

Vision – Creating pathways to success for everyone.

(The result of our effort)

Mission – Collaborating with individuals, families, schools, and the community to understand and overcome obstacles to learning.

(What we do)

Lee Pesky Learning Center (LPLC) Overarching Goal Area

(Goal: Desired results Strategy: General plan of action to reach goals)

1. **Goal - Academic Excellence:** Equip those we serve with innovative, affordable, evidence-based, high quality academic and clinical services and professional development.
2. **Goal - Team Engagement:** Build and maintain a top-tier, robust, collaborative team in a work environment that adequately compensates staff and provides access to continuous learning.
3. **Goal - Community Engagement:** Build and maintain sustainable community partnerships that create awareness of and support for our work.
4. **Goal - Organizational Excellence:** Build and maintain a robust, efficient infrastructure with sustainable business practices and modern technological support.
5. **Goal - Financial Sustainability:** Build and maintain a diversified revenue stream that provides financial sustainability and resilience.

Strategic Plan Fiscal Years 26-28 Center Goals, Strategies, and Objectives

Fiscal Year (FY) 26 Center Goals, Strategies, and Objectives

(Objectives: Specific actions to support strategies Tactics: Detailed steps to deliver strategies and reach goals)

- 1) **Academic Excellence:** Equip those we serve with innovative, affordable, evidence-based, high quality academic and clinical services and professional development.

Overall Strategy: Increase our ability to serve more clients and educators with high quality, innovative, transformative education and services.

Strategy 1. Partner with individuals and organizations to implement innovative practices and tools.
Objective: Q2-4 Pilot use of Dr. Gabel's dyslexia assessment tool in Tiers 2 and 3 on a small scale.

Strategy 2. Expand Academic Coaching (AC) model to support more clients.
Objective: Q1-4 Optimize staff availability to support a 25% increase in AC clients.

Strategy 3. Increase our ability to serve more students with Academic Services.
Objective: Q1 Identify and implement "low lift" or "passive" opportunities to engage and provide support to students on the Academic Services wait list.

Strategy 4. Obtain a high level of client satisfaction.
Objective: Q1-4 Achieve 90% client and/or client family satisfaction.

Strategy 5. Streamline the evaluation process to serve more clients.
Objective 1: Q1-2 Define evaluation processes and staff required to optimize staffing and reduce evaluation time.
Objective 2: Q1-4 Decrease time required to complete comprehensive evaluations.

Strategy 6. Provide Literacy Pods in the Southwest Idaho.
Objective: Q2-4 Build relationships with schools and youth serving organizations to provide at least 1 Literacy Pods program.

2) Team Engagement. Build and maintain a top-tier, robust, collaborative team in a work environment that adequately compensates staff and provides access to continuous learning.

Overall Strategy: Conduct activities that create leadership sustainability, promote internal collaboration, and provide professional development to strengthen engagement, retention, and performance.

Strategy 1. Ensure leadership and critical staff continuity and stability by proactively planning for short- and long-term transitions.
Objective: Q1-2 Develop and share succession plans with staff and Board.

Strategy 2. Build team capacity to serve more clients.

Objective: Q1-2 Identify ideal team-level structures and capacity-building options to sustainably serve more clients.

Strategy 3. Increase cross-team collaboration, communication, and employee talent share.

Objective: Q1-4 Implement sustainable activities and tools to improve internal communication and collaboration.

Strategy 4. Provide year-round staff professional development opportunities to strengthen employee knowledge, skills, and engagement.

Objective: Q1 Publish and implement an organizational professional development schedule.

Strategy 5. Ensure adequate employee compensation and benefits.

Objective: Q3 Conduct a compensation and benefits review and make changes as needed.

Strategy 6. Maintain organizational wide understanding of Center activities, goals, strategies, and objectives.

Objective: Q1-4 ED provides monthly organizational update to staff and Board on organizational efforts outlined in Strategic Plans.

3) Goal: Community Engagement: Build and maintain sustainable, collaborative community partnerships that create awareness of and support for our work.

Overall Strategy: Develop strategic partnerships and enhance community presence and visibility.

Strategy 1. Conduct outreach activities and establish partnerships to support multiple activity areas: funding, service and program delivery, research, evidence-based practices and tools, and professional development.

Objective 1: Q1 Develop systems, tools, and a plan for strategic Community Outreach.

Objective 2: Q2-4 Implement a Community Outreach Plan.

Strategy 2. Build strong community awareness of and support for our efforts through a robust, segmented, multi-channel community marketing effort.

Objective: Q1-Q4 Develop and implement a multi-channel marketing and communications program that has service specific messaging and promotion activities.

Strategy 3. Increase internal capacity building by partnering with local colleges and universities.

Objective: Q1-4 Build relationships with local college and university programs like Teacher Education, Psychology, and Counseling programs to connect to interns.

- 4) **Organizational Excellence:** Build and maintain a strong, supportive, efficient infrastructure with sustainable business practices and modern technological support.

Overall Strategy: Conduct activities that improve internal and external operational efficiencies and communication.

Strategy 1. Provide a user-friendly, easily navigable, content and story rich website experience.

Objective: Q1 Replace the existing website with new website that is accessible, fast, and easily navigable.

Strategy 2. Increase efficiency of access to data and information for staff.

Objective: Q1 Use data driven assessment of current processes and identify areas for improvement .

Strategy 3. Leverage technology to increase organizational efficiency, reduce costs, and innovate.

Objective: Q2-4 Collaborate with experts in technology to understand available technology for staff and clients: hardware, software, Artificial Intelligence, and assistive technology.

Strategy 4. Modernize billing system for ease of use by staff and clients.

Objective: Q1 Replace paper-based billing systems with automated software driven billing.

- 5) **Financial Sustainability:** Build and maintain a diversified revenue stream that provides sustainable funding: services, grants, sponsorship, corporate giving, donors, partners, and endowments.

Overall Strategies: 1. Reduce dependency on grants by increasing revenue in other areas. 2. Transition to multi-year financial planning.

Strategy 1. Increase donor-based revenue.

Objective: Q1-4 Increase donor-based revenue by 7% through donor development and multiple fundraising activities.

Strategy 2. Expand LPLC funding sources through corporate partnerships.

Objective: Q1-4 Increase corporate sponsorship for events, campaigns, and program/services by 15%.

Strategy 3. Decrease the gap between the expense of providing services and service generated revenue.

Objective: Q1-4 Decrease service-based delivery expenses by 10%.

Strategy 4. Build a multi-year Center budget with an annual reserve target.

Objective: Q4 Collaborate with the Finance Committee to build a 3-year Center budget.

Strategy 5. Increase counseling caseload.

Objective 1: Q1-4 Build wait list to allow for immediate filling of open slots.

Objective 2: Q1-4 Maximize available slots throughout the week in counseling schedule.

FY 27 Center Goals, Strategies, and Objectives

- 1) Academic Excellence:** Equip those we serve with innovative, affordable, evidence-based, high quality academic and clinical services and professional development.

Overall Strategy: Increase our ability to serve more clients with innovative, transformative education and services.

Strategy 1. Partner with individuals and organizations to implement innovative practices and tools.

Objective: Q1-4 Partner with at least 1 institution of higher education to conduct educational research and publish findings.

Strategy 2. Expand Literacy Pods presence in the Southwest Idaho.

Objective: Q1-4 Work with community partners to host two Literacy Pods efforts in the Southwest Idaho.

Strategy 3. Obtain 90% client and/or client family satisfaction with our services.

Objective 1: Q1 Use client feedback to improve services.

Objective 2: Q1-4 Conduct at least 2 client feedback surveys and make improvements based on client feedback.

Strategy 4. Expand use of Dr. Gabel's dyslexia assessment tool.

Objective 1: Q1-4 Expand use of the evaluation tool in Tiers 2 and 3 through increased internal use and external collaboration.

Objective 2: Q2-4 Evaluate inclusion of the dyslexia tool in professional development training.

2) Goal: Team Engagement. Build and maintain a top-tier, robust, collaborative team in a work environment that adequately compensates staff and provides access to continuous learning.

Overall Strategy: Conduct activities that create leadership sustainability, promote internal collaboration, and provide professional development to strengthen engagement, retention, and performance.

Strategy 1. Ensure leadership and critical staff continuity and stability by proactively planning for short- and long-term transitions.

Objective: Q1-2 Update and share succession plans with staff and Board.

Strategy 2. Clarify respective roles and responsibilities.

Objective: Q1-2 Review team member job descriptions to ensure they clearly describe current role, responsibilities, and education and skills requirements.

Strategy 3. Provide year-round staff professional development opportunities to strengthen employee knowledge, skills, and engagement.

Objective: Q1-4 Publish and implement an organizational professional development plan.

Strategy 4. Maintain organizational wide understanding of Center activities, goals, strategies, and objectives.

Objective: Q1-4 ED provides monthly organizational update to staff and Board on organizational efforts outlined in Strategic Plans.

Strategy 5. Evaluate employee satisfaction.

Objective1: Q1 Conduct an all staff 360-degree staff review, identify areas of organizational improvement, and implement an action plan to address improvement areas.

Objective 2: Q1-4 Conduct periodic surveys to engage employee satisfaction in specific areas such as culture, benefits, building, etc. and accommodate recommendations when possible.

3) Goal: Community Engagement: Build and maintain sustainable, collaborative community partnerships that create awareness of and support for our work.

Overall Strategy: Leverage strategic partnerships to increase our impact and enhance community visibility.

Strategy 1. Establish mutually beneficial and effective partnerships.

Objective: Q1 Use internal and external assessment of FY 26 partnership efforts to make improvements.

Strategy 2. Use multiple means of communication to share partnership opportunities and success stories.

Objective: Q1-4 Develop and implement a multi-channel marketing and communications annual plan that has service specific messaging and cross-organizational promotion opportunities.

Strategy 3. Increase internal capacity building by partnering with local colleges and universities.

Objective: Q1-4 Build relationships with local college and university programs such as Teacher Education, Psychology, and Counseling programs to connect to interns.

Strategy 4. Use social media to increase community awareness of our efforts.

Objective: Q1 Build and implement a social media plan that identifies key social media sites and respective content for each.

4) Organizational Excellence: Build and maintain a strong, supportive, efficient infrastructure with sustainable business practices and modern technological support.

Overall Strategy: Conduct activities that improve internal and external operational efficiencies and communication.

Strategy 1. Increase efficiency of access to data and information for staff.

Objective: Q1 Provide training for staff on new organizational software and information storage processes to promote consistent use.

Strategy 2. Leverage technology to increase organizational efficiency, reduce costs, and innovate.

Objective: Q1-4 Staff collaborate with experts in technology to understand available technology for staff and clients: hardware, software, Artificial Intelligence, and assistive technology.

Strategy 3. Identify and address critical resource gaps: personnel, equipment, software, etc.

Objective: Q1 Conduct an organizational Resource Needs Assessment survey and implement a plan to fill resource gaps.

Strategy 4. Identify and address facility needs and gaps.

Objective: Q2 Conduct a facility assessment survey and build and implement plan to meet identified needs.

- 5) **Financial Sustainability:** Build and maintain a diversified revenue stream that provides sustainable funding: services, grants, sponsorship, corporate giving, donors, partners, and endowments.

Overall Strategy: Decrease reliance on grants by increasing donor and services-based revenue.

Strategy 1. Increase donor-based revenue by 5%.

Objective: Q1-4 Increase donor retention to 45%.

Objective: Q1-4 Increase planned giving participation by 10%.

Strategy 2. Build a three-year Center budget that includes annual reserves requirement.

Objective: Q4 Collaborate with the Finance Committee to build a 3-year Center budget.

Strategy 3. Maintain full client load for Academic Intervention, Academic Coaching, and Counseling.

Objective: Q1 Assess existing staff capacity to serve clients and use this information to inform marketing and outreach to fill open client spots.

Objective: Q2-4 Quarterly re-assess where respective services have availability to bring on new clients and provide service specific marketing and outreach activities.

FY 28 Center Goals, Strategies, and Objectives

- 1) Academic Excellence:** Equip those we serve with innovative, affordable, evidence-based, high quality academic and clinical services and professional development.

Overall Strategy: Increase our ability to serve more clients with innovative, transformative education and services.

Strategy 1. Partner with individuals and organizations to learn and implement innovative practices and tools.

Objective: Q1-4 Expand to at least 2 partnerships with institutions of higher education to conduct educational research and innovate within services.

Objective: Q1-4 Expand the use of Dr. Gabel's dyslexia tool in Tiers 1, 2, and 3 through community partnerships.

Strategy 2. Expand Literacy Pods presence in the Southwest Idaho.

Objective: Q1-4 Support three Literacy Pods programs in the Southwest Idaho.

Strategy 3. Obtain 90% client and/or client family satisfaction with our services.

Objective: Q1 Use feedback from FY 27 client feedback to improve services.

Objective: Q1-4 Conduct at least 2 client feedback surveys and make service improvements as needed.

- 2) Goal: Team Engagement.** Build and maintain a top-tier, robust, collaborative team in a work environment that adequately compensates staff and provides access to continuous learning.

Overall Strategy: Conduct activities that create leadership sustainability, promote internal collaboration, and provide professional development to strengthen engagement, retention, and performance.

Strategy 1. Ensure leadership and critical staff continuity and stability by proactively planning for short- and long-term transitions.

Objective: Q1-2 Update and share succession plans with staff and Board.

Strategy 2. Provide robust, effective, and standardized employee and Board recruiting and onboarding.

Objective 1: Q1 Develop and implement a recruiting playbook with standardized and best practices.

Strategy 3. Provide year-round staff professional development opportunities to strengthen employee knowledge, skills, and engagement.

Objective: Q1-4 Publish and implement an organizational professional development plan.

Strategy 4. Maintain organizational wide understanding of Center activities, goals, strategies, and objectives.

Objective: Q1-4 ED provides monthly organizational updates on Center efforts based on the Strategic Plan to staff and Board.

Strategy 5. Evaluate employee satisfaction and make changes as needed.

Objective: Q1 Conduct all staff 360-degree style survey and develop plans to implement needed changes.

3) Goal: Community Engagement: Build and maintain sustainable, collaborative community partnerships that create awareness of and support for our work.

Overall Strategy: Leverage strategic partnerships to increase our impact and enhance community visibility.

Strategy 1. Establish mutually beneficial and effective partnerships.

Objective: Q2 Use internal and external assessment of FY 27 partnership efforts to make improvements.

Strategy 2. Increase internal capacity building by partnering with local colleges and universities.

Objective: Q1-4 Sustain relationships with local college and university programs like Teacher Education, Psychology, and Counseling to connect to interns.

Strategy 3. Use multiple means of communication to share partnership opportunities and success stories.

Objective: Q1-4 Develop and implement a multi-channel marketing and communications annual plan that has service specific messaging and cross-organizational promotion opportunities.

Strategy 4. Use social media to increase community awareness of our efforts.

Objective: Q1 Build and implement a social media plan that identifies key social media sites and respective content for each.

4) **Organizational Excellence:** Build and maintain a strong, supportive, efficient infrastructure with sustainable business practices and modern technological support.

Overall Strategy: Conduct activities that improve internal and external operational efficiencies and communication.

Strategy 1. Increase efficiency of access to data and information for staff.

Objective: Q1 Provide training for staff on organizational software and information storage practices to promote consistent use.

Strategy 2. Leverage technology to increase organizational efficiency, reduce costs, and innovate.

Objective: Q1-4 Collaborate with experts in technology to understand available technology for staff and clients: hardware, software, Artificial Intelligence, and assistive technology.

Strategy 3. Identify critical resource gaps.

Objective: Q1 Assess Center mission readiness and implement a plan to address shortfalls.

5) **Financial Sustainability:** Build and maintain a diversified revenue stream that provides sustainable funding: services, grants, sponsorship, corporate giving, donors, partners.

Strategies:

Strategy 1. Increase donor-based revenue by 5%.

Objective: Q1-4 Increase donor retention to 47%.

Objective: Q1-4 Increase planned giving participation by 10%.

Strategy 2. Build a three-year Center budget includes annual reserves.

Objective: Q4 Collaborate with the Finance Committee to build a 3-year Center budget.

Strategy 3. Maintain full client load for Academic Intervention, Academic Coaching, and Counseling.

Objective1: Q1 Assess existing staff capacity to serve clients by service area and use this information to inform marketing and outreach to fill open client spots.

Objective 2: Quarterly re-assess where respective services have availability to bring on new clients and provide service specific marketing and outreach activities.