

Le Jardin Community Center

Strategic Plan: 2017-2023



Eduardo Berrones, Executive Director
Le Jardin Community Center
Homestead, Florida

**Le Jardin Community Center
Strategic Plan
2017-2023**

Overview

Le Jardin Community Center, Inc. (“Le Jardin”) is a private, nonprofit child care center with several locations in south Miami-Dade County. Le Jardin opened in 1986 and since then has grown to five centers and one administration building, employing over 100 employees, providing services year-round under Head Start, Early Head Start and Voluntary Prekindergarten programs. Currently, the centers annually serve over 600 children from birth to 5 years of age and their families. The families come from diverse backgrounds, but all have incomes falling below the Federal Poverty guidelines.

Le Jardin’s oversight is conducted by a volunteer Board of Directors that consists of nine to thirteen members representing the families, as well as the local community. The Board and staff at Le Jardin are fully committed to the strategic planning process as evidenced by the resources allocated for its completion. Additionally, Le Jardin’s Leadership Team meets regularly to monitor progress and prepare reports to the Board, Funding Agencies and other stakeholders.

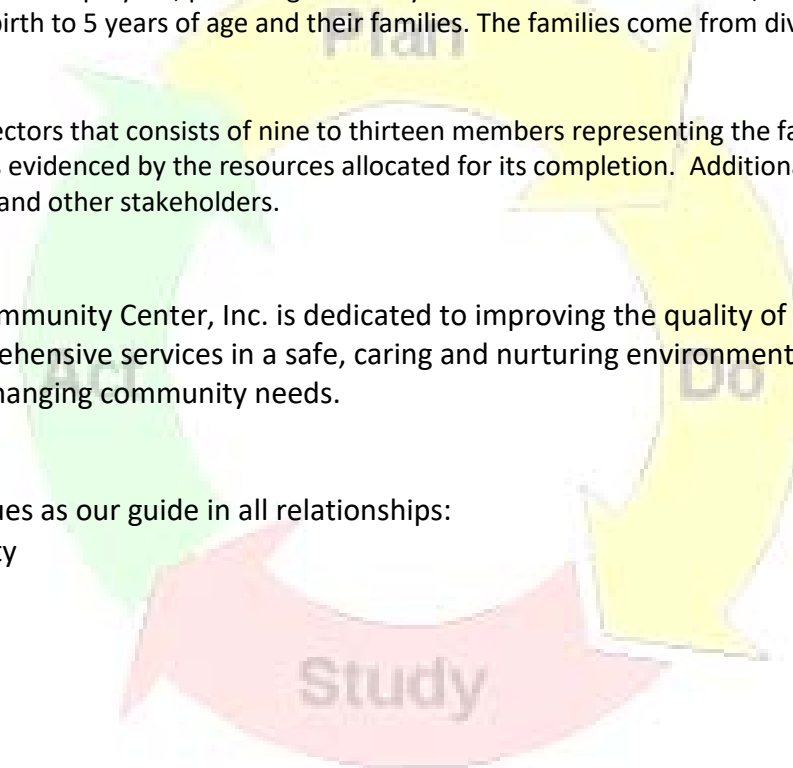
Le Jardin’s Mission Statement

Enriched by the diversity of our community, Le Jardin Community Center, Inc. is dedicated to improving the quality of life for children and families. We provide high quality education, recreational and cultural activities and comprehensive services in a safe, caring and nurturing environment. As a private not-for-profit corporation, Le Jardin seeks opportunities, partnerships and resources to meet the changing community needs.

Le Jardin’s Value Statement

As an organization, Le Jardin promotes the following values as our guide in all relationships:

- Honesty through integrity, trust and accountability
- Respect and sensitivity to diversity
- Open-mindedness
- Creativity
- Open and clear communications
- Professionalism
- Caring and understanding



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This strategic plan will incorporate a process that provides vision for growth and sustainability and will further solidify the center's leadership among child care centers. This plan includes the strategic plan goals, workplan, and attachments supporting the process. The Board of Directors and staff have fully endorsed the plan and are committed to its implementation. The 2017-2023 Strategic Plan includes key areas that address the concentric circles of support for our children, their families, our schools, and our community. Specifically, the plan has the following four strategic goals:

1. By 2023, Le Jardin will improve the quality of life for its children by... enhancing our curriculum, beginning with infancy, will reflect a continuum of high quality teaching and learning that sends our children off to public school as lifelong learners.
2. By 2023, Le Jardin will improve the quality of life for its families by... increasing highly comprehensive individualized services.
3. By 2023, Le Jardin will improve the quality of its School Centers by... projecting a strong positive place for welcoming and promoting learning and development of children, families, staff, and teachers.
4. By 2023, Le Jardin will increase community engagement with its School Centers by...creating a Culture of Community Support.

The objectives in the strategic plan roll up under each goal area. Goals are defined as broad statements of what Le Jardin hopes to achieve in the next five years. Objectives are defined as specific, concrete, measurable statements of what will be done to achieve a goal. Activities and Strategies refer to the main activities needed to achieve the objectives and in turn the desired goals.

Additionally, each of the four goals has at least one major *Strategic Initiative* designed to increase the impact of the goal, related objectives and its related activities. These include designing, developing and establishing a **School-wide Head Start Program**, establishing and sustaining a **Family Resource Center**, **Schoolwide School Readiness Committee**, **Manager's Academy**, as well as a **Comprehensive Technology Plan** and a **Marketing and Communication Plan**.



**Le Jardin Strategic Plan 2018-2023
5-Year Action Plan**

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1. By 2023, Le Jardin will improve the quality of life for its children by... enhancing our curriculum, beginning with infancy, will reflect a continuum of high quality teaching and learning that sends our children off to public school as lifelong learners.	1.1 Provide <i>Evidence-based Curriculum Enhancements</i> designed to improve outcomes for all children attending Le Jardin.	i. Design, Develop and Establish School-wide Head Start Program	1. Design, Develop and Deliver a Diverse Curriculum and Technology Plan: Including a Comprehensive Needs Assessment for Instructional Technology.	Instructional Technology – including the maintenance of technology can enhance children’s learning, as well as teachers’ records of individual children’s progress	Lead Measure: Establishment of Technology Steering Committee - hiring of individual. Lag measure: Positive satisfaction from teachers, positive child outcomes	Summer 2018 – December 2018	Cathleen Armstead, Program Manager & Heather Duenas, Human Resources Director (Master Calendar; Technology) Program Manager and Education Team	
			2. Instructional Technology: Hire a <i>Technology Manager</i> to provide on-site support – updates and create web-based training	On-site support will ensure technology is used to its fullest potential; web-based trainings will be an effective supplement to existing training	Lead Measure: Design, Development and Utilization of Curriculum Kits Lag Measure: Review Monthly, Quarterly and Annually for Child Outcomes (Galileo) & Teacher Satisfaction	Creation of Kits Summer 2019 Full Implementation in Classrooms 2019-2020		
			3. Diverse Curriculum: Create Curriculum Kits for teachers to include songs,	Enhancing the curriculum will provide opportunities for children to have more positive outcomes. Science				

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			vocabulary, words/cards.	has proven to be a particularly effective vehicle for enhancing cognitive and language development.				
			<p>Fieldtrips within the Community: Create and Maintain a Master Curriculum Calendar that includes field trips and supplementary activities (<i>Frost; Children’s Museum and FIU – Everglades Outpost</i>)</p> <p>An additional requirement would be to establish a School Readiness Committee (SR) to provide guidance and oversight on design, development, and maintenance of Master Calendar and related activities</p>	Field trips expand children’s cognitive development and broaden cultural competencies – leading to positive outcomes. A master calendar will ensure integration of activities	<p>Lead Measures: Creation of master curricular calendar – scheduling of field trips and in-house field trips</p> <p>Lag Measures: Monthly, Quarterly and Annual Reviews of Child Outcomes (<i>Galileo</i>)</p> <p>Lead Measures: Creation of SR Committee to include agendas, sign-in sheets and minutes</p> <p>Lag Measures: Ideas generated by the SR Committee are utilized</p>	<p>Master Calendar: Trips 2018-2020 Beginning Winter 2018</p> <p>Scheduling 2018-2019</p>	<p>Human Resources Director, Education Coordinators</p> <p>Education Coordinators</p> <p>Education Coordinators, SR Committee Members</p> <p>Education Coordinators, SR Committee Members</p>	

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			5. Establish a pool of interns: Research the requirements for supervising interns (Teachers and Social Workers). 6. Ensure at least one education staff and one family worker attain these credentials	Having an intern pool both provides us with a built-in recruitment pool and provides additional assistance for teachers while allowing students to gain valuable experience			Program Manager, Human Resources Director and Education Coordinators	
			7. Provide a year-long training on Dual Language Learning (DLL) (monthly series 3:30 – 5:00) for teachers and assistants. (Resources include ECLCK)	There are newly developed resources for DLL – it is important that we capitalize on these new resources to ensure our children have the best available learning opportunities	Lead Measures: Development of Training Series Agendas, Sign-In Sheets of Training Lag Measures: Measurement of teacher skill development in DLL instruction (CLASS)	Summer 2020 (Develop) Training 2020-2021 Measure Fall 2021 and Spring 2022	Education Coordinator and Consultant (Univ. of Miami and/or FIU)	
			8. Establish Reflection Groups with community guest members		Lead Measures: Reflection Groups with agendas, sign-in	2022-2023	Program Manager	

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					sheets and minutes			
	1.2 Achieve 100% Well Baby Checks and Individualized Care Plans		<ol style="list-style-type: none"> 1. Partner with community members to provide on-going training on the importance of well-baby checks to parents 2. Provide additional training to small groups of teachers (20) on safety and hygiene (Medication, Hand washing) 3. Create a System for Tracking Daily Health Checks 	Ensuring children are health is a foundation of cognitive development	<p>Number of Well-Baby Checks completed on time (<i>ChildPlus</i>)</p> <p>Lead Measures: Training sign-in sheets, materials and agendas (response surveys)</p> <p>Lag Measures: Monitoring results for healthy behaviors</p> <p>Lead Measures: Creation of a Tracking System</p> <p>Lag Measures: Number of Well-Baby Checks and Screenings completed on time (<i>ChildPlus</i>)</p>	<p>2018-2019</p> <p>2018-2019</p> <p>2019-2020</p>	<p>Health Services and Health Community Partners (<i>CHI, Nicklaus, Baptist</i>)</p> <p>Health Services – <i>Miami Dade College Medical Campus</i></p> <p>Health Services & Program Manager</p>	

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	1.3 100% screening and timely follow-up		<p>Albizu University to conduct refresher training for teachers at Le Jardin pre-service (<i>Speech – PLS5</i>)</p> <p>MH and Disabilities Coordinator to conduct refresher training for teachers at Le Jardin pre-service (<i>DECA, ASQ and ASQ-SE – Accuscreen</i>)</p>	We have an at-risk population for health disadvantages including developmental delays, speech delays and challenging behaviors. Early and often screening and follow-up are pre-requisites for children’s learning	<p>Lead Measures: Agendas, Sign-in Sheets and Training Materials</p> <p>Lag Measures: Dates when children receive screening and follow-up care (<i>ChildPlus</i>)</p>	<p>Pre-service 2018</p> <p>2018-2019</p>	<p>Health Services; Carlos Albizu University</p> <p>Mental Health/Disabilities Coordinator</p>	
			Research and apply for grants through Children’s Trust and other foundations to enable Le Jardin to provide more services to children with special needs		<p>Lead Measures: Regular review of Grant Schedules</p> <p>Lead Measures: Number of grant applications</p> <p>Lag Measures: Measurement of number of services to children with special needs</p>	<p>Research 2018-2019</p> <p>Write grants 2019-2020</p> <p>Implement awarded grants 2020-2023</p> <p>Measure impact of awarded grants 2021-2023</p>	Program Manager and MH/Disabilities Coordinator	

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	1.4 Increase attendance at each Le Jardin site by at least _ % by 2023.		<p>Develop and/or enhance communication strategies for improving attendance</p> <p>Train teachers to work with parents on improved attendance</p> <p>Re-examine Parental Agreement</p> <p>Send letter to parents reminding them of signed agreements</p> <p>Construct new procedures to allow for more timely withdrawals</p>	<p>Attendance is key in student success. Many times, parents do not realize how important attendance is – even in pre-k. Children who do not regularly attend have disrupted routines and do not have the benefit of daily educational opportunities</p>	<p>Lead Measures: Posters, Newsletters</p> <p>Lead Measures: Agendas, Sign-In Sheets, Role Play materials</p> <p>Lead Measures: Number of Signed Parental Agreements</p> <p>Lead Measures: Revised Letter to Parents</p> <p>Lead Measures: New Procedures</p> <p>Lag Measures: Fewer sporadic or consecutive absences (<i>ChildPlus</i>)</p>	<p>January 2018</p> <p>February 2018</p> <p>March – June 2018</p> <p>Summer 2018</p> <p>March –June 2018</p> <p>2018-2019</p>	Program Manager and Family Services	

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By 2023, Le Jardin will improve the quality of life for its families by... Increasing highly comprehensive individualized services.	2.1 Increase access to Community Services to our Le Jardin Families	II. Establish and Sustain a Family Resource Center	Conduct Comprehensive Parental Needs Assessment (individually; aggregate)	The Parental Needs Assessment will be modified to more accurately determine family needs – providing a basis for meeting individualized needs	Lead Measures: Revised Family Assessment	April – June 2018	Program Manager	
			Identify and Engage Community Service Providers and Possible Partners (based on parental needs and interests)	Connecting parents to resources requires more than passive referrals – Le Jardin intends to bring the services to parents for improved family outcomes	Lead Measures: Number of community partnerships established	2018-2019	Program Manager and Family Services	
			Develop and Sustain mutually beneficial relationships with Community Partners and Service Providers	Community Partners include: <i>Housing Authoring, Legal Aid, CareerSource, colleges, GED and ESOL</i>	Lead Measures: Number of Service Providers and Community Partners providing services on-site.	2018-2020	Program Manager and Family Services	
			As possible, invite Service Providers and other Partners to the Le Jardin Program (in		Lag Measures: Number of parents with improved	2020-2021	Program Manager and Family Services	

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			lieu of referring parents out) Implement regular meetings and services with parents and partners		outcomes, as per ???			
			Establish and Sustain a Family Resource Center by: <ul style="list-style-type: none"> a) Identifying space for resource center b) Purchasing computers, equipment and new apps c) Purchasing additional resources d) Establishing Resource Centers e) Developing marketing campaign 	Opening a Family Resource Center that is welcoming (soft chairs, nice furniture and resources to include job seeking resources) is designed to enhance and improve family engagement, as well as outcomes for children.	Lead Measures: Identification of Space Lead Measures: Purchase of technology and other resources Lead Measures: establishment of centers Lead Measures: establishment of marketing campaign Lag Measures: Number of parents utilizing the centers: number of parents who improve their employment	Fall 2019 Winter 2020 Summer 2020 Summer 2020 Measurement Summer 2020 – Summer 2022 Analyze and Aggregate Data Summer 2022	Executive Team Fiscal COO/CFO Program Manager Executive Team and Family Workers Executive Team & Family Workers Family Workers	

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	2.2 Ongoing Parental Learning Community that informs and influences curriculum and classroom practices.	III. Establish and Sustain Schoolwide School Readiness Committee	Establish and Sustain a School Readiness Committee (See Goal1.1)	Increasing parental involvement in their child’s education enhances both positive parental outcomes and children’s learning outcomes. This goal is also discussed in Section 1.1	Lead Measures: Establishment of School Readiness Committee (similar to HSAC) with agendas, sign-in sheets and minutes Lag Measures: Increased parental involvement as noted by parental suggested activities Lag Measures: increased parent activity in the Galileo parent portal (Child assessment database)	Fall 2018 2018-2019 2019-2020	Education and Family Services Education and Family Services Education and Family services	
			Provide workshops, training & meetings related to children’s typical and atypical development, provide ongoing	Children learn best when their family provides a safe and nurturing haven that reinforces their learning.	Lead Measures: Establishment of trainings – with sign-in sheets, agendas and materials	2018-2019	Education and Family Services	

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			training on the curriculum and appropriate home to school activities.	Actively engaging parents in their child's learning encourages parents to become more effective advocates for their children, strengthening familial bonds and enhancing learning outcomes	Lag Measures: Enhanced involvement in child's education as noted on family outcomes assessment Lag Measures: Enhanced activity on the <i>Galileo</i> Parent Portal	2019-2020 2020-2021	Local institutions of higher education (School of Education)	
			Incorporate an <i>Effective Parenting Curriculum</i> into family involvement practices	Parenting curriculums address effective parenting strategies along with ways to advocate for safer communities	Lead Measures: Incorporation of curriculum Lag Measures: Enhanced Parental Outcomes (<i>ChildPlus – Family Assessments</i>)	2018-2019 2019-2020	Family Services and Education – Program Manager and University of Miami	
			Establish an <i>Effective Parenting Curriculum</i> funded through Children's Trust. Such a curriculum will have a comprehensive	Parenting Curriculums address effective parenting strategies along with ways to	Lead Measures: Submitted Proposal Lead Measures: Awarded Grant	2/20/2018 5/30/2018	HR Director oversees writing of grant including obtaining letters of support	

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			outreach, engagement and learning system a) Research funding opportunities learn requirements b) Secure partners c) Seek approval from governing bodies d) Write grant e) Implement 2019	advocate for safer communities	Lead Measures: Implemented grant proposal Lag Measures: Enhanced parental outcomes as measured through family assessments in <i>ChildPlus</i> .	2018-2023 2019-2023	Program manager with Family Services and Education implement the grant Family Services measures outcomes	
			Enhance and Expand Prenatal Academy to be self-supporting and sustainable Establish a formal intake system Create and Promote an annual and monthly calendar of effective parenting workshops Secure additional training	The prenatal academy, formalized into a bi-monthly series of classes (accompanied by incentives) will begin with a formal intake & focus on the benefits and rationale of a healthy pregnancy	Lead Measures: Establishing a Formal Intake System Lead Measures: Calendar of Trainings Lead Measures: Secured Partners Lag Measures: Enhanced prenatal outcomes	Missing-TBD	Program Manager and Health Services Program Manager and Health Services Program Manager and Health Services - Community Partners	

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	2.3 Enhance and Improve Case Management		<p>Provide training on case management focusing on strengths-based assessments and positive probing questions</p> <p>Establish a mentor/coach process (modeled after education) to support new staff in their case management efforts</p>	<p>Providing training is the first step in enhancing case management. (New staff that need training)</p>	<p>Lead Measures: Establish training schedule focusing on strengths-based assessments</p> <p>Lead Measures: Provide training</p> <p>Lead Measures: Implement training with agendas, sign-in sheets & training materials</p> <p>Lag Measures: Enhanced Case Management as measured by improved Parental Outcomes (<i>ChildPlus</i>)</p>	<p>2018-2019</p> <p>2018-2020</p> <p>2018-2020</p> <p>2020-2021</p>	<p>Program Manager & Family Services</p> <p>Program Manager & Family Services</p> <p>Program Manager & Family Services</p> <p>Program Manager & Family Services</p>	
	2.4 Increase Parental Involvement		<p>Conduct <i>Parental Focus Groups</i> and Collect Recommendations</p>	<p>Parent Focus Groups can provide insight into how Le Jardin can strengthen Parental Involvement.</p>	<p>Lead Measures: Parent Focus Groups with Agendas, Sign-in Sheets and Minutes</p>	<p>2019-2020</p>	<p>Family Services Coordinator</p>	

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			Create <i>Calendar of Family Events</i> that consolidates and integrates Family Calendar Provide Incentives Implement based on <i>Parent Focus Group</i> Recommendations	Parent Focus Groups can also serve as a catalyst for increased Parent Engagement	Lead Measures: Responses from Parent Focus Groups Lead Measures: Obtain Donations for Incentives Lag Measures: Increased Parental Involvement – measured by regular and Annual Attendance Sign-in Sheets and Satisfaction Surveys	2019-2020 2020-2021 2020-2021	Family Services Coordinator Family Services Coordinator Family Services Coordinator	

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3. By 2023, Le Jardin will improve the quality of its School Centers by... projecting a strong positive place for welcoming and promoting learning and development of children, families, staff, and teachers.	3.1 Reduce Staff Turnover among: a) Teachers b) Teacher Aides c) Other Support Staff d) TBD	IV.Establish and Sustain a Manager Academy	Establish a Manager Academy	Well-trained managers are more likely to stay, as well as lead staff effectively so they will also stay. Research shows that most employees change jobs because of their supervisor, not pay, therefore by making better managers we can increase retention among staff.	Lead Measures: Sign in sheets, evaluation scores getting better. Report showing number of staff turnover.	2017-18: Started first training December 2017. Monthly training is scheduled.	Heather Duenas, Human Resources Director	
			Mentoring & Coaching for Teachers	Required as per the Head Start Program Performance Standards. This will provide individual assistance to teaching staff that need specialized attention in particular areas. It also includes a	Lag Measures: Improved evaluations of teachers and assistants. Improved scores on <i>Galileo</i> and <i>CLASS</i> domains.	2017-18: Started August 2017, however needs to be formalized. Needs unified forms, assessment tools, measures of success, schedule of sessions, etc.	Cathleen Armstead, Program Manager, Maria Motta, Education Coordinator, Zuly Navarrete, Education Coordinator Heather Duenas, HR Director	
					Lag Measures: Report showing number of staff turnover.	2018-19 2019-20 2020-21	Heather Duenas, HR Director and Cathleen Armstead, Program Manager	
					Lead/Lag Measures:	Use finalized coaching and mentoring	Heather Duenas, HR Director and Component Leads	

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			<p>Professional development enhancement through digitizing evaluations and professional development – <i>SurveyMonkey</i></p> <p>Improved onboarding and new hire orientation program which includes personality assessment and appreciation (individualized recognition based on their language of appreciation)</p> <p>Mentor/Coaching for All Staff</p> <p>Examine differences in roles between ERSEA (enrollment) and Family Worker</p>	<p>focus on the strengths of staff to coach each other in areas where they perform best. This will create loyalty as staff coach each other and feel as though the management team is truly interested in their individual success.</p> <p>By digitizing evaluations and professional development, we can better track the information to determine where the most need is. This will prevent staff turnover as the staff are receiving the training they specifically need in their areas of weakness. Staff</p>	<p>Digital evaluations can be used to track data over years and across jobs. Low scores in one area across a job title shows that we need to focus training and technical assistance dollars in that area. And will allow us to show evidence that training and technical assistance is working. Report showing number of staff turnover.</p> <p>Lag Measures: Personality Assessment (True Colors), Surveys,</p>	<p>program for teachers to model.</p> <p>2021-23</p>	<p>Eduardo Berrones, Executive Director, Audelia Martinez, CFO/COO, Cathleen Armstead, Program Manager, Heather Duenas, HR Director, Omar Campuzano Family Worker Coordinator/ERSEA, Kimberlee Whipple, EHS Family Services Coordinator</p>	

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				<p>that feel prepared will feel empowered are less likely to leave. Staff will also feel valued as the agency invests time and money in training them.</p> <p>A formalized onboarding and orientation program will create loyalty to the agency. Research has shown that an employee's impression of the company in the first 30 days greatly impacts their view of the agency and likelihood of staying or leaving. Staff that are informed of the company's mission,</p>	<p>Evaluations, report showing the number of staff turnover. Compare this information with previous years to determine if the program is effective.</p> <p>Improved evaluation outcomes for all staff. Report showing number of staff turnover.</p> <p>Job Descriptions, report from outside monitoring consultant reflecting suggestion to separate positions, report showing</p>			

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				<p>expectations, and other training that will get them started on the right foot are more likely to stay because they don't feel as though they have to "hit the ground running" in order to survive; they will feel prepared for their position.</p> <p>This will provide individual support for all staff members to improve evaluation scores and overall performance. By focusing on the details that would be discussed during coaching and mentoring sessions, the employee would feel more loyalty to the agency and</p>	number of staff turnover.			

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			Activity/Strategy	Rationale (How does this activity address the Goal/Objective?)	Evidence/Plan to Measure Lead/Lag Measures	Timeline for Monitoring and Reporting	Responsible Staff/Potential Partner(s)	Monitoring and Reporting Findings and Follow-up
				<p>be held accountable. Individuals are more likely to improve performance and more likely to stay when they feel connected to another team member and held accountable for improvement by that team member.</p> <p>Currently these are combined into one position, however the skills needed for each role is very different. ERSEA is data-entry focused and more quota based, but the Family Worker role is more people-focused through case management. By</p>				

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				<p>hiring the appropriate personality style (True Colors Personality Assessment) for the position we can reduce turnover in the Family Services Department. Currently the data-entry and performance quote is more “urgent” therefore we hire staff to fulfill that role, however training a “numbers” person to be “people” focused can sometimes be an uphill battle. Staff frequently leave this position because it is not what they hoped it would be. By separating the duties of ERSEA</p>				

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				and Family Workers, we can hire the appropriate staff for the position and reduce turnover.				
4. By 2023, Le Jardin will increase community engagement with its School Centers by...creating a Culture of Community Support.	Increase Le Jardin's Online Access for its children, families and other stakeholders that expand engagement within the community.	V. Design and Develop a School-wide Comprehensive Technology Plan	Select Leadership will attend E-rate Conference, collaborate with <i>NuTech</i> . Conduct a Comprehensive Technology Needs Assessment	To provide opportunities that increase children's and teachers' access to useful and helpful technology resources	Lead Measures: Attendance at <i>NuTech</i> Conference and debrief with entire Leadership Team and Technology Consultant	2018---2019 PY	Le Jardin Administration Eduardo Berrones, Executive Director, Audelia Martinez, CFO/COO and Heather Duenas HR Director	
	Enhance our families' as well as the public's perception regarding the services and programs provided beyond daycare	VI. Develop and Implement an effective Marketing and Communication Plan that includes the use of Facebook, Twitter, and Poster Campaign	Design and Develop a Marketing and Communication Plan that includes the effective use of social media, Family Newsletters and additional technology, such as a <i>Le Jardin Mobile App</i> .	Create a plan to bring increased awareness to the local community about the products and services available through Le Jardin.	Lag Measures: Comprehensive Technology Assessment Report	End of FY 2018	Le Jardin Administration and Lakeshore (Tony)	

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			Activity/Strategy	Rationale (How does this activity address the Goal/Objective?)	Evidence/Plan to Measure Lead/Lag Measures	Timeline for Monitoring and Reporting	Responsible Staff/Potential Partner(s)	
	Increase Le Jardin's visibility within the community by enhancing our families' as well as the public's perception regarding the services and programs provided beyond daycare.		Be more proactive and engaged within the local community, including expanding our networking within the community	<p>To provide additional opportunities to establish sustainable partnerships, as well as enhanced leveraging of available funding streams</p> <p>To provide additional opportunities for possible funding streams</p> <p>To expand Le Jardin's visibility and recognition in the community.</p>	<p>Lead Measures: Completed Marketing and Communication Needs Assessment</p> <p>Lead Measures: Number of grant applications submitted for funding (2 Grants)</p> <p>Lag Measures: Completed Marketing and Communication Plan</p> <p>Lag Measures: Number of grants awarded</p>	<p>2017-18</p> <p>End of FY 2018</p>	Administration with <i>The Children's Trust-UMOS- Baptist Homestead Hospital</i>	