



# **Long-Range Strategic Plan**

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*2018 Operational Objectives*

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## Introduction

This document is the result of a series of retreats conducted with the leadership team of the Literacy Council of Reading-Berks (the Literacy Council) in October 2017 through January 2018. During these meetings, the participants:

1. analyzed the state of the Literacy Council— its strengths and weaknesses — as it exists today;
2. defined the community environment — its opportunities and threats — now and into the future;
3. identified the key issues facing the Literacy Council;
4. created a mission and vision statement for the Literacy Council;
5. defined the long-range strategies and supporting strategic actions to be used by the Literacy Council to fulfill its mission and achieve its vision;
6. established the *Critical Measures of Success* that will be used to evaluate the organization's progress as it moves through its strategic plan; and
7. targeted the specific, short-term actions to be taken to implement the long-range strategies and assigned accountability to the appropriate individuals within the organization.

The results are as follows.

## Strategic Assessment Strengths

The strengths of the Literacy Council, as identified by its leadership team, fall into five categories:

1. Our history and organizational structure
2. Our funding and finances
3. Our programs
4. Our board, staff, and volunteers
5. Our facility

More specifically,

### **Our history and organizational structure**

- Our almost 50 years of providing literacy programs has provided us with a wealth of experience and knowledge.
- We are able to meet the needs of our changing community.
- We embrace change.
- We are able to make decisions quickly and act on them to meet the challenges we encounter.
- We have taken the lead with the other adult literacy education organizations in our area.
- We are professionally recognized as the leading literacy and English as a Second Language educator in Reading and Berks County.
- We work well with many partners in our community.

### **Our funding and finances**

- We have a long history of continued funding from the United Way.
- We are one of the top agencies in the United Way and meet their defined priorities.
- We have been able to successfully receive grant support for our programs and operations.
- We have been able to raise some support from direct donations from individuals and corporations.
- Our annual fundraiser, *Reader Win*, has provided a consistent income for the last 23 years.
- We are financially sound with a reserve fund for emergencies.
- We have a good operating budget and financial controls.
- Our contract with RACC allows us to have a predictable and secure income stream.
- We have fee-for-service programs for ESL education that we provide to local businesses.

### **Our programs**

- We teach almost 800 students in our programs each year.
- Our students are motivated to learn, and they come to us for our programs.
- We build self-esteem in our students.
- Our English as a Second Language program has helped many in our community become better workers and citizens.
- We are a licensed provider of a train the trainer program, *English Forward*, and have trained over 100 volunteers.
- We are able to track the participants of our *English Forward* program.

- We can individualize our programs to meet the needs of the individual student.
- We have one-on-one tutoring programs for basic education, high school equivalency diploma, ESL, and citizenship.
- We offer a citizenship program for immigrants.
- We offer a high school equivalency program so students can achieve their high school diploma.

#### **Our board, staff, and volunteers**

- Our board has become stronger.
- Our board members come from varied backgrounds, bringing many skills, talents, and professional expertise.
- Our board members participate in and contribute to the organization beyond the board meetings.
- Our Executive Director is well known and respected within our area and the literacy field.
- We have little turnover in our staff of four full-time and sixteen part-time employees.
- Many of our instructors are retired teachers.
- We have over 50 volunteer tutors helping with our programs.

#### **Our facility**

- We own our facility, and our mortgage will be retired in a few years.
- Our facility is well maintained and a good space for our office and programs.
- Our facility is on a BARTA route.

### ***Weaknesses***

The weaknesses of the Literacy Council, as identified by its leadership team, fall into five categories:

1. Our board, staff, and volunteers
2. Our funding
3. Our Internet footprint
4. Our programs
5. Our facility

More specifically,

#### **Our board, staff, and volunteers**

- At times, we ask our board members to do too much.
- We do not have a representative from the student population on our board.
- We do not have enough non-board members to support our committees.
- We need more volunteer staff to run our programs.
- We do not have IT staff or the expertise in our staff.
- Our board does not bring access to potential major donors.
- We do not have a bilingual staff.

#### **Our funding**

- We do not receive donor support or volunteer help from our alumni.
- Many of our donor gifts are one time and not repeated.
- We are dependent on the United Way for our operations income.

- We are dependent on the Department of Education for program income.
- The general community does not understand what we do and our mission.

**Our Internet footprint**

- Our website is not easy to navigate.
- Our social media is not multilingual.
- We do not use social media as best as we should.

**Our programs**

- We do not follow-up with potential student inquiries that do not enroll in one of our programs.
- Some of our funding puts limits on when and how many students we can accept into the program.
- Many of our programs are on a 12-week cycle and do not have flexible start dates.

**Our facility**

- Our facility has limited space.
- At times, unplanned maintenance issues tax our finances.
- We are not current and up-to-date with our computer technologies.
- We do not have a physical facility in downtown Reading.

**Opportunities**

The opportunities facing the Literacy Council as it moves forward fall into five categories:

1. Marketing and communication opportunities
2. Program opportunities
3. Volunteer and partnership opportunities
4. Funding opportunities
5. Facility and Internet opportunities

More specifically,

**Marketing and communication opportunities**

- Educate the business community as to the usefulness of quality literacy programs for their business.
- Develop a marketing program targeted at the employer.
- Develop a literacy marketing campaign for the general public.
- Implement a program so our donor understands the importance of their gift and how it helps, both the student and our community.
- Engage the business community in the development of literacy services and programs that will benefit their bottom line.

**Program opportunities**

- Expand our fee-for-service programs with more business support and students.
- Develop additional workplace development programs.
- Grow our *Cops n Kids* program.

- Offer programming that helps our students be more computer literate.
- Develop programs that teach financial literacy.
- Develop programs that teach health literacy.
- Involve our students in the organization and make them the public face of the Literacy Council.
- Introduce Spanish language classes for English-speaking individuals.

#### **Volunteer and partnership opportunities**

- Identify the needs within our organization and solicit volunteers who can meet those needs.
- Expand our partnerships with other not-for-profit organizations and offer our programs through them.
- Expand our partnership with the Chamber of Commerce and solicit their help with workplace literacy programming.

#### **Funding opportunities**

- Develop a new fundraising effort targeted at individual gifts.
- Solicit retired educators for donations and volunteer support.
- Expand our corporate and business donations.
- Develop a corporate matching gift program.
- Develop an endowment and planned gift program.

#### **Facility and Internet opportunities**

- Bring our computers and IT systems up-to-date.
- Upgrade our website to make it more accessible to potential students and multilingual.
- Develop a digital lab and classrooms.

### ***Threats***

The threats currently facing the Literacy Council fall into two basic categories:

1. Those threats primarily within our control
2. Those threats primarily outside of our control

More specifically,

#### **Those threats primarily within our control**

- Our 60-year-old facility will need increased maintenance, and the expenses will tax us financially.
- We may lose our CEO to another organization.
- Our computer system could be hacked.
- RACC may decide to use another vendor to provide the programs we do.

#### **Those threats primarily outside of our control**

- The potential student population may decrease.
- United Way may decrease or redirect our funding.
- United Way of Berks County may move to a collective impact model for funding.
- Federal funding may be reduced to the states and that could affect our income.
- The state Department of Education may reduce or redirect their funding.

- The state funding for adult education could be moved to the Department of Labor from the Department of Education, impacting our programs.
- Changes in the immigration laws may decrease the number of students.
- Our *English Forward* program has a definitive lifespan.
- Other not-for-profits could take our donors, grants, and students.

## **Key Issues**

Based on the identification and analysis of the current strengths and weaknesses and potential opportunities and threats as detailed previously, we have concluded that the following key issues must be addressed in the Literacy Council's long-range plan.

- How can we grow our fee-for-service programs?
- How do we become less dependent on the United Way and the Department of Education for our income?
- How do we change our program offerings to keep them relevant and meaningful?
- How can we engage our alumni to become volunteers and donors?
- How do we increase the community's understanding of our mission, what we do, and the importance of literacy?
- How do we better inform the business community as to the impact and costs of adult literacy education?
- How can we develop a family based literacy program?
- How do we attract potential students and convince them to register for our programs?
- How do we encourage our graduating students to better use their new skills?
- How can we grow the number of volunteers to help support our programs?
- How can we make our Internet footprint multilingual, more effective, and easier to use?
- How do we upgrade our computers and IT systems?

## **Mission Statement**

The Literacy Council of Reading-Berks helps people better communicate and contribute to their families, workplaces, and community. The Literacy Council accomplishes this by teaching individuals the reading, writing, speaking, listening, and collaboration skills needed to improve their quality of life.

## **Vision Statement**

In 2017, as the leadership of the Literacy Council begins its planning activities, it has created the following vision of the outcomes of its efforts.

As the Literacy Council of Reading-Berks celebrates its second half century of helping our community, we are proud of what we have accomplished and are looking forward to what we can do. Our community understands the importance of literacy and how illiteracy can impact the quality of life for its citizens. The community supports our mission with their time and donations. We have been able to increase our offerings to the business community, and the income from these programs supports our operations. Our contributed and governmental program income allows us to reach more students and their families every day. Our students return to the Literacy Council after graduation to help where they can, understanding the importance of the skills they have learned.

Because of our good work, all those who want to read can and all those who want a high school diploma have one. Reading and Berks County is known as the reading capital of the world, and our dream of stamping out illiteracy is closer. We help many move forward with their lives.

## **Values**

- Respect for all
- Empower volunteers and staff to provide quality service
- Provide a spectrum of literacy services
- Develop curriculum and services to respond to the changing literacy needs of the community
- Implement innovative technology and techniques
- Network to identify resources and partnerships
- Guide all participants in achieving their goals

## Long-Range Strategies

Based on the strategic assessment as detailed previously, the Literacy Council has identified six overriding strategies, it will implement in its efforts to fulfill its mission and achieve its vision.

**The Literacy Council of Reading-Berks will develop a broader volunteer base seeking volunteers from our alumni, the younger generation, and the community-at-large to address identified needs of the Council.**

### *Strategic Actions*

- Develop a needs list that volunteers can fulfill and job descriptions for the positions.
- Develop ways we can support and recognize our volunteers.
- Reach out to the retired teachers’ community to solicit volunteer support.
- Reach out to youth groups (Scouts, etc.) and other community organizations for volunteer support.
- Implement a college student intern and volunteer program.
- Contact GRYP for volunteer support.
- Restart our volunteer annual breakfast.
- Publish a volunteer newsletter.

**The Literacy Council of Reading-Berks will deliver a compelling and well-understood literacy message.**

### *Strategic Actions*

- Craft a public vision statement and catchphrase.
- Develop a compelling message for the fight against illiteracy.
- Develop a marketing committee and form a marketing budget.
- Develop a marketing plan.
- Prepare a “one page” case for support for the Literacy Council.
- Interview current students to find compelling “stories” we can use and share with our community.
- Compile testimonials from our students, business clients, and volunteers.
- Start a billboard advertising campaign.

**The Literacy Council of Reading-Berks will instill in its students the need to support the Literacy Council and their community post-graduation.**

### *Strategic Actions*

- Include volunteerism and community involvement as part of our program curriculum.
- Develop a system to track our students and alumni, and build a database.
- Start a post-graduation event for students and their families.
- Identify the triggers that will encourage students to want to support the Council.
- Develop a graduate-level program for ESL students that lead them to become volunteer tutors.
- Institute a Facebook page for alumni.
- Develop a student and alumni newsletter.

**The Literacy Council of Reading-Berks will grow its fee-for-service offerings to fully support its operations and grow its staff to meet the expanded program needs.**

*Strategic Actions*

- Establish a Workplace Learning Center for our fee-for-service programing.
- Educate the United Way about our fee-for-service programs and ask them for referrals.
- Prepare a menu and description of the services and programs we offer for a fee.
- Identify potential businesses that could benefit from our services.
- Build a business case study of what we do and its benefit to the business community.
- Educate county employers and human resource professionals as to our offerings.
- Market our fee-for-service offerings to temp agencies.
- Establish a service that focuses on the high-level foreign employee that needs better English communication skills.

**The Literacy Council of Reading-Berks will use the best technology and also have a strong Internet footprint.**

*Strategic Actions*

- Develop an equipment and technology wish and needs list for operations and the office.
- Develop an equipment and technology wish and needs list for program support.
- Upgrade our phone system.
- Improve and update our website, and attract today's youth and solicit volunteers.

**The Literacy Council of Reading-Berks will attract more students with relevant and meaningful programs.**

*Strategic Actions*

- Improve our program evaluation process and survey form.
- Survey our graduating students as to their opinion of the relevancy and meaningfulness of their education.
- Start an open enrollment ESL program.
- Explore an online learning ESL program.
- Explore using YouTube for ESL education.
- Develop a family literacy program.
- Develop a financial literacy program.
- Develop a health literacy program.
- Expand our Spanish for English-speaking individuals program.
- Develop a partnership with local food banks and pantries to distribute our *Cops n Kids* books.
- Develop a small group tutoring program with possible open enrollment.

## Critical Measures of Success

In order to evaluate the effectiveness of and progress toward its long-range strategic plan, the Literacy Council of Reading-Berks will measure and track the following *Critical Measures of Success*. The results will be reviewed by the leadership team on a regular basis.

- The number of volunteers – quarterly
- The number of volunteer hours – quarterly
- The number of volunteers by job description – quarterly
- Number of students of the Council volunteering – quarterly
- Income, expenses, and margin from our fee-for-service programs – quarterly
- Number of website hits – monthly
- Conversation rate for the website – monthly
- Number of students by program – at term end
- Number of students we have to refer – monthly

## 2018 Operational Objectives

During the first year (January 2018 – December 2018) of this long-range strategic plan, the Literacy Council of Reading-Berks will implement the following operational objectives:

- Develop a needs list that volunteers can fulfill and job descriptions for the positions. *Cathy*
- Implement a college student intern and volunteer program. *Megan*
- Develop a compelling message for the fight against illiteracy. *Bob*
- Include volunteerism and community involvement as part of our program curriculum. *Laurie*
- Prepare a menu and description of the services and programs we offer for a fee. *Laurie*
- Identify potential businesses that could benefit from our services. *Arlene/Laurie*
- Educate county employers and human resource professionals as to our offerings. *Arlene/Laurie*
- Develop an equipment and technology wish and needs list for operations and the office. *Ron*
- Improve and update our website, and attract today's youth and solicit volunteers. *Jason*
- Develop a family literacy program. *Roula/Ryan*

# Appendix

2018 Operational Objectives  
with action steps

2018 Timeline

Critical Measures of Success Worksheet

Objective/action steps	Accountable person	Target date
<b>1. Develop a needs list that volunteers can fulfill and job descriptions for the positions.</b>	<i>Cathy</i>	
1.1 Modify our list of volunteer opportunities.	<b>Cathy/Ryan</b>	<b>1/18</b>
1.2 Develop job descriptions for each opportunity.	<b>Cathy</b>	<b>2/18</b>
1.3 Review the revised list of volunteer opportunities.	<b>Cathy</b>	<b>3/18</b>

Objective/action steps	Accountable person	Target date
<b>2. Implement a college student intern and volunteer program.</b>	<i>Megan</i>	
2.1 Educate Literacy Council staff and board on the definition of an internship, US Department of Labor and National Association of Colleges and Employers' (NACE) internship guidelines.	<b>Megan</b>	<b>2/18</b>
2.2 Conduct an internal assessment of the Literacy Council's needs and resources. <ul style="list-style-type: none"> <li>a. How can we compensate interns?</li> <li>b. How many interns and volunteers can we handle?</li> <li>c. Ideal time of year/duration to host an intern and volunteers?</li> <li>d. How does physical space and equipment accommodate additional individuals?</li> <li>e. What type of project work needs to be completed?</li> <li>f. Are specific technical skills/experience required to adequately complete the assigned tasks?</li> <li>g. Would having an intern/volunteer benefit current staff members by providing supervisory and managerial experience?</li> <li>h. Can the Literacy Council offer opportunities for unique industry experience during the internship?</li> </ul>	<b>Ryan</b>	<b>2/18</b>
2.3 Determine the goals of an internship/volunteer program in reference to 2.2, and identify and prioritize office projects appropriate for interns and volunteers. <ul style="list-style-type: none"> <li>a. What does the Literacy Council hope to achieve from an internship/volunteer program?</li> <li>b. What are some ideal projects? (Writing projects/research, donor outreach, tutoring, 50<sup>th</sup> anniversary activities)</li> </ul>	<b>Ryan</b>	<b>3/18</b>
2.4 Create learning objectives for interns and volunteers in reference to 2.3. <ul style="list-style-type: none"> <li>a. What skills will be used and what knowledge will be gained?</li> <li>b. What will the intern/volunteer be able to do after the experience is over?</li> </ul>	<b>Ryan</b>	<b>3/18</b>
2.5 Develop an on-boarding (orientation) and off-boarding process for the intern. <ul style="list-style-type: none"> <li>a. Introductions/tour of facility/outline of services</li> <li>b. Expectations and learning objectives</li> <li>c. Employee expectations, hours, dress, phone use, professional conduct, etc.</li> <li>d. Evaluation review</li> </ul>	<b>Ryan</b>	<b>3/18</b>
2.6 Create a start date for the internship/volunteer program.	<b>Ryan</b>	<b>3/18</b>

Objective/action steps	Accountable person	Target date
<p>2.7 Create an evaluation form to evaluate and provide feedback to interns/volunteers.</p> <ul style="list-style-type: none"> <li>a. Oral communication</li> <li>b. Written communication</li> <li>c. Interpersonal skills</li> <li>d. Adaptability</li> <li>e. Critical thinking</li> <li>f. Time management</li> <li>g. Self-confidence</li> <li>h. Leadership</li> <li>i. Problem solving</li> <li>j. Professional attitude/demeanor</li> <li>k. Initiative</li> </ul>	Ryan	3/18
2.8 Identify a professional staff member to serve as a supervisor for the intern in reference to 2.3.	Ryan	4/18
2.9 Create a job description(s) that clearly articulates the daily responsibilities, long- and short-term projects, and knowledge, skills, and abilities of the ideal intern. Also, include the expected number of hours per week, compensation, preferred major, class year, GPA, and application process.	Ryan	4/18
2.10 Contact local colleges and universities to advertise the position.	Ryan	4/18
2.11 Evaluate candidates, interview, select and hire intern(s).	Ryan	5/18

Objective/action steps	Accountable person	Target date
<b>3. Develop a compelling message for the fight against illiteracy.</b>	<i>Bob</i>	
3.1 Establish a list of references for statistical background.	<b>Bob</b>	<b>1/18</b>
3.2 Prepare an outline for the document.	<b>Bob</b>	<b>2/18</b>
3.3 Submit the outline for peer review and recommendations to the Executive Committee, staff, and PR Committee.	<b>Jason/Ryan/Emily/ Roula/Terry</b>	<b>4/18</b>
3.4 Make appropriate revisions.	<b>Bob</b>	<b>5/18</b>
3.5 Complete a one-page document, incorporating factual data.	<b>Bob</b>	<b>6/18</b>
3.6 Complete the final document, and submit it to the board for approval as appropriate.	<b>Bob</b>	<b>6/18</b>
3.7 Develop a “how to use” this document outline and distribute as appropriate.	<b>Bob</b>	<b>7/18</b>

Objective/action steps	Accountable person	Target date
<b>4. Include volunteerism and community involvement as part of our program curriculum.</b>	<i>Laurie</i>	
4.1 Develop a volunteerism and community involvement pathway for all ESL/ABE and HEP students.	<b>Laurie/Cathy/Bev</b>	<b>6/18</b>
4.2 Research COABE’s <i>Adult Education Ambassadors Training Program</i> .	<b>Laurie</b>	<b>6/18</b>
4.3 Design curriculum based on best practices for developing adult education student ambassadors.	<b>Laurie/Cathy</b>	<b>6/18</b>
4.4 Introduce curriculum to instructors.	<b>Laurie</b>	<b>8/18</b>
4.5 Implement volunteerism and community involvement as part of our program curriculum.	<b>Instructors</b>	<b>12/18</b>

Objective/action steps	Accountable person	Target date
<b>5. Prepare a menu and description of the services and programs we offer for a fee.</b>	<i>Laurie</i>	
5.1 Identify types of adult education programming and services we currently offer to employers for a fee.	Laurie	2/18
5.2 Identify types of adult education programming and services we would like to offer for a fee.	Laurie/Ryan	4/18
5.3 Research what other literacy organizations are offering in their area.	Laurie/Ryan	4/18
5.4 Establish the structure on how we can build a quote for our fee-for-service programs that contributes to our bottom line.	Ryan	5/18

Objective/action steps	Accountable person	Target date
<b>6. Identify potential businesses that could benefit from our services.</b>	<i>Arlene/Laurie</i>	
6.1 Organize a database of businesses that employ our students.	<b>Laurie</b>	<b>3/18</b>
6.2 Consult with the Greater Reading Chamber Alliance regarding what employers could benefit from our adult education programs.	<b>Laurie</b>	<b>5/18</b>
6.3 Identify the types of businesses that could use our services and build a list of potential targets in Berks County.	<b>Laurie</b>	<b>6/18</b>
6.4 Research SIC codes of types of businesses that could use our services and add this to the above list.	<b>Laurie</b>	<b>6/18</b>
6.5 Contact a select group from the list.	<b>Laurie</b>	<b>9/18</b>

Objective/action steps	Accountable person	Target date
<b>7. Educate county employers and human resource professionals as to our offerings.</b>	<i>Arlene/Laurie</i>	
7.1 Organize an open house or networking event through the Greater Reading Chamber Alliance (\$).	<b>Laurie</b>	<b>4/18</b>
7.2 Identify other opportunities through the Chamber and the HR roundtable to promote our adult education programs (\$).	<b>Laurie</b>	<b>4/18</b>
7.3 Create a packet of information specifically for employers (brochure, fee-for-service menu, testimonials) (\$).	<b>Laurie</b>	<b>5/18</b>
7.4 Create an online flyer through Constant Contact to reach area businesses.	<b>Laurie</b>	<b>9/18</b>
7.5 Follow up with employers to schedule an appointment to present on Literacy Council services.	<b>Laurie</b>	<b>10/18</b>
7.6 Recruit students and board members to speak to employers on behalf of the Literacy Council.	<b>Laurie</b>	<b>10/18</b>
7.7 Invite HR professionals to our fall dinner.	<b>Laurie</b>	<b>10/18</b>

Objective/action steps	Accountable person	Target date
<b>8. Develop an equipment and technology wish and needs list for operations and the office.</b>	<i>Ron</i>	
<p>8.1 Determine what we have now.</p> <ul style="list-style-type: none"> <li>• What equipment/operating systems do we have? <ul style="list-style-type: none"> <li>○ What is the physical condition of each equipment?</li> <li>○ Is each equipment cabled in-place to prevent theft?</li> <li>○ What physical resources are available in each equipment?</li> <li>○ What are the ages of each equipment?</li> <li>○ What are the capabilities of these equipment/operating systems?</li> <li>○ What operating systems are used?</li> <li>○ Can the operating systems perform properly with the available physical resources?</li> <li>○ What operating systems can be used with the available physical resources?</li> </ul> </li> <li>• What programs do we use? <ul style="list-style-type: none"> <li>○ Do the programs in each equipment include robust Internet security?</li> <li>○ Can each program perform properly with the available physical resources?</li> <li>○ Are these programs adequate for our needs?</li> <li>○ Are these programs still supported?</li> <li>○ Will these programs continue to be supported?</li> <li>○ Are these programs compatible with other organizations' programming with which we interface?</li> </ul> </li> </ul>	<b>Ron</b>	<b>3/18</b>
<p>8.2 Determine what we <i>need</i> to continue our mission (which may be more than we have).</p> <ul style="list-style-type: none"> <li>• What programming is needed for our staff to continue our mission for the next 18 months?</li> <li>• What equipment is needed to satisfy this need?</li> <li>• What programming is needed for the Council to interface with our partners for the next 18 months?</li> <li>• What programming is needed to satisfy this need?</li> </ul>	<b>Ron</b>	<b>4/18</b>
<p>8.3 Determine what we <i>want</i> to advance our mission.</p> <ul style="list-style-type: none"> <li>• What programming is needed for our staff to advance our mission beyond the next 18 months?</li> <li>• What equipment is needed to support this programming?</li> <li>• What programming is needed for the Council to interface with our partners beyond the next 18 months?</li> <li>• What equipment is needed to support this programming?</li> </ul>	<b>Ron</b>	<b>5/18</b>
8.4 Develop a priorities list.	<b>Ron/Ryan</b>	<b>5/18</b>

<b>Objective/action steps</b>	<b>Accountable person</b>	<b>Target date</b>
8.5 Develop a schedule of acquisition and associated cost estimates.	<b>Ron/Ryan</b>	<b>6/18</b>
8.6 Submit a program of acquisition to the board of directors.	<b>Ron</b>	<b>8/18</b>

Objective/action steps	Accountable person	Target date
<b>9. Improve and update our website, and attract today’s youth and solicit volunteers.</b>	<i>Jason</i>	
9.1 Replace any low-res photos on the website with higher-res photos.	<b>Jason</b>	<b>4/18</b>
9.2 Make the main page easier to navigate and edit by replacing the carousel of featured items with an attractive page that uses scrolling to access the featured items.	<b>Jason</b>	<b>4/18</b>

Objective/action steps	Accountable person	Target date
<b>10. Develop a family literacy program.</b>	<i>Roula/Ryan</i>	
10.1 Investigate other regional family literacy plans to gather lessons learned.	<b>Ryan</b>	<b>4/18</b>
10.2 Develop a pilot “Read to Your Children” Family Literacy program for the area. <ul style="list-style-type: none"> <li>a. Gather input from libraries, family support programs in the county, churches, and other entities that would be interested in participating.</li> <li>b. Present a draft to the board for the pilot program.</li> <li>c. Launch the pilot program.</li> </ul>	<b>Sonya/Roula/Ryan</b>	<b>5/18 – 7/18</b>
10.3 Expand the <i>Cops n Kids</i> program to help support food banks across the county, and “Read to Your Children” program.	<b>Sonya/Roula/Ryan</b>	<b>9/18</b>
10.4 Expand the WOW program into the Family Literacy program.	<b>Sonya/Roula/Ryan</b>	<b>10/18</b>
10.5 Create an ongoing feedback mechanism to measure impact and make changes each year.	<b>Ryan</b>	<b>11/18</b>





Literacy Council of Reading-Berks  
2018 Strategic Plan Timeline

Obj./ Action	Summary of Action	Acctbl. Person	Jan '18	Feb '18	Mar '18	Apr '18	May '18	Jun '18	Jul '18	Aug '18	Sep '18	Oct '18	Nov '18	Dec '18
5.4	Establish the structure on how we can build a quote for our fee-for-service programs that contributes to our bottom line.	Ryan					●							
6	<b>Identify potential businesses that could benefit from our services.</b>	<b>Arlene/Laurie</b>												
6.1	Organize a database of businesses that employ our students.	Laurie			●									
6.2	Consult with the Greater Reading Chamber Alliance regarding what employers could benefit from our adult education programs.	Laurie					●							
6.3	Identify the types of businesses that could use our services and build a list of potential targets in Berks County.	Laurie						●						
6.4	Research SIC codes of types of businesses that could use our services and add this to the above list.	Laurie						●						
6.5	Contact a select group from the list.	Laurie									●			
7	<b>Educate county employers and human resource professionals as to our offerings.</b>	<b>Arlene/Laurie</b>												
7.1	Organize an open house or networking event through the Greater Reading Chamber Alliance (\$).	Laurie				●								
7.2	Identify other opportunities through the Chamber and the HR roundtable to promote our adult education programs (\$).	Laurie				●								
7.3	Create a packet of information specifically for employers (brochure, fee-for-service menu, testimonials) (\$).	Laurie					●							
7.4	Create an online flyer through Constant Contact to reach area businesses.	Laurie									●			
7.5	Follow up with employers to schedule an appointment to present on Literacy Council services.	Laurie										●		
7.6	Recruit students and board members to speak to employers on behalf of the Literacy Council.	Laurie										●		
7.7	Invite HR professionals to our fall dinner.	Laurie										●		



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10.2	Develop a pilot “Read to Your Children” Family Literacy program for the area. a. Gather input from libraries, family support programs in the county, churches, and other entities that would be interested in participating. b. Present a draft to the board for the pilot program. c. Launch the pilot program.	Sonya/Roula/Ryan					●	●	●					
10.3	Expand the <i>Cops n Kids</i> program to help support food banks across the county, and “Read to Your Children” program.	Sonya/Roula/Ryan								●				
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10.5	Create an ongoing feedback mechanism to measure impact and make changes each year.	Ryan											●	

