



Progressive Early Education

Apple Playschools'
Strategic Plan
2014 to 2017

2664 Miller Road

Ann Arbor, MI 48103

734-369-8248

www.ApplePlayschools.org

Mission: To provide progressive early education for young children in order to facilitate future social responsibility, diversity, global and environmental awareness.

Vision 2015: As Apple Playschools looks toward the future, and staying true to the Beliefs which have guided us along, we have many exciting dreams. For the full text of ***Our Big Dream*** please visit our website. (Insert hotlink)

We Believe...

- Ø In shared responsibility
- Ø In progressive and alternative education models
- Ø In anti-bias education practices
- Ø In teaching children with respect and dignity
- Ø In meeting the needs of individual children and families
- Ø In meeting the personal and professional goals of our employees
- Ø In challenging the status quo
- Ø In non-violent and open communications
- Ø In authentic leadership
- Ø In sustainable business practices
- Ø In family and life-friendly work practices
- Ø In supporting local businesses
- Ø In providing financial assistance to those in need
- Ø In social responsibility and environmental awareness

Strategic Focus Area I: Financial Stability

Objective(s):

1. Have a six-month reserve - \$300,000
2. Have strong cash flow
3. Have completed necessary building improvement at GA

	Required Actions and Sub-Actions Desired Start Date	Champion(s) of Action	Measure of Success or Outcome and Desired Date Accomplished	Achievement Y (yes) N (no) O (ongoing)
1.	Improve bookkeeping and monthly reporting	Treasurer		
a.	Have Software and standard accounting processes and policies in place			
b.	Produce balance sheets, cash flow reports, and operating statements monthly for board review, discussion, and approval			
c.	Implement Open Book Finances to all staff	Amanda M		
1.	Leadership			
2.	Staff			

2.	Purchase buildings GA (2664 Miller)	Exec director	Summer 2016	
a.	Extend lease at MA (2626 Packard)	Exec Director	Summer 2016	
3.	Diversify Revenue			
a.	Add earned income			
b.	Research and apply for at least two grants	Amanda L		
c.	Fundraise with high ROI, high revenue goals - 2/year	Katie J		
d.	Utilize 3 fundraising activities			
4.	Create Goal Budget	Kate	Q1 2016	
a.	Define appropriate teacher & admin salaries			
b.	Track and measure progress			
5.	Grow Reserve Fund to six months of operating or \$300,000	Board	2017	

Strategic Focus Area II: Programming Operations

Objective(s):

1. Achieve 4 Star Ratings on Defined Quality Indicators

2. Have a Self Evaluation Standard for Each School

3. Explore Other Additional Certifications

4. Meet PQA INDicators for Family and Community Outreach

	Required Actions and Sub-Actions and Desired Start Date	Champion(s) of Action	Measure of Success or Outcome and Desired Date Accomplished	Achievement Y (yes) N (no) O (ongoing)
1.	Create Self-Evaluation Tool	Tom		
a.	Complete evaluation 2x yearly			
2.	Identify Appropriate PQA indicators that align with mission			
a.	Implement plan with committee			
3.	Establish task force to explore feasible certification options			
4.	Improve Community Outreach with marketing events			
a.	Create parent committee at each school			
5.	Create & Implement Anti Bias Policies and Curriculum Plan			
6.	Add Curriculum Director			

Strategic Focus Area III: Human Resources and Volunteers

Objective (s):

Identify Successful Sustainable Organization Structure

Increased Employee Retention With Measured Satisfaction

	Required Actions and Sub-Actions and Desired Start Date	Champion(s) of Action	Measure of Success or Outcome and Desired Date Accomplished	Achievement Y (yes) N (no) O (ongoing)
1.	Complete handbooks and job descriptions			
2.	Create professional development plans for all employees matching core values			
3.	Enhance employee benefits based on identified priorities			
a.	Research 403B implementation			
4.	Develop management to be more effective			
5.	Create annual employee satisfaction survey			
4.	Implement better recruitment strategy			
	Partner with colleges, training programs,			

	Hire year round, train year round			

Strategic Focus Area IV: Growth and Development

Objective(s):

1. Diversify revenue and develop personnel to more fully meet our mission
2. Establish Parent Volunteer Coordinators at Each School

	Required Actions and Sub-Actions and Desired Start Date	Champion(s) of Action	Measure of Success or Outcome and Desired Date Accomplished	Achievement Y (yes) N (no) O (ongoing)
1.	Fundraising Plan			
a.	Scholarships			
	Down Payments			
	Capital Fund			
2.	Develop board Committees and volunteers			
	Fundraising & Events Committee			
	Budget Committee			

3.	Have a volunteer coordinator			
4.	Develop Board with PD			
5.	Open a teacher training program			
6.	Use 511 Miller for child-use space			
7.	More outreach in the community internally and externally			
a.	More employee collaboration with other programs & boards			
b.	More ED collaboration & involvement			
c.	More Family/Community engagement			
8.	Marketing Plan			
a	Websites & Branding, video tours, videos			
9.				

Strategic Focus Area V: Buildings and Grounds

Objective (s):

1. Have Streamlined Building Maintenance Plans
2. Implement Capital Improvements and Maintenance Budget Plan

	Required Actions and Sub-Actions and Desired Start Date	Champion(s) of Action	Measure of Success or Outcome and Desired Date Accomplished	Achievement Y (yes) N (no) O (ongoing)
1.	Create maintenance path to resolve issues			
2.	Create monthly safety check			
3.	Establish building committee with chair and volunteers			
a.	Create budget			
4.	Identify long term vision of the grounds			

Draft Strategic Filter

[Organization name] will undertake strategies that:

- 1) Are consistent with our mission, vision and values

- 2) Build on the value of our organization
- 3) Will yield a result that is sustainable – not fleeting
- 4) Meet criteria related to our organization's geographic scope
- 5) Will demonstrate measurable outcomes
- 6) Will reinforce the community's view of us
- 7) Support us in moving to the next stage of our organization's development

Illumination File Cabinet

Apple Playschools embraces all ideas from stakeholders about ways we can further our mission and purpose. However, we also recognize that we must prioritize programming and activities that align with our mission, annual goals, this strategic plan, our budget and our human resources. We will keep an **Illumination File Cabinet** which will be a list of concepts, desires and aspirations of stakeholders so we will have a running document to refer to over time. This will act as the "holding" place for possible future consideration by board and staff.

- More involvement with NAEYC, MiAEYC
- Charter schools
- farm school
- kinderswald
- LSNC partnership

- Educators conference (different conferences focused on language immersion, Reggio, nature based, natural family living etc...)
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Manager Issues (these issues have plagued all the management staff since opening.)

Stop being so flexible, managers stop being "too nice" (fire people, stop trying to make it work when it's not working, say no to requests, don't give everyone what they want just because they asked and you're friends and you like them and don't want them to quit/know you don't have anyone to replace them.)