

## Strategic Plan 2023-2026

**Vision:** A future where all people are fully included in community life.

**Mission:**

Frazer Center fosters inclusive communities where children and adults, with and without disabilities, gather, learn and flourish.

**Core Values:**

- **Inclusion:** Strength, creativity, and fun come from our diversity of people and ideas
- **Heart:** We are called to this work, and it shows in our passion and commitment.
- **Welcome:** Everyone who enters our doors is valued, respected, heard, and supported.
- **Gifts:** Every person's unique talents are celebrated and contribute to our success.
- **Excellence:** As professionals we always do our best and are always working to do better.

**Goal: Amplify the Frazer Center as a leading, innovative voice in the fields of community inclusion and inclusive early childhood education**

**Strategies:**

- Improve data collection and analysis of the impact and benefits of Frazer Center's approaches with children and adults
- Expand the Inclusion Institute as a resource and training center, and as a platform for piloting new approaches at the Center
- Publish and disseminate elements of the Inclusion Nature-based Early Education Program curriculum
- Develop partnerships with funders, agencies and other ECE centers to expand inclusion practices
- Engage in advocacy as a leader and convener to raise awareness and promote changes benefitting

**Goal: Transform the Campus**

**Strategies:**

- Develop facility concepts and plans that include:
  - Improvements to core classroom and adult program spaces
  - Activity spaces that serve the needs of programs and community – gymnasium, performance spaces, art and conference rooms
  - Spaces that bring the community on campus – catering kitchen, co-working spaces
  - Spaces that support on-site partnerships in service delivery – therapist offices and rooms
  - Training center spaces
- Expand accessibility of the forest trails
- Develop accessible playgrounds
- Plan and launch a capital campaign

## **Goal: Engage the community on and off campus**

### **Strategies:**

- Expand supportive employment opportunities for adults
- Utilize community resources to provide adult program participants with education on relationships, health, other topics
- Engage neighbors as volunteers matched with adult program participants for 1:1 friendships
- Expand enrichment programs in both ADP and CDP – language, art, music, physical education

## **Goal: Invest in excellent talent**

### **Strategies:**

- Continue the Refugee Intern Program and develop other innovative talent pipeline programs with partners
- Develop work study and intern programs with local universities and technical schools
- Implement a “First Year Support Coach” to provide onboarding and ongoing support through a new staff member’s first year
- Develop career paths, compensation and benefit offerings, professional development options, and leadership development opportunities to support staff retention and professional growth

## **Goal: Grow and diversify financial resources**

### **Strategies:**

- Leverage Frazer Center’s 75<sup>th</sup> anniversary through 2024 to raise visibility, share positive impact stories, and raise funds through individual donations and events
- Develop relationships and revenue streams to enable increased financial aid for families
- Grow revenue and improve return on investment through facility and garden rental and event income
- Develop new social enterprise revenue models on campus – catering kitchen, co-working space