Sunbeam
FAMILY SERVICES

Strategic Plan

2025-2027

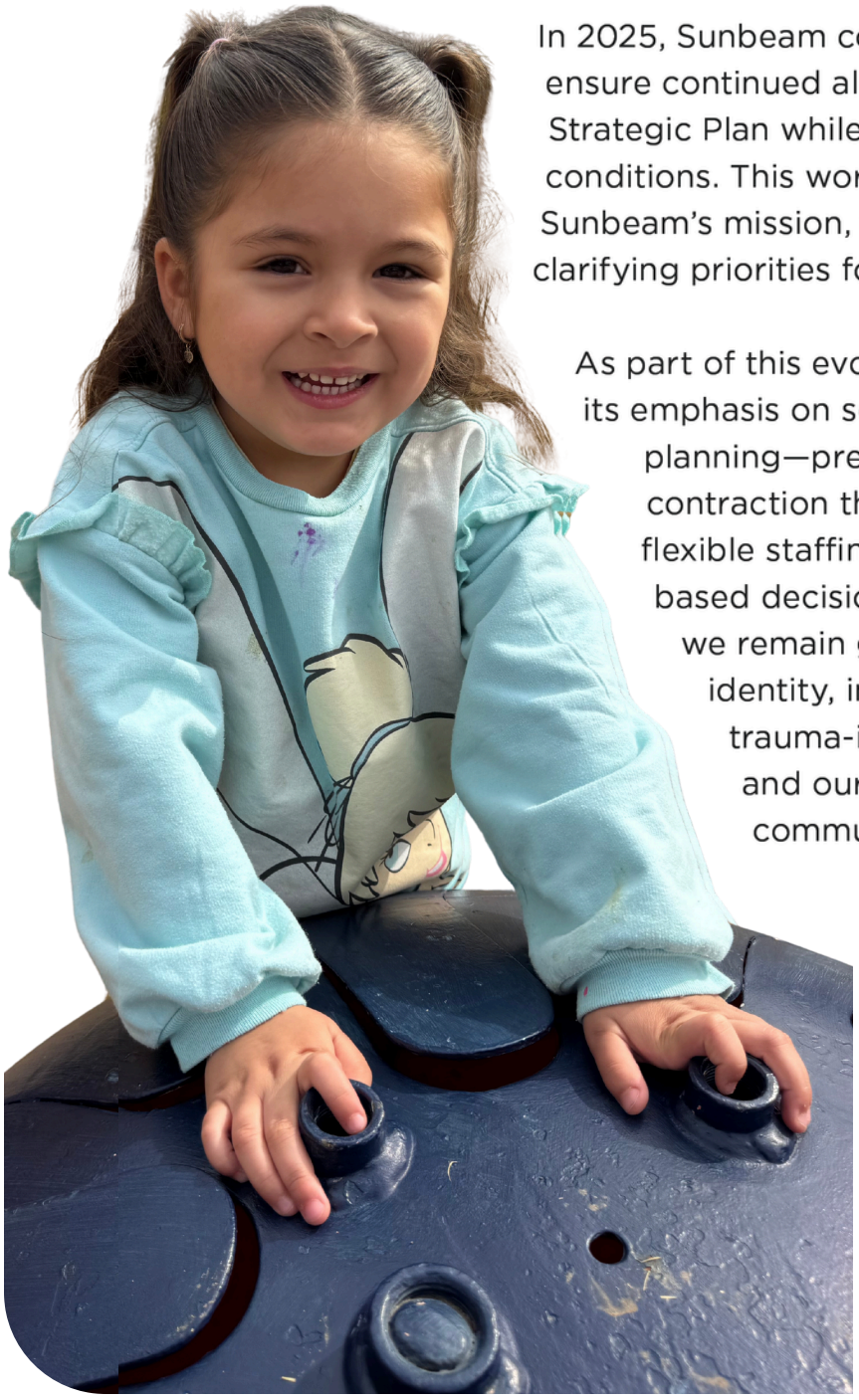
Executive Summary

UNITED WAY
Central Oklahoma



Since 1907, Sunbeam Family Services has built a strong and compelling reputation in Oklahoma and within key communities of practice by delivering high-quality services, supported by innovative partnership models, strong relationships, and a high degree of community responsiveness. Within this legacy, Sunbeam established the seventh Educare school in the nation, integrating an early childhood program with policy, research, and systematic professional development.

Sunbeam's Strategic Plan represents deliberate choices to leverage its strengths and increase its role in shaping the future in its key fields of practice.



In 2025, Sunbeam conducted a strategy refresh to ensure continued alignment with the 2022–2026 Strategic Plan while responding to evolving external conditions. This work reaffirmed the strength of Sunbeam's mission, vision, and strategic pillars, while clarifying priorities for the current environment.

As part of this evolution, Sunbeam has strengthened its emphasis on scenario navigation and adaptive planning—preparing for both expansion and contraction through scalable program models, flexible staffing approaches, and scenario-based decision-making. At the same time, we remain grounded in our organizational identity, including our commitment to trauma-informed, hope-centered practice and our role as a trusted leader in the communities we serve.

This approach ensures that Sunbeam remains both anchored in purpose and responsive in practice, advancing our long-term strategy while adapting to emerging opportunities, risks, and system-level changes.

Mission

Sunbeam's statement of purpose

Building brighter futures with all children and families.

Vision

Sunbeam's aspirations over an extended period of time

Sunbeam continually aspires to be a recognized leader in early childcare and education, with specialized services for entire family systems. We consistently strive to strengthen the social service ecosystem in our communities. We seek to be advocates of the highest-quality services and ensure the sustainability of our work.

Sunbeam's Strategy

How Sunbeam will achieve its desired impact

Provide differentiated direct service delivery to young children and their family support systems, while driving excellence in practices that benefit them through partnerships, advocacy, and targeted workforce development.

Values, pg. 3

The statements of belief that guide Sunbeam's decisions and actions

Respect | Growth | Community | Integrity | Advocacy | Innovation

Strategic Pillars, pgs. 4-5

Key categories of actions to achieve Sunbeam's aspirations

1. Expand and sustain access to high-quality direct services to families and family-serving systems.

2. Invest in practitioner development to secure the ability to fulfill our Mission and Vision with well-qualified talent.

3. Leverage strategic collaborations and partnerships to enhance the social safety net for families.

4. Amplify influence, sustainability, and quality impact through advocacy and strategic resource development.

Values

The statements of belief that guide Sunbeam's decisions and actions

RESPECT

Honoring the needs of others, treating people with dignity, and embracing one another's differences.

- We actively listen to others, seeking to understand
- We honor the worth and value of the people we serve
- We show appreciation for others' contributions
- We communicate in ways that promote others' emotional safety

GROWTH

Fostering hope, development, and well-being within our teams and the people we serve.

- We create a safe environment for asking questions
- We invest in opportunities to learn and continuously improve
- We offer our employees pathways to career growth
- We empower others to learn and to lead

COMMUNITY

Convening and embracing inclusive relationships and impactful collaborations.

- We honor the cultures and traditions of our employees, clients, and partners
- We value and leverage the strengths of others to amplify our impact
- We foster a sense of belonging and connection
- We create support systems that are stronger than the sum of their parts

INTEGRITY

Committing the organization, teams, and individuals to meet or exceed high standards of performance and practice.

- We set and enforce high performance standards for our work
- We go the extra mile to make sure we've done what we said we would do
- We demonstrate integrity and honesty in every situation
- We meet the highest professional standards for service delivery

ADVOCACY

Extending and amplifying Sunbeam's reach by influencing systemic change that positively impacts the people we serve.

- We leverage our credibility and expertise to influence decision-makers
- We invest in the things that matter to our clients and communities
- We proactively shape the systems in which we work
- We empower others to speak up for causes that matter

INNOVATION

Identifying and embracing new pathways in support of Sunbeam's Mission.

- We find new ways to meet high performance and quality standards
- We integrate funding sources in unique ways to achieve growth
- We create a safe space for others to share ideas and express creativity
- We continuously seek better ways to do things

Strategic Pillars

Key categories of actions to achieve Sunbeam's aspirations



ONE

Expand and sustain access to high-quality direct services to families and family-serving systems.

- Scale high-quality service delivery through adaptable program models and flexible staffing to balance growth with risk
- Expand access to services for more families and tailor offerings to meet evolving community needs
- Diversify and align delivery models through private pay pilots, fee-for-service offerings, and mission-driven program innovation
- Position Sunbeam as a statewide leader in early relational health through training, consultation, and service excellence

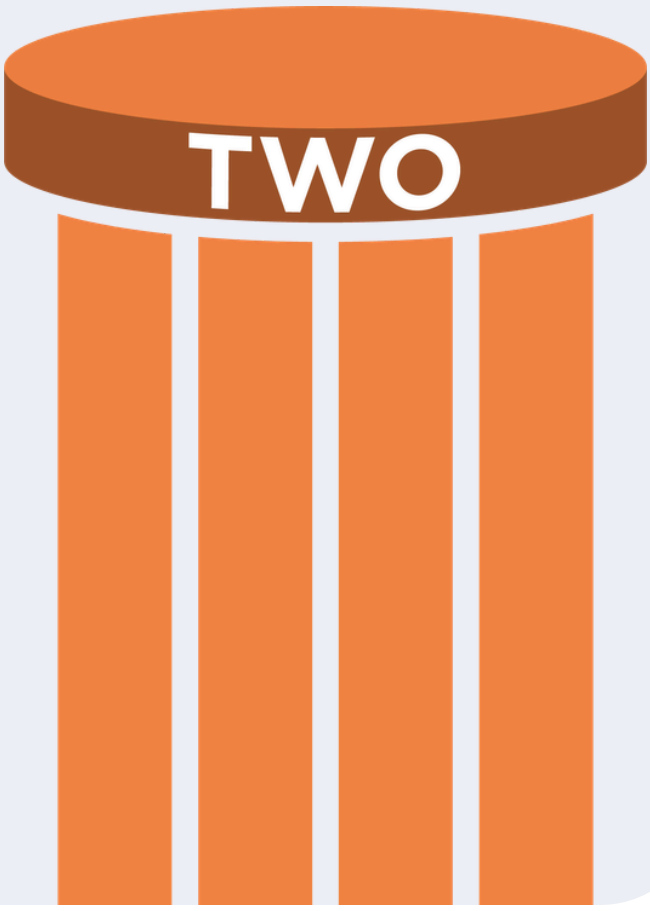
3-Year Objective: Increase reach and impact of services while ensuring models remain scalable, responsive, and aligned with evolving community needs and funding conditions.

TWO

Invest in practitioner development to secure the ability to fulfill our Mission and Vision with well-qualified talent.

- Build a resilient and adaptable workforce through flexible staffing models and intentional leadership pipeline development
- Strengthen talent pipelines by expanding partnerships and engaging mission-aligned and non-traditional workforce sources
- Advance Sunbeam's role as a workforce and learning hub through the continued development of demonstration school and workforce development models
- Ensure all staff contribute to advocacy and financial goals through the integration of Pillar 4 into staff development and strategic decision-making

3-Year Objective: Develop a resilient talent base capable of sustaining quality services through strong pipelines, leadership development, and alignment with organizational priorities.



Strategic Pillars, cont.

Key categories of actions to achieve Sunbeam's aspirations

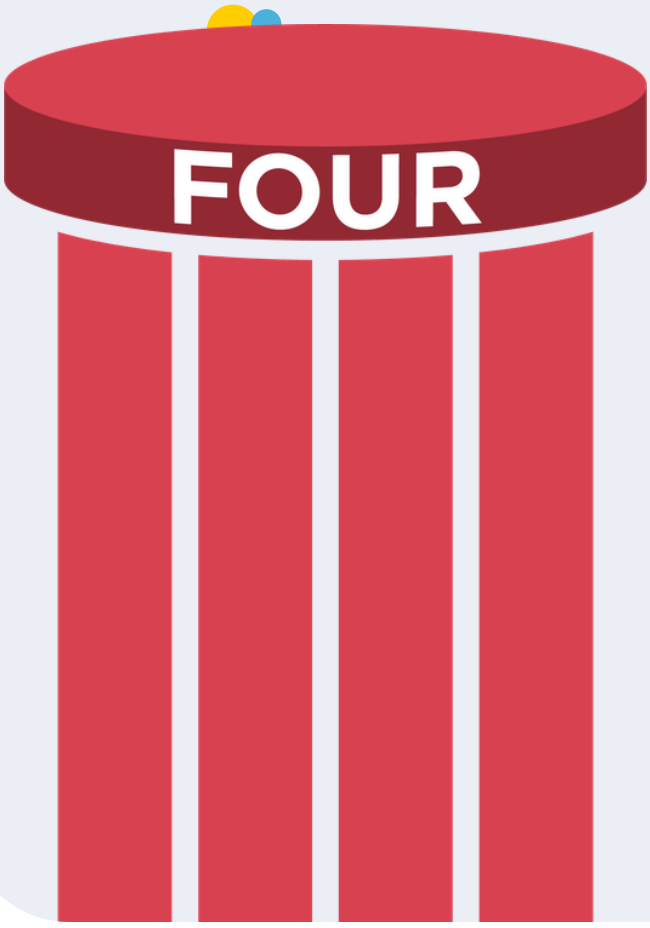


THREE

Leverage strategic collaborations and partnerships to enhance the social safety net for families.

- Strengthen and expand strategic partnerships to increase coordinated services, referrals, and access to complementary supports for families
- Collaborate with peer organizations, including Head Start agencies, to share resources, align efforts, and advance statewide impact
- Expand Sunbeam's influence as a system leader through leadership participation in external boards, coalitions, and broader systems of care

3-Year Objective: Strengthen coordinated systems of care by deepening partnerships, expanding influence, and improving access to integrated supports for children and families.



FOUR

Amplify influence, sustainability, and quality impact through advocacy and strategic resource development.

- Expand Sunbeam's influence at federal, state, and local levels by engaging board members, leadership, and staff in coordinated advocacy and policy relationships
- Leverage data and outcomes to demonstrate impact, inform decision-making, and advocate for sustained or increased investment
- Position Sunbeam as a trusted leader in early childhood to shape policy, service standards, and system-level decisions
- Strengthen and diversify funding through strategic philanthropic relationships, multi-year grants, fee-for-service models, and public-private partnerships
- Ensure financial resilience through disciplined fiscal management, including reserve strategy and reduced reliance on any single funding source

3-Year Objective: Achieve greater organizational sustainability and influence through coordinated advocacy, diversified funding, strong financial stewardship, and clear demonstration of impact.