



The Literacy Center  
Strategic Plan  
FY2020 – FY2022

## History of The Literacy Center

Founded in 1988 by a small group of dedicated volunteers, under the leadership of the late Donna Morse, The Literacy Center (TLC) provides adult basic education including reading, writing, mathematics, and essential life skills; English for Speakers of Other Languages (ESOL) and English conversation training; basic computer classes; citizenship exam preparation classes; and High School Equivalency exam (formerly GED) preparation classes to adults in the greater Attleboro area.

In addition, The Literacy Center leverages nearly 10,000 volunteer hours each year, with more than 120 trained volunteers providing 1-on-1 tutoring to hundreds of students on a myriad of subjects. All services are provided at either low or no cost to our students, and no one is ever turned away due to an inability to pay for classes. The Literacy Center is a 501c3 nonprofit organization governed by a volunteer Board of Directors, and is supported entirely by donations and grants.



## Mission and Vision of The Literacy Center

As part of the strategic planning process, the TLC Board of Directors examined the mission and vision statements of the organization. As a result of that process, the existing mission and vision statements were revised. The following were voted on and approved at the May 2019 Board meeting.

**The mission of TLC is to enhance lives and promote self-sufficiency through quality adult education services. TLC's vision is a thriving community where all members, regardless of socioeconomic status, are empowered to achieve their full potential.**

## Strategic Planning Process

In December 2018, The Literacy Center Board of Directors and Executive Director embarked on a comprehensive, agency-wide strategic planning process with the intention of engaging the organization's broad array of stakeholders in a thoughtful discussion of the organization's strengths, challenges, and future opportunities. These data were collected through a digital community survey, focus groups, a written student survey and a staff retreat. The data collected informed the decisions made at two Board retreats, and ultimately shaped the strategic direction of the organization for the next three years. More than 300 individuals participated in TLC's strategic planning process.



## Implementation of the Strategic Plan

The Board of Directors will provide oversight to the Strategic Goals as outlined in this plan. The Board may assign committees and/or staff to track individual goals, as necessary and appropriate. A dashboard will be provided to the Board of Directors by the Executive Director at regular intervals which will report on the overall progress toward each goal, and a discussion of what is working (or not working), as well as recommend changes or additions to the Plan. The Board of Directors reserves the right to amend this Plan as needed throughout the three year implementation timeframe.



# STRATEGIC GOALS

The following are The Literacy Center's strategic goals, to be achieved by the close of FY2022. The goals were developed after a review of strengths, weaknesses, opportunities, and threats facing the organization, and after six comprehensive meetings to discuss the organization's priorities and capacity.

The goals are organized by category. These categories came out of parallels found in data collected through the strategic planning process. An action plan for each strategic goal will be presented to the Board quarterly in a dashboard format, allowing for careful tracking of progress toward these goals.



## FINANCES AND FUNDRAISING

The Literacy Center is committed to strengthening its financial function to increase its capacity to serve its mission. To that end, TLC is dedicated to focusing on the following strategic goals for the next three years:

- 1. Strengthen internal procedures and increase the sophistication of TLC's financial and donor management systems.***
- 2. Diversify revenue streams and grow TLC's operational budget to increase the capacity of TLC to serve its mission.***

## STUDENT OUTCOMES

TLC's primary focus is the successful outcomes of our students. TLC is committed to the following goals to increase the efficacy of our programs:

- 1. Build out an innovative, results-driven program curriculum utilizing cutting edge AE and ESOL curriculum structure and content.***
- 2. Integrate technology at every level of the educational process.***
- 3. Expand TLC's volunteer program by increasing recruitment and retention efforts, and by expanding the existing training program to include on-going and digital training options.***
- 4. Build upon existing student advising structure to ensure on-going, relevant academic, career, and wraparound support for students from intake to departure.***
- 5. Assist students in identifying and pursuing exceptional career pathways utilizing high quality, comprehensive assessment, tracking, counseling, and resource development targeted toward skillbuilding for career readiness.***



## MANAGEMENT AND EVALUATION

The Literacy Center is made up of three full time staff members and fourteen part time teaching staff members. While the staff is small, TLC is committed to conducting business with the highest standards of management and evaluation. It became clear during the strategic planning process that the physical location of TLC at the First Mayor's House in Attleboro is a valued and cherished resource. For that reason, the first goal of this category relates to the upkeep of the building. In addition, TLC is committed to focusing on retaining and supporting its exceptional staff, as well as increasing its capacity to track and report on program successes through more rigorous data collection. The following goals were developed in the category of Management & Evaluation:



- 1. Maintain and improve the facilities and grounds at 80 N. Main Street to ensure we can financially and safely remain in the building for the immediate future.***
- 2. Support the on-going professional development of staff and volunteers through consistent trainings, workshops, and annual evaluations.***
- 3. Improve TLC's capacity for constant quality improvement by collecting, analyzing, and reporting student outcomes and organizational data consistently and with rigor.***
- 4. Create and strengthen pathways for students to participate in the strategic vision of the organization.***
- 5. Increase TLC's capacity to maximize volunteer support across organizational functions by developing a comprehensive volunteer management plan, including roles for short and long term volunteers.***





## MARKETING AND OUTREACH

The Literacy Center does not currently have an annual marketing plan or strategy, but does utilize multiple platforms to support recruitment of students and volunteers. The first goal, therefore, will be to work with the Board and staff to develop an annual marketing plan for the organization to follow. Successive goals focus on broader outreach strategies, particularly to strengthen the TLC brand and increase the visibility of its programs and mission.

- 1. Develop and implement an annual marketing plan that focuses on recruitment of students and volunteers, as well as donor engagement.***
- 2. Deepen community partnerships and increase resource sharing through strategic outreach and communication.***
- 3. Broaden the scope of TLC's marketing efforts by pursuing outreach in areas outside of Attleboro.***
- 4. Strengthen and increase the visibility of TLC's brand by improving marketing materials, including but not limited to signage, digital and print marketing, and PR/media outreach efforts.***

## Thanks and Acknowledgements

The Literacy Center Board of Directors would like to thank everyone involved in the development and execution of this Strategic Plan. Without your support, time, and expertise, this Plan would never have been actualized. We look forward to providing our stakeholders with updates on our progress toward these goals.

### **The Literacy Center Board of Directors**

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The Literacy Center is a 501(c)3 nonprofit organization. To make a contribution to further our mission, or to learn more about our work, please visit us at

[www.theliteracycenter.com](http://www.theliteracycenter.com)