

**“Because of Launch,
children have a much
better chance of
success.”**

-BOARD MEMBER/
COMMUNITY MEMBER

FY 2023-2026

Strategic Plan



Launch



From Dr. Angela Griffin

Dear Launch Community,

I'm excited to share our 2023-2026 strategic plan with you!

Thank you to everyone who took the time to engage with us during the strategic planning process. Creating this plan was a community effort that included the insights, recommendations, and feedback of our families, staff, partners, donors, volunteers, and funders. Our final plan builds on our already solid foundation and takes Launch to the next level in terms of the support and programming we offer. Our collective vision for the future is one in which we further Launch's existing reputation for being comprehensive, high quality, collaborative, and equitable in our support of children, families, and communities, while leading the charge to brilliant outcomes.

The strategies we have identified will serve as a blueprint for the future of Launch as we continue to recover and emerge from the pandemic, think strategically about our long-term goals, and determine how we can deepen our impact and further move the needle for children and families in our community. I know we are on the right track since it was developed through a genuinely collaborative process that truly reflects the voices and perspectives of our diverse community.

Over the next several years, we will grow our programs and services thoughtfully while sustaining our existing programs as a model for high-quality, culturally responsive education and child care. We will make investments to ensure we have the staff we need to continue our current work while also ensuring we can expand to new locations, within and outside of Seattle, and offer new services and programs to meet community needs.

At the core of this plan is our community.

This will include creating career pathways; further developing an organizational culture that is antiracist, inclusive, and adaptive; and ensuring staff earn not just a living wage but a thriving wage. We will deepen our collective work with our many partners to advocate for more affordable and accessible quality childcare and expanded learning opportunities. And we will deepen our efforts to engage and communicate with families. Our goal is to create a true sense of community with our families, incorporating and celebrating their strengths, cultures, and perspectives, and ensuring they have access to robust resources and supports. The throughline of this work is equity – how can we best center the needs, cultures, and strengths of those who historically have not had their voices heard or even had a seat at the table?

At the core of this plan is our community. The work we do in the coming years will be driven by, and responsive to, the needs of children, families, and staff – not just what we think they may need but what they tell us they want and need. It will require the collective brilliance, commitment, and investment from a broad range of partners including our families, staff, donors, funders, volunteers, community organizations, businesses, and government.

I hope you feel as excited as I do about this next phase of Launch's work. During our more than 45 years of serving children and families, we've learned that transformational change is only possible when we all come together as a community to support young people. There will be many opportunities to partner with us to make this vision for the future a reality, and I hope that you will join us in this incredibly important work.

In partnership,
Dr. Angela Griffin

About Launch

Mission

Lead the charge to brilliant outcomes for the children of our community by ensuring equitable access to the highest quality learning and care.

Identity Statement

We advance our mission and seek to provide high-quality care, learning, and support by serving a diverse population of children and families in King County through early learning, before/after school enrichment, summer learning programming, parenting support groups, and resource connection and referral. Our competitive advantage is our ability to serve a diverse community through our collaborative partnerships, which impact positive outcomes for children. We are sustainable with our revenue streams from fee-for-service, government contracts, and fund development focused on increasing our individual donors and foundation grants.

Statement created directly from an exercise in "The Non-Profit Strategy Revolution by David La Piana.

Equity Statement

We work to address the intersections of systemic racism, ableism, and other forms of bias in child welfare and education systems that perpetuate the inequalities faced by communities across our nation. We stand in solidarity with protesters and activists who condemn the deep-set structures of racial injustice that pervade America. Our goal is to redesign and implement anti-racist practices and policies – honoring Launch's commitment to our values of racial equity and the well-being of the whole person. We seek to remove historic barriers to educational equity.

Statement developed by the Launch Racial Equity Committee.

Values

INCLUSIVENESS

We honor all social, economic and cultural diversities. We welcome everyone and treat each other respectfully, fairly and equitably.

BALANCE

With kindness and compassion, we acknowledge the well-being of the whole person. Our community is about achievement and the joy of doing/learning.

SAFETY

We never compromise the physical and emotional safety of the children in our care.

HONOR

We recognize our shared responsibility to each other, and to the children, families, and partners we serve. We are responsible for our actions, words and attitudes.

EXCELLENCE

We continually strive to improve. We ask, evaluate, learn, and apply—to strengthen results that advance our mission.

ENGAGEMENT

We know that communication is key to building trust, consistency and alignment. Listen with care, be proactive, yet thoughtful.



A Solid Foundation to Advance our Vision of Brilliant Outcomes for Children and Families

Since 1977, Launch has collaborated with families, schools, and community partners to engage children and prepare them for school and life success. Our twelve locations offer early learning, before and after school programs, and summer opportunities for children ages three to 12 serving around 800 children every year. Launch has also recently expanded services to include parenting support groups for the caretakers and parents of children ages 0-3 to ensure that families are fully equipped to raise a happy, healthy child.

Launch and our many partners in early learning, childcare, expanded learning, and youth development have dealt with tremendous hardships these past few years while continuing to center and be responsive to the ever-evolving needs of children and families. Like our many partners, we faced budget shortfalls, a decrease in families served, staff turnover and recruitment challenges, and the need to adapt to continually changing COVID-19 public health guidance. Despite barriers and stressors, Launch remained committed to meeting our mission. We even expanded our services and partnerships to be responsive to children and families with an intentional focus on BIPOC, low-income, and other families facing systemic inequities in accessing quality care. We also deepened our racial equity work and continued on the pathway to becoming an antiracist, multicultural organization and creating a racially just approach to ensure equitable access and outcomes for children and families.

As Launch’s leadership sought to further operationalize our mission, in January 2022, Launch’s Board adopted aspirational Global Ends

Policies that define the desired outcomes we strive to achieve. The Ends Policies listed below help to clarify Launch’s purpose and provide a framework to measure our long-term success toward achieving the outcomes.

“I can’t express enough that Launch is more than childcare and summer camp; its existence is a political act that addresses equity and social justice issues. We must have safe, affordable, quality childcare for low-income families to work and survive. This cannot be a privilege for the elite few but is critical to meet basic human rights. We must do all we can to help programs like these thrive in our community.”

-LAUNCH PARENT

- Sustainable Childcare Sector: Launch aims to create a just and sustainable childcare workforce, with equitable treatment of educators.
- Family Empowerment: Launch aims to support families across the socioeconomic spectrum in being resilient, culturally affirmed, and economically secure.
- Children as Agents of Change: Launch aims to be a setting where children envision and create more just academic and social opportunities on behalf of themselves and their communities – now and in their future.

Within the broader context of the trends and issues Launch faces at a systems, organizational, and individual staff, family, and child level, and guided by our Ends Policies, we recognized the importance at this moment to define the strategic direction that will guide our priorities over the next three years. To move forward in our aspirational work, we need a clear, actionable strategic plan that reflects areas of greatest need and opportunity identified by key stakeholders across our community. The 2024-2026 Strategic Plan will inform how Launch can most effectively serve families immediately and, in the future, as we build on our strong foundation for a thriving organization and ecosystem of supports for years to come.

Strategic Planning Approach

Launch's 2023-2026 Strategic Plan utilizes the La Piana model, a process in which big questions are identified, indicating an opportunity, threat, or challenge of significance that the organization will face in the immediate future. This approach helps to identify, understand, and act on opportunities and challenges as they arise.

Launch's leadership intentionally designed a collaborative strategic planning process to ensure we capture a variety of perspectives including Launch direct service and administrative staff, community partners, family voice, and Board Members. Launch engaged the consultant firm Vessel Strategy & Consulting to guide the strategic planning process and support data gathering and feedback processes.

The following provides additional context on our process and methods to gather feedback and input from the diversity of people who benefit from and inform our work at Launch.

Strategic Plan Workgroup

Launch formed a Strategic Plan Workgroup consisting of staff from all levels of the organization to participate in the process of analyzing feedback and data from the various engagement efforts to determine the biggest questions facing the organization and draft the strategies and goals in response. Upon completion of this process, the CEO decided on the final strategies in the plan, with input from the Board and Executive Leadership team. Launch's leadership was intentional in creating a process for all interested staff to take part in the Strategic Plan Workgroup and ultimately ensure the workgroup represented diversity across job title, site location, and racial, ethnic, sexual orientation, and gender diversity.



Broad and Diverse Stakeholder Engagement

The strategic plan effort began with a discovery process that included active engagement and participation by key Launch community members, including staff, families, supporters, and community collaborators. We gathered input through a survey sent to all staff, past and currently-enrolled Launch families, and community collaborators, and held a series of community listening sessions and interviews. While we successfully gathered input from all intended groups, we struggled with collecting as much family voice as desired despite deploying a range of tactics. We believe this is due in large part to continued challenges and competing priorities for families coming out of the pandemic. We recognize the need to engage in more strategies to increase diverse family engagement at Launch which is a key area of our new strategic plan.

Launch also invested a great deal of time and energy in ensuring that this strategic plan was staff-led and well-informed by diverse staff experiences. We conducted a staff listening session as our first engagement with the strategic plan, a staff survey, an in-person facilitated all-staff retreat to develop the first draft of big questions, and ongoing updates – with the work held by the all-staff Strategic Plan Workgroup. The Board gave input and feedback on the plan through community survey participation and check-ins during the process and attending to the plan's alignment with the Board Ends Policies.

The full Discovery Report conducted as part of our engagement efforts with detailed findings and information-gathering methods can be found in the Appendix.

Strengths, Challenges, and Opportunities at the Sector and Organizational Levels

The fields of childcare, early childhood education, expanded learning, and youth development continue to evolve and respond to the ongoing effects of the pandemic and persistent systemic inequities that affect the health and well-being of BIPOC families and other historically marginalized groups. Understanding the trends, challenges, and opportunities across these sectors has helped Launch in our process to identify the big questions and direction for our strategic plan.

In the first part of this section, we highlighted major areas that affect the context in which Launch operates. The second section highlights Launch's organizational strengths and opportunities from stakeholder engagement and insights from Launch's leadership team and the Strategic Plan Workgroup. Together, this helps to inform and guide how we prioritize and approach our strategic direction for the next three years.

Sector Trends

A lack of access to quality childcare

Families in the greater Seattle area experience barriers and challenges to accessing quality childcare programs, especially for BIPOC families, low-income families, and families living in childcare deserts with limited options. The pandemic further exacerbated this issue with the closure of childcare facilities and a staff shortage leading to a loss of open slots and limited available options, especially for infants and toddlers and for inclusive settings for children with identified disabilities. This challenge has a profound impact on families reflected in Launch's discovery process community survey with access to quality childcare emerging as the top community need (82% selected it as the top need).

Staffing shortages within the context of a historically and systemically undervalued sector

Staffing shortages across the childcare and expanded learning sectors are a major challenge affecting operations, both harming the sector and impacting the economy as childcare has proven to

be an essential need to sustain the workforce. According to the U.S. Bureau of Labor Statistics, employment of preschool teachers is projected to grow 15% from 2021 to 2031 with an estimated 63,000 preschool teacher openings each year, on average, over the decade.¹ However, as data from Washington state's Child Care Collaborative Task Force shows, the childcare workforce is experiencing massive turnover, with a rate of 43% in 2021 leading to growing concern over how to fill needed positions.²

Recruiting and retaining qualified staff is the primary challenge experienced by many providers, as noted in a 2022 Afterschool Alliance survey of school principals and afterschool providers.³ This in turn affects families as staffing shortages directly correlate to fewer available slots for children to enroll in programs. Several factors contribute to this concerning trend: the rising cost of living in our region; more opportunities for flexible and hybrid work; increased educational requirements for staff some of whom have been teaching for years but may not have a formal degree; and better pay opportunities. Additionally, the racial wage gap across all employment in the United States has a particularly acute effect on early childhood education, a historically undervalued sector built on racial inequities with a workforce composed almost exclusively of women of whom around 40% are women of color.⁴ We have seen some positive trends with our local, state, and federal governments, as well as the corporate sector, starting to advance improved policies and funding strategies in response to growing awareness that childcare workers are some of the lowest-paid in WA.

Healing and recovery from the pandemic

The childcare sector continues to recover from the pandemic in a variety of ways that affect workers, families, and children. Many childcare settings never shut down throughout the pandemic, and staff have not had an opportunity to pause, reset, and address their own burnout, mental health, and well-being. The childcare sector has also been in the limelight in a way never experienced prior, but instead of highlighting the essential role childcare plays in a functioning society, there has been a focus from the media and other sources on what is broken.

¹ United States Department of Labor (2022, October 4). Occupational Outlook Handbook: Preschool Teachers. U.S. Bureau of Labor Statistics. Retrieved March 16, 2023, from <https://www.bls.gov/ooh/education-training-and-library/preschool-teachers.htm>.

² (2021, August 24). New report: Staggering staff turnover rate emphasizes urgent need to support child care workforce in order to increase access and affordability of quality care. Washington State Department of Commerce. Retrieved March 16, 2023, from <https://www.commerce.wa.gov/uncategorized/new-report-staggering-staff-turn-over-rate-emphasizes-urgent-need-to-support-child-care-workforce-in-order-to-increase-access-and-affordability-of-quality-care>

³ Langreo, L. (2022, July 14). After-School Programs Face Perfect Storm of Staffing and Funding Problems, Survey Finds. EducationWeek. Retrieved March 23, 2023, from <https://www.edweek.org/leadership/after-school-programs-face-perfect-storm-of-staffing-and-funding-problems-survey-finds/2022/07>

⁴ Center for the Study of Child Care Employment (n.d.). Racial Wage Gaps in Early Education Employment. Retrieved March 9, 2023, from <https://csce.berkeley.edu/publications/brief/racial-wage-gaps-in-early-education-employment>



“When I was most in need of afterschool care being a single mother and newly employed, I struggled to find a childcare to watch my child during my working hours. I felt hopeless and was worried that having to pick up and care for my child at the end of her school days would greatly affect my performance at work and stunt my growth within the new company. Launch assured me that the waitlist would prioritize single parents with low-incomes and who are minorities and this is what has helped me greatly!”

-CURRENT FAMILY PARTICIPANT

At an organizational level, many childcare providers, including Launch, have faced deficit budgets even if fiscally sound and with cash reserves. Increased costs to deliver services within the context of the pandemic, higher needs of children and families, inflation, and increased staff wages and benefits all contribute to costs growing at a rate that exceeds fundraising efforts.

Coming together across sectors and communities to leverage our strengths to best support families

A bright spot of the past few years has been an increase in communities coming together and collaborating to maximize resources and efforts to address the challenges of navigating the pandemic and persistent systemic inequities to support more families, especially from historically marginalized groups. For example, through King County’s Best Starts for Kids Initiative and the City of Seattle’s Department of Education and Early Learning, continued investments extended beyond pandemic relief to support greater capacity building for community organizations to address ongoing needs. Additionally, community advocacy led to an increase in the Working Connections Child Care subsidy rate to 85% with consistent messaging across advocacy groups. Other coalitions like the Greater Seattle Child Care Business Coalition have offered a space for providers to share information and resources, take collective action, and advocate together at the district, city, county, and state levels. We also have seen a shift among private funders in their awareness of the need and openness to funding childcare which many had previously excluded from their funding portfolio.

Increased focus on culturally responsive approaches to support mental health and social-emotional learning

The pandemic brought to light the critical need for environments that support children and youth to intentionally include practices that address mental health and social-emotional learning. Many children are behind in their social emotional and academic growth as a result of the isolation and challenges during the pandemic, and the issue is particularly compounded for preschoolers and kindergartners who may be experiencing their first contact with the formal school system. While the pandemic heightened our awareness, for years before the pandemic educators across the region had observed an increase in the number of children and youth struggling with anxiety, depression, and other challenging behaviors.

We also have seen an increased awareness, with much work to be done, across the many institutions and systems that serve children and families such as schools and health care, of how racism and historical trauma leads to disparities for BIPOC children and families. In response, some local and statewide government agencies have adopted policies and dedicated funding for approaches to supporting diverse communities led by and grounded in that community’s culture, language, and healing practices.

“In Pre-K especially, Launch was always sending home awesome learning things. We got to go to the aquarium for the first time because we were given tickets by Launch. Launch also partnered with community organizations like Seattle Children’s to provide safety stuff like life jackets for free which is really cool.”

-CURRENT FAMILY PARTICIPANT



Launch’s Organizational Strengths & Opportunities

Strong organizational foundation, community partnerships, staff team, and teaching philosophy

Launch has a long history and strong track record of engaging children and families and creating an empowering space for children to dream big and help build that foundation for them to achieve those dreams. Through our strategic plan engagement process, families emphasized the value of Launch’s programs with a focus on diversity, antiracism, and multiculturalism, and our value for consistent and stable on-site early learning and expanded learning opportunities for their children. We also heard the value of Launch as a partner and our positive reputation for connection to the community.

Launch’s top strength identified in the family and community survey was the staff and teachers (92%). Launch prioritizes creating a welcoming environment for any child ages three to 12, with staff trained in anti-racist, anti-biased practices and ready to provide adequate family support. We have a clear philosophy around ensuring our teachers feel prepared and capable to support each child’s confidence in their own learning.

Feedback from families and the community clearly demonstrates that our efforts around staff training, retention, and ensuring consistent and stable early learning and expanded learning opportunities benefit children and families. Continuing efforts to ensure staff feels supported through higher compensation and a strong benefits package, training and professional development, and creating an empowered workplace are ongoing opportunities for Launch to build on and strengthen what we are already known for and value.

Accessible, quality early learning and expanded learning opportunity programs

The discovery report identified access to quality early learning and expanded learning opportunities as the top community need that Launch should address, along with the clear message that high-quality, accessible, affordable care is dependent on a strong, adequately supported workforce. Especially in recent years, Launch has emphasized developing strategies to grow our financial assistance program for families. While some families receive childcare subsidies through the Washington State Department of Social and Health Services, the City of Seattle, King County, and other various sources, Launch has increased its own support to ensure that our high-quality care is accessible for all families no matter their socioeconomic background. When these various subsidies are not available to cover costs for families living above the poverty line, between jobs, or experiencing unexpected financial hardships, Launch strives to have resources in place to support tuition needs. As such, our internal subsidy program has grown by 1079% in ten years.

Emphasis on diversity, inclusion, equity, multiculturalism, and becoming an antiracist organization

Rooted in our commitment to addressing ongoing racial and economic inequities, Launch is a model organization in closing the opportunity gap for children furthest from educational justice. Our services are grounded in culturally responsive, strengths-based pedagogy and trauma-informed care that position children to succeed in their educational journey while developing the socio-emotional skills needed for success. We create an environment where all children and families are welcomed and respected, and their backgrounds honored and celebrated, incorporating each child’s customs, language, background, foods, holidays, and family practices into the program. Our whole-child approach centers on and affirms the lived experiences of children and their families.

An important aspect of providing culturally competent programs is hiring and retaining staff who reflect the diversity, cultures, and languages of the communities we serve. Our teachers have an

authentic understanding of the cultural context of our families because in many cases they share that culture. When hiring staff, we intentionally screen for candidates with a deep understanding of and commitment to racial justice and educational equity, including the willingness to examine and shift personal and professional practices, systems, policies, and approaches to address historical and ongoing systems of oppression.

Willingness to be responsive and change to meet emerging trends and needs

Launch has always felt a strong responsibility to lead the charge in response to family needs and sector-level trends. Shifts in how we operate, such as revamping our afterschool program enrollment process in 2021 to prioritize enrolling students furthest from educational justice first; piloting a free family support group for caregivers of children ages 0-3 that intentionally targets historically underserved families in partnership with the Program for Early Parent Support (PEPS); and engaging in new initiatives such as School's Out Washington's Social Emotional Learning pilot program, and as the largest founding partner of the Seattle Preschool Program demonstrate our belief in the importance of being a part of these opportunities to influence and shape programs to better meet the needs of families.

Navigating the pandemic further highlighted Launch's willingness to adapt and be responsive as the needs of children and families shifted and evolved. One area highlighted in the discovery process and throughout the past few years in our work is the desire for additional family resource and referral supports. As a broad, community-wide need, the Seattle Preschool Program initiated the opportunity for contract organizations to hire Family Engagement Support Specialists in the summer of 2021. This new role has allowed Launch to address concerns and barriers to accessing our services, assisting with a variety of basic needs, helping with applications for childcare subsidies, and now leading our tuition assistance program.

Centering the voices of families, caregivers, and children

Launch has always held a strong commitment to ensuring we elevate the voices of our families and children to be the most responsive and effective in how we deliver our services. We create regular opportunities for family and community engagement in our programs, whether it's volunteering in the program to lead a learning activity, chaperoning a field trip, or reading to students. We believe wholeheartedly that the best predictor of a child's success is the extent to which families encourage learning at home and involve themselves in their child's education, so we want to ensure they know what their children are working on, support them in all their endeavors whether at Launch or home and have multiple opportunities to engage in the program and provide feedback. Deepening our efforts in how we effectively communicate with and engage families is a priority for Launch and is especially relevant and important within the context of centering equity and supporting emergent needs as we heal from the pandemic.

Advocacy and partnerships to advance systemic change

Across all groups engaged, the discovery process surfaced an interest and need for Launch to increase our focus on advocacy and dismantling inequitable systems to make early learning and expanded learning opportunities more accessible and affordable for families, including finding new resources to support living wages for staff. The need to build on and strengthen partnerships emerged as an important part of strengthening opportunities both for Launch as an organization to grow and expand and as a field to bolster its collective voice for systemic changes to the childcare system. This interest builds on work already underway by Launch to get more involved in advocacy and systems change efforts which we hope to expand on as we recognize how important coming together with a unified voice is to advancing policy and funding to benefit the fields of early learning and expanded learning.





STRATEGIC PLAN 2023-2026

Vision, Goals & Strategies

As we listened to our families, staff, and partners, and considered the broader context we are working and living in, our Strategic Planning Workgroup and leadership identified the following Big Questions that are priorities to address in the coming years.

- 1. How can we grow in response to ongoing gentrification in Seattle, continued regional growth, and the impacts of the pandemic (the financial, psychological, territorial and isolation)?**
- 2. How do we grow and retain a thriving, engaged workforce?**
- 3. How does Launch support whole child and whole family engagement while providing services that equitably promote their success?**

Launch has a long history of being responsive to the needs of our community and we strive to continue strengthening our role as a resource and service provider that truly listens to and engages families and youth to understand and meet their needs. Our solid foundation was critical to helping us navigate challenges throughout the past 45 years and will be the *launchpad* that helps us sustain, grow, and expand toward our vision of leading the charge to brilliant outcomes through high-quality, collaborative, and equitable services in support of children, families, and communities.

Launch's 2023-2026 Strategic Plan will take critical steps toward this vision focused on the following three areas: 1) growing our services, 2) ensuring a thriving workforce, and 3) engaging with and supporting the whole child and whole family. Comprehensively addressing each of these areas will continue to strengthen Launch as an organization, strategically grow our services where they are most needed, and help us to be the most responsive in meeting the needs of our community.

Our team at Launch will create an implementation plan to actualize our goals and strategies. We also plan to build in regular opportunities to seek guidance and insights from the many groups who are a part of our broader community - children and families, partners, schools, and community members - to continue shaping how we bring this plan to life. Our success is dependent on with making this work relevant and ensuring it is a process that our collective community sees themselves contributing to and benefiting from in the near and long term. We invite you to engage with us as we move forward with this critical work for children and families across our region.

1 Growing Services

How can we grow in response to ongoing gentrification in Seattle, continued regional growth, and the impacts of the pandemic (the financial, psychological, territorial & isolation)?



GOAL

New services and programs are implemented to fulfill unmet needs in King County by 2026.



STRATEGIES

- 1. Use a Continuous Quality Improvement (CQI) approach to understand Launch's capabilities for innovation and achievement of our mission and our Board's aspirational goals.**
 - a. Evaluate each of our current locations and programs to determine the level of quality and opportunities for standardization
 - b. Create an organization-wide report to reflect student progress and program quality
 - c. Develop a quantitative and qualitative report that reflects family satisfaction and program demand to ensure stated needs are being met
- 2. Determine current and future King County needs and demographics to identify potential gaps in services for communities/families.**
 - a. Conduct a landscape analysis and saturation study to determine potential school districts/communities for growth and expansion
 - b. Use the landscape analysis data to identify where gentrification has been greatest and where those families are relocating, as well as gaps in services
- 3. Select the new/expanded services & approaches Launch will take to support families in King County, including new partnerships and new relationships with funders.**
 - a. Identify opportunities for expansion into other neighborhoods, in and outside of Seattle that consider ages served, and provide new programs and services
 - b. Develop partnerships that are symbiotic with agencies already providing the services and supports, including organizations that know and address the needs of diverse communities
 - c. Use our strategy screen for the selection process of new/expanded services and approaches
- 4. Implement & assess new services in support of current and future Launch families with a focus on partnerships, impact, and sustainability.**
 - a. Build relationships with new partners that can help grow our services and offer additional resources and supports for families
 - b. Determine if new services were impactful, beneficial, and sustainable
 - c. Identify opportunities for improving services that includes input from the families

2 Thriving Workforce

How do we grow and retain a thriving, engaged workforce?



GOALS

Reduce the current turnover rate of staff to ensure a continuity of services for children and maintain high-quality programs.

Enhance Launch's employee experience so that staff are proud of their roles and recommend Launch as a great place to work.



STRATEGIES

- 1. Identify adaptive solutions to increase the staff hired and reduce turnover rate including benefit and compensation packages.**
 - a. Diversify funding, including private and public funding, to fully support our workforce compensation
 - b. Identify innovative approaches to recruit, retain, and develop staff, starting at onboarding through professional development that supports forward movement in career paths
 - c. Identify recruitment strategies to hire and retain diverse staff
 - d. Identify what a thriving, engaged workforce entails from hire to separation
 - e. Create an action plan to address any gaps in employee experiences
- 2. Ensure staff is empowered to maximize their skills through professional development, resources, and equitable supports.**
 - a. Expand staff access to equity education, including structured space for follow-up and reflection.
 - b. Increase professional development and training before staff enter the classroom
 - c. More formal training on specific subjects based on feedback from staff and site leadership, including students with exceptional needs knowledge, behavioral interventions, mental health, etc.
- 3. Equip supervisor roles with the tools they need to effectively manage diverse teams and supervise the success of individual staff.**
 - a. Ensure all supervisors obtain professional development on management skills, leadership, collaboration and teamwork, decision making, resource allocation, and ownership of own body of work
 - b. Expand management toolkit to better support staff with onboarding, performance evaluation, coaching, recognition, and overall staff supervision
 - c. Train and support supervisory staff in providing adaptive management to meet the needs of diverse staff

1. **Assess and improve equitable internal and operational policies, practices, and communications.**
 - a. Develop a screening tool to ensure policies and practices are equitable
 - b. Evaluate internal communications and identify opportunities for improvement both vertically and horizontally
2. **Determine the approaches Launch will take to advocate for a well-resourced, equitable childcare sector, including equitable work environments for childcare workers.**
 - a. Share advocacy opportunities with staff to leverage their expertise and ensure their voices are centered
 - b. Provide training opportunities for staff to prepare them to engage in advocacy opportunities

3 Engage & Support the Whole Child & Family

How does Launch support whole child and whole family engagement while providing services that equitably promote their success?



GOALS

Develop transformative engagement with families and youth that is inclusive, integrated, individualized, and impactful.

Staff and families are better informed and access current resources available to them.



STRATEGIES

1. **Define family engagement and clarify what is needed for families and children.**
 - a. Conduct surveys and listening sessions that ask about the resources that families need and how they want to be engaged in Launch
 - b. Compare what we currently offer families to the input gathered from families to determine ongoing provision of resources and engagement

- 2. Identify Launch's capacity to engage families, including resources and staffing.**
 - a. Use the data from family assessments to determine the specific resources and staff necessary to meet their evolving needs
 - b. Determine partnerships to leverage for meeting the needs of families
 - c. Identify other community-based resources to refer families for needs Launch does not have the capacity to meet
 - d. Identify process for capturing and analyzing data to demonstrate impact of supports provided
- 3. Develop internal systems that build community and collaboration among sites, families, and the organization as a whole.**
 - a. Develop opportunities for cross-site, cross-department relationship building
 - b. Develop a Communication Model to include all stakeholders (teachers, leadership, families, and outside providers) that is consistent
 - c. Identify opportunities for staff and families to share their talents in programming and volunteering
 - d. Opportunities for families to provide mutual support to each other, and build community with each other
- 4. Increase equitable access to key information and transformative engagement with families, including families with cultural, language, or ability differences.**
 - a. Become welcoming and inclusive to non-English speaking communities, using multiple ways of communication (digital, in-person, print)
 - b. Partnerships with external resources that provide specialized support based on specific needs of families including behavioral, mental health, and/or disabilities
- 5. Include diverse family and youth voices in key organizational planning and advocacy.**
 - a. Create a youth advisory board to involve youth as leaders in program development and provide perspectives to the work of the Racial Equity Committee
 - b. Deepen advocacy work to access more funding and influence policies and laws that support families and kids
 - c. Offer opportunities for families to participate in Advocacy 101 trainings and prepared to engage in advocacy efforts



Strategy Screen

We will use the below strategy screen to evaluate potential opportunities and ensure they align with our mission, values, goals, and that we have capacity to implement new programs and approaches.

(Y/N) MISSION	(Y/N) VALUES	(Y/N) EQUITY & ANTI-RACISM	(Y/N) CHILDREN & FAMILIES	(Y/N) STAFF
<p>Does it fulfill more than one facet of our mission?</p> <ul style="list-style-type: none"> - Lead the Charge - Brilliant Outcomes - Children of our Community - Ensuring Equitable Access - Highest Quality Learning and Care <p>(Name which areas of mission N = strategy is not complete until it fulfills two or more areas of the mission)</p>	<p>Is this strategy (and plan) in alignment with our values?</p> <ul style="list-style-type: none"> - Inclusiveness (welcome & honor all diversities) - Balance (well-being of whole person, joy of learning) - Excellence (strive to improve) - Engagement (listen, and proactive communication) - Honor (responsibility to each other, children, families, partners) - Safety (physical and emotional safety of children) <p>(N = strategy does not move forward if it is out of alignment with a value, it may not meet every value but cannot go against a value)</p>	<p>Does this strategy or goal lead to an increase of equity for marginalized communities, predominantly black, indigenous, and people of color, and low-income people?</p> <p>(N = if the strategy does not lead toward equity, it does not move forward. All strategies in the plan need to lead toward equitable outcomes.)</p>	<p>Does this strategy or goal support, sustain and strengthen children & families we serve (or could serve in the future)? Is this a relevant hope and concern to diverse children? To diverse families? Are we serving our most marginalized children, families, and staff?</p> <p>(N = if the strategy does not support families or reflect their hopes, then it must reflect staff or partner needs and not stand in the way of family needs being met.)</p>	<p>Does this strategy or goal support, sustain and strengthen our diverse* staff? Is this a relevant hope and concern to our staff?</p> <p>(N = if the strategy does not support staff needs then it must support families and not harm staff.)"</p>

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MOVES FORWARD?
 Must be YES on:
 Mission (2 or more)
 Values
 Equity & anti-racism
 Children & families OR Staff

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(WHICH ONE) BOARD ENDS	RATE SUSTAINABILITY	RATE LANDSCAPE / CRITICAL NEED / RELEVANCY	COMPARE RATINGS
<p>Does this strategy (and plan) stay in alignment with the Board ends? Are each Board Ends reflected at some point in the overall Strategic Plan?</p> <ul style="list-style-type: none"> - Sustainable Childcare Sector - Family Empowerment - Children as Agents of Change <p>(Name which Board Ends it is in alignment with! If the Board Ends are not reflected somewhere in the plan, the plan does not move forward. Not every strategy needs to align with the Board Ends, but they can not be counter to the Ends)</p>	<p>Do we have the financial and staffing resources to support this strategy? Can we create the financial and staffing resources to support this strategy? Will this strategy support an increase in financial and staff resources in the future?</p> <p>(1 = Low resources, 2 = Fair, 3 = Medium, 4 = High, name if need to create)</p>	<p>Will working toward this strategy be relevant and needed in 3 years? Does this strategy area show up as a current or future opportunity or challenge in our landscape?</p> <p>(1 = Low, 2 = Fair, 3 = Medium, 4 = High)</p>	

*Diversity includes - race, ethnicity, first language, ability, gender identity, sexual orientation, religion, and socioeconomic status)

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