/March – Final 2025-2030 Strategic Plan submitted for Board vote

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