Literacy Network of South Berkshire
Strategic Plan: 2023 +

TEACHING AND LEARNING					
Objective #1: Develop curriculum/resources in areas related to specific life skills and identified job needs.					
Strategies:	**Responsibility of...**	**Q1**	**Q2**	**Q3**	**Q4**
1. Identify and clarify the specific needs of learners/tutors in the area of increased curriculum/support in the area of life skills and job-related language development. **TACTICS:**	Ed Comm Leigh and Miguel				
• T1: Create and distribute a survey for tutors to understand more about tutor and learner needs.		X			
• T2: Conduct research on available, relevant resources to support in the identified areas. Acquire such resources for tutor use.			X	X	
• T3: Design a pilot group to get feedback on relevance and impact of determined resources.				X	X
• T4: Design and deliver a tutor training workshop around job/life skills related curriculum.					X
2. Identify and make available for tutors and learners Berkshire area organizations that provide support/resources in areas such as employment, housing, and other related life skills. Design a review and updating schedule and process to ensure details are current. (in the Tutor Manual, on the website, other?) **TACTICS**	Ed Comm Leigh and Miguel				
Strategies:	**Responsibility of...**	**Q1**	**Q2**	**Q3**	**Q4**
• T1: Share the new BASIC (Berkshire Alliance for Support to the Immigrant Community) with tutors. Direct them to this source as needed.		X			
• T2: Advertise the BASIC website on the LitNet website and social media.		X			

TEACHING AND LEARNING					
• T3: Ensure the 2023 Tutor Manual outlines LitNet specific areas of advocacy for tutors. Include info on local resources.				X	
3. Identify and form partnerships with businesses to provide on-site language training and tutor recruitment opportunities **TACTICS:**	Ed Comm Dev Comm Leigh and Miguel				
• T1: Consider and facilitate relevant connections between local business and LitNet. (Dev Com) (e.g., libraries, churches, personal connections, friends and family, banks, and other nonprofits.)		X	X	X	X

COMMUNICATION

Objective # 2: Increase communication channels for learners, tutors, and staff.

Strategies:	Responsibility of...	Q1	Q2	Q3	Q4
1. Update the LitNet website to be easy to navigate, current, and accessible. **TACTICS**:	Leigh, Amanda and Amy Ad Hoc Comm				
• T1: Develop an ad hoc committee to review our current website with a vision to create an updated version. Involve tutors. *What is working? What is not?*		X	X		
• T2: Explore professional web designers to partner with LitNet on design, development, roll out, and maintain new site.		X	X	X	X
2. Add an intranet component to website to allow tutors "inside" for access to more resources, and a tutor communication forum. **TACTICS:**	Ed Comm Leigh	**Q1**	**Q2**	**Q3**	**Q4**
• T1: Survey tutors about how they want to interact with one another/LitNet. •		X			
• T2: Research various options "intranet" formats. •			X		
• T3: Create a tutor focus group for feedback prior to deciding on specific format. •			X	X	
• T4: Launch and monitor.				X	X
3. Increase tutor connection to organization and facilitate more informal conversations. **TACTICS:**	Ed Comm Leigh and Miguel	**Q1**	**Q2**	**Q3**	**Q4**
• T1: Survey tutors on special interest groups (CIT, GED, beginners) that would be of interest. Create as needed.		X			

COMMUNICATION					
4. Upload Tutor Manual to website and ensure it is kept current as needed. **TACTICS**	Ed Comm Leigh and Miguel	**Q1**	**Q2**	**Q3**	**Q4**
• T1: Determine best placement on the LitNet website and upload with obvious access buttons.				X	X
• T2: Ed Comm and LitNet education team to devise a manual review schedule to ensure the manual stays current				X	
Strategies:	**Responsibility of...**	**Q1**	**Q2**	**Q3**	**Q4**
5. Review and evaluate LitNet's current donor database system with a vision for improved internal and external communications. **TACTICS**	Dev Comm Leigh and Amy				
• T1: Review pros and cons of current system.			X		
• T2: Engage in info presentations of other potential donor systems (1-2).			X		
• T3: Consider whether a conversion is worthwhile or what improvement can be made to current system.			X	X	

METRICS					
Objective # 3: Assess and strengthen LitNet's systematic use of metrics.					
Strategies:	**Responsibility of...**	**Q1**	**Q2**	**Q3**	**Q4**
1. Identify what data we currently collect and measure, what additional facts and figures we would like to/need to measure, and how we want to measure identified items. **TACTICS**	Ed Comm Leigh and Miguel				
• T1: Determine data desired to "tell the LitNet story" and best understand our learners.			X		
• T2: Add relevant lines for input to the tutor monthly reports for ongoing collection.			X	X	
• T3: Maintain data in LACES.				X	X
• T4: Report regularly to the Ed Comm and Board.				X	X
2. Continue to maximize the use of the LACES database system. **TACTICS**	Dev Comm Leigh and Amy	**Q1**	**Q2**	**Q3**	**Q4**
• T1: Discuss with Development Committee: *What do we know? What would we like to know more about?* (e.g, what type of employment our learners engage in? Which learners own a business?)			X	X	
• T2: Determine how we can best use the system for development and communication purposes (to tell LitNet's story.)			X	X	

METRICS					
• T3: Engage a marketing consultant to partner with LitNet to determine which LitNet stories should be central and which ones we need to shine greater light upon.			X		
3. Continue to analyze the implementation of BEST PLUS for initial learner assessment and progress. **TACTICS**	Ed Comm Leigh and Miguel	**Q1**	**Q2**	**Q3**	**Q4**
• T1: Plan for evaluation of year one of BEST PLUS at LitNet.		X	X		
• T2: Plan to re-assess learners who were tested 1 year ago.			X	X	
• T3: As we gain data (second assessment) from learners, continue identifying what can be learned. *What are the best next steps?*				X	X

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VISBILITY & RELEVANCE					
Objective #4: Strengthen LitNet's public-face.					
Strategies:	**Responsibility of...**	**Q1**	**Q2**	**Q3**	**Q4**
1. Increase the visibility and awareness of LitNet's mission and activities among learners, tutors, board members, and the Berkshire County community. **TACTICS**	Dev Comm Leigh, Miguel, and Amanda				
• T1: Review and define what LitNet board engagement means at the LitNet Board Retreat 2023.			X		
• T2: Increase stewardardship of existing and new potential donors (board members.)			X	X	X
2. Continue to plan media opportunities to share diverse stories of what we offer and our impact. **TACTICS**	Dev Comm Leigh, Miguel, and Amanda	**Q1**	**Q2**	**Q3**	**Q4**
• T1: Develop a comprehensive marketing plan in partnership with a marketing professional			X	X	
• T2: Engage in a total review of organizational activities; *what is needed to support them? Where and how to publicize?* Target media related activities to the right source.			X	X	X

VISBILITY & RELEVANCE					
3. Continue to monitor and solidify staff benefits. **TACTICS**	People and Operations Comm Leigh	**Q1**	**Q2**	**Q3**	**Q4**
• T1: Maintain a positive work culture to ensure LitNet is known as "employer of choice" in the Berkshires.			X	X	X
• T2: Conduct annual performance and job description reviews, making staffing changes as appropriate.					X
• T3: Launch and monitor LitNet's new Handbook 2023 with staff participation.		X		X	