



GENESIS CENTER

STRATEGIC PLAN

2026-2028

**GENESIS
CENTER**

WHERE THE WILL TO ACHIEVE
MEETS THE SKILL TO SUCCEED

PRIORITY AREAS WITH ACTION STEPS

Priority Area 1: High Quality Adult Education Programming

Genesis has gained a reputation as a leader in adult education and supportive services. The organization will maintain this foundation while remaining attuned to community needs and opportunities to strategically expand programming options.

STRATEGIES

Matching class offerings/modes to student needs/interests

- Remain engaged in the community to understand needs
- Develop curriculum based on student feedback and input
- Prioritize classes, class times, and delivery modes that match demand
- Contextualize ESOL instruction to support progression to employment in relevant occupations

Genesis Center is known as a safe and welcoming place for all

- Provide regular student satisfaction surveys and learn from results
- Review safety plans and building protocols to ensure alignment with goals
- Remain aware and responsive to policies and challenges affecting our community
- Refresh branding and communication strategy to ensure welcoming and inclusive messaging to Community

Technology is incorporated into all classes at appropriate levels

- Train instructors on technology so they can better assist students
- Develop a tech proficiency checklist for adult learners
- Incorporate tech credentials into all Genesis classes (beyond NorthStar)
- Consider viability of outcomes-focused “virtual campus”
- Ensure building technology and lending library are up-to-date and able to support learning goals
- Incorporate industry-specific technology platforms in all workforce pathways

Genesis Center enhances Professional Development for instructors

- Regular discussion of PD plans during performance reviews and throughout the year, progress is reported to supervisors and logged
- Supervisors and Directors stay aware of best practices in adult education field
- Develop accountability tools to assess progress with professional goals
- Explore position of head teacher to focus on professional development and improved instruction

Alignment with ESOL/workforce/ higher education programming

- Expand Genesis course offerings qualifying for college credits
- Build relationships with Post Secondary institutions
- Develop RIBest progressions that link Adult Ed to Post Secondary Ed



KEY METRICS

- Increase program enrollment 5% year-over-year during Plan period while existing ESOL and Workforce programming pathways continue
- Improve rates of student persistence and post-testing rate improve over Plan period
- Technology education specifically incorporated into all program curricula
- Student Feedback surveys are institutionalized and monitored for program modifications
- Formal agreements are negotiated with at least two higher education institutions

RESOURCES

- Strong enrollment department
- Expanded Digital Navigator role, potential expansion of the department
- Education Directors with capacity to spearhead professional development and curriculum development
- Student incentives for persistence and survey completion
- Employer partnerships for program development, internship components, and job placement

Priority Area 2: Early Learning Center Growth and Integration

From birth to three years old is the most critical developmental stage in life—and a key predictor of success throughout life. Childcare is also a critical work support for tens of thousands of Rhode Islanders. The Early Learning Center (ELC) simultaneously supports children, families, and our economy. Over the next three years, Genesis will further raise the profile of the ELC and the Early Childhood field

STRATEGIES

Genesis ELC is a high quality learning environment

- Achieve full enrollment and high retention rate
- Adhere to all regulatory safety standards
- Maintain 5-Star Bright Star Rating

ELC staff are knowledgeable in their field

- Incorporate professional development into ELC operations
- Connect staff with CCRI educational opportunities

ELC is fully integrated with Genesis Center's operations and programming

- Promote GC as a "Community based education center" rather than "adult ed organization"
- Ensure that Financial Opportunity Center services are strategically used to support ELC families
- Prioritize enrolling members of Genesis Center's immediate community

Finances of ELC are strong and sustainable for the organization

- Explore alternative pricing structures to increase income (establish subcommittee)
- Secure complimentary grants to support ELC operations and facilities



KEY METRICS

- 25% of students enrolled in ELC have caregivers attending Genesis classes or alumni of Genesis programs
- 50% ELC staff members obtain industry credentials and/or degrees in the Early Childhood field throughout the Plan period
- 40% of families are provided with coaching, counseling, and/or emergency supports annually throughout the Plan period
- 80% of enrolled families are up-to-date with payments over the course of the year
- \$15,000 in grant funding secured annually to support ELC operations
- Increase ELC revenue by 10% annually over the course of the Plan period

RESOURCES

- Strong ELC leadership in cooperation with President & CEO
- Grant writing and fundraising capacity specifically for ELC
- Capacity in FOC and strong systems/communication for connecting families
- Relationships with CCRI and other Higher Ed organizations

Priority Area 3: Establish and Grow Culinary Hub of Providence (CHOP)

CHOP is the largest expansion project in the history of Genesis Center. It has the potential to significantly expand Genesis Center's public profile while also contributing financially to the organization. It is important that attention is paid to key areas in CHOP's development.

STRATEGIES

CHOP is a financially viable establishment

- Use CHOP to strengthen relationships with private and corporate clients: leverage private events and buyouts during off-peak hours and low-sales periods
- Develop systems to clearly understand CHOP's finances independent from other Genesis Center operations—clearly articulating the Double Bottom Line
- Adapt restaurant management best practices to meet the needs of a mission-driven enterprise

CHOP is known and respected in the greater Providence dining scene

- Keep the public aware of developments at CHOP and cultivate a positive impression
- Continue to build relationships with local, regional, and national media outlets. Maintain a focused effort to promote the restaurant across a variety of channels
- Explore merchandising opportunities for revenue generation and promotion

CHOP's community identity aligns with Genesis Center's larger mission and vision

- CHOP is welcoming to Genesis Center's student community
- CHOP is responsive to community needs
- CHOP's menu is representative of the cultures and stories of Genesis Center's students

Genesis Center Culinary Arts training is programmatically linked to CHOP

- Ensure GC culinary students interact with CHOP staff during trainings and visit CHOP throughout the 8-week program
- Place GC culinary students at CHOP internships to complete their trainings
- Hire qualified students at CHOP to become employees
- Create clear operational standards so all staff understand roles and responsibilities related to training and employment



KEY METRICS

- Increase CHOP's top-line revenue to over \$1MM by the end of the Plan period and CHOP is cash-flow-positive
- Increase weekly guest count numbers and check averages during the plan period
- Increase event to-go-catering revenue to \$15,000 annually by the end of the Plan period
- Increase CHOP social media followers by 150% over the course of the Plan period (baseline 4,200 followers)
- CHOP maintains an average review score of 4.5 stars
- CHOP completes and adopts a year-round marketing calendar/strategy that leverages Genesis Center's mission and vision
- Enrollment, completion, and job placement numbers from Culinary Arts program increase across Plan period

RESOURCES

- Strong leadership at CHOP and strong communication with Genesis leadership, including Workforce Director
- Dedicated marketing/communications support
- Sustained Culinary Arts training funds

Priority Area 4: Diversify Revenue Streams

Genesis is overly reliant on government grants and contracts. This leaves the organization vulnerable to shifting political priorities and in danger of financial exposure. Strengthening a variety of alternative revenue streams will produce a healthier and sustainable organization.

STRATEGIES

Focus on individual giving and corporate philanthropy as a major revenue generation strategy

- Leverage collateral materials such as Genesis Center website, Annual Report, and Strategic Plan to engage donors at all levels
- Explore development consultant or alternative arrangements
- Prospect major donors, increase level of stewardship of existing donors
- Create a development calendar including all major fundraising activities

Build relationships with national foundations to receive significant funding during the Plan period

- Utilize connections with existing partners like LISC, RIF, UWRI, COABE to build relationships
- Explore promising partnerships with other strong organizations for joint applications (PPL, Higher Education institutions)
- Expand on relationships with Jacques Pepin Foundation and Catalyst Kitchens to jointly support Genesis Center and CHOP

Engage board members in fundraising strategies

- Build a robust Development Committee, meeting outside of scheduled board meetings
- The Board are fundraising champions for Genesis Center
- Board members actively participate in 401 Gives and engage their networks

Explore additional opportunities for revenue generation, including social enterprise and other fee-for-service activities.

- Explore sliding scale fee structure for certain programs/classes
- Pilot fee-for-service activity for other organizations (FOC services, curriculum development)
- Remain open to forms of geographic expansion
- Research successful models used by other nonprofit organizations

Increase organizational support from individuals and corporate partners

- Build relationships with aligned companies and charities through events like graduations, volunteerism, etc.
- Tailor sponsorship opportunities to attract corporate support, create a standard tiered-plan with accompanying perks for donors
- Leverage revamped website, completed Annual Report, and new Strategic Plan to engage potential donors/partners
- Engage relevant parties and individuals through visits to CHOP



KEY METRICS

- Funds secured through corporate sponsorships increase by 150% during plan period
- Funds secured through individual giving increase by 100% during plan period
- Specific board fundraising training implemented
- Board realizes 100% giving at a level that is meaningful for each individual
- Development committee meets at least three times in 2026 and 6 times annually for the remainder of the Plan period

RESOURCES

- Development team with possible assistance of contract/consultant help
- Strong alignment of President & CEO and Board members
- Industry champions

Priority Area 5: Charting a Course For Organizational Resiliency

Take the necessary steps to ensure that Genesis is strong not just for the next three years, but for the next generation of students.

STRATEGIES

Key positions in the organization, including the Executive Director and Board leadership, remain strong through any changes

- Invest in formal planning around governance best-practices and board development
- Establish a pipeline of individuals qualified for Board service through a revived Nomination and Governance committee
- Strengthen leadership team structure to mitigate the loss of individual employees

The organization is prepared to expand workforce development opportunities outside of healthcare and culinary arts

- Explore IT, Financial Services, Personal Care Fields, and other relevant industries
- Build industry partnerships to facilitate internship and job placement possibilities
- Be aware of funding opportunities around new pathways aligned with Genesis Center's capabilities and mission

Technology education is a point of emphasis and our students receive high-quality tech instruction

- Create formal technology education plan
- Secure funding for Digital Navigator position
- Explore AI best practices and draft a company policy for AI adoption and management

Facilities maintenance and planning is given proper attention to ensure that Genesis has adequate physical space to accommodate programming

- Perform feasibility study of upcoming repairs and maintenance to building
- Assess options for relocation, including purchasing or constructing new building
- Consider options for addition of significant site that would create more space and class options



KEY METRICS

- Recruit and onboard 6 new board members during the plan period
- Senior leadership team continues with annual professional development
- Establish one additional workforce pathway during the plan period
- Draft, adopt, and implement a comprehensive technology plan for the organization

RESOURCES

- Organizational development consultant, possibly through RIF funding Capacity Building
- Dedicated technology funding (Open AI, COX, Verizon)
- Additional industry partners and aligned community orgs



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